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**REPORT OF MISSION ON
TECHNICAL ADVISORY BOARD MEETING FOR
THE AFRICA FUTURES PROGRAM**

Cairo, 26 - 29 March 2000

By
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REPORT OF MISSION TO ATTEND THE TECHNICAL ADVISORY BOARD MEETING FOR THE AFRICA FUTURES PROGRAM: 26-29 MARCH 2000, CAIRO.

1. **INTRODUCTION:** The 6th Advisory Board meeting of the African Futures program was held from 26-28 March in Cairo, and was hosted by the Regional Information Technology and Software Engineering Centre (RITSEC). The Africa Futures program is entering a critical phase of supporting member states to operationalise the long term visions it has helped several African countries to develop, while at the same time, resources have been cut by UNDP, the traditional donor. It was also reported that other sponsoring agencies like the World Bank, and the African Development Bank have not honoured their obligation, whereby they were supposed to provide funding of one million each. The meeting was also informed that the Economic Commission for Africa is also a sponsoring agency and that although it was not expected to make cash contribution, it has not provided the active support, to the African Futures program, that was anticipated. Given the critical situation, therefore, the meeting focussed on discussing a review process of the program. The Business plan of the Africa Futures program and a resource mobilisation strategy were also reviewed. (See attachment for full agenda). In general, the consensus of the meeting was that one of the major achievements of the program is in developing methodologies and assisting African states in carrying out National Long Term perspective Studies (NLTPS) and is designing long term National Visions. The Africa Futures program has a place in African development and should be supported.

2. Detailed discussions:

2.1 Report of the tripartite review:

The UNDP and UNOPS representatives gave a report of the tripartite review that was carried out by UNOPS, UNDP and government. Since the program is a regional one, Mali and Cote d'Ivoire were invited to represent the governments. The tripartite review focussed on several issues: whether the project is on course; whether the project activities are being implemented, what the additional requirements are and implementation problems that the program was experiencing. The review confirmed that the program had made very good progress on sensitisation of Member State and that development practitioners were more conversant with logical framework of long range planning. However, there were several issues of concern:

- Capacity building at national level was still weak
- Sustainability of the program after the project closes is questionable
- The project has a problem retaining experts, and resources needed to support operationalisation of the visions at national level have not been forthcoming.
- The tripartite review committee recommended that because of its importance, the program needs to have the political support of the leadership in UNDP; resource mobilisation should be undertaken to guarantee continuity of the program; and national experts should be integrated into the activities of the Africa Futures program.

During the discussions, it was suggested that a dynamic relationship with the Bretton Woods institutions should be established. The Africa futures program should also ensure ownership of the methodologies developed. It was also agreed that the sponsoring agencies, namely, World Bank, African Development Bank and the Economic Commission for Africa should be reminded of their obligations and responsibilities as sponsoring agencies. In addition, UNDP needs to demonstrate more active leadership and to show to other institutions that the Africa Futures program has added value to long range planning in Africa. The Bureau for Strategic Partnerships could play an important role in this process. The co-ordinator was requested to initiate discussions with the Bureau.

2.2 Terms of reference of the Mid Term External Evaluation:

The Africa Futures program will be evaluated in April. The focus of the evaluation was discussed, and it was noted that while a positive evaluation was desirable, the report should be clear about whether the objectives have been achieved, how best they can be achieved in future and the problems that have been experienced in implementing the project. It was agreed that the evaluation report would be an important tool in the resource mobilisation strategy and the conference that is planned in September. The terms of reference were approved as being comprehensive enough.

2.3 Review of the comprehensive business plan of the African Futures Network:

The program co-ordinator presented the business plan for the period 2000-2005 (see attachment). The business plan emphasises development of capacity of the institutions involved in the network as this is the best option for institutionalising the NLTPS and for ensuring sustainability. The Board advised that there should be performance indicators as well as capacity indicators for the network institutions. The network should then be expanded using the new indicators. It was agreed that both RITSEC and the development Bank of Southern Africa should be members of the network and in addition, they will be members of the Advisory Board in their institutional capacity. It was suggested that the Business plan should incorporate the principle of gender equality and that the indicators should reflect measurement of gender equality as a result of the project. The Regional Advisor worked with the Co-ordinator in incorporating the new suggestions into the document.

2.4 Resource mobilisation strategy:

As a result of the financial adjustments being made within the UNDP Regional Bureau for Africa, the resources of the African Futures Project have been drastically reduced. The fact that sponsoring agencies like the World Bank and African Development Bank have not met their financial obligations means that there is need to raise resources for the implementation of the program planned up to 2005. After lengthy discussions, it was agreed that given the time needed for sensitisation of the different targeted donors and for preparation of supporting documents, the conference should be organised to take place at the end of September. The co-ordinator informed that, in the meantime, he was having bilateral discussions with the African Capacity Building Foundation and the French Co-operation to provide immediate funding. Failing to raise a bridging fund may mean that the project will have to wind up its business before end of September.

The next Advisory meeting will take place at the end of September, just before the resource mobilisation conference, so that the board members can also participate in the conference.

**6th ADVISORY BOARD MEETING
CAIRO, 26-28 March 2000
PROVISIONAL AGENDA AND
TIMETABLE**

Sunday 26 March

- | | |
|---------------|---|
| 8:30 – 9:00 | Registration |
| 9:00 – 9:30 | Welcome Note
<i>Mrs. Effat El-Shooky- RITSEC (Hosting Agency)</i> |
| | Introduction
<i>Mr. Edmund Cain</i>
<i>UNDP- Cairo Representative Resident</i> |
| | Opening Statement
<i>Mrs. Jocelline Bazile-Finely</i>
<i>UNDP Resident Representative- Abidjan</i>
<i>Chairman of the Board</i> |
| 9:30 – 10:30 | Review and adoption of the 5th Board meeting report

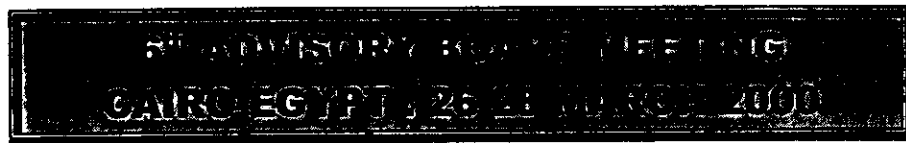
Presentation of the Coordinator's report |
| 10:30 – 10:45 | Coffee break |
| 10:45 – 12:15 | Deliberations on the Coordinator's report |
| 12:15 – 12:30 | Break |
| 12:30 – 3:00 | Deliberations continue on the Coordinator's report |
| 3:00 – 5:00 | Lunch hosted by RITSEC |

Monday 27 March

- | | |
|---------------|---|
| 9:00 – 10:45 | Report of the Tripartite Review |
| 10:45 – 11:00 | Coffee break |
| 11:00 – 1:00 | Terms of Reference of the Mid Term External Evaluation |
| 1:00 – 2:30 | Presentation and Review of consolidated Business Plan of African Futures Network |
| 2:30 – 5:00 | Visit to IDSC
Lunch hosted by IDSC |

Tuesday 28 March

9:00 – 10:30	Presentation and Review of consolidated Business Plan of African Futures Network (cont.)
10:30 – 11:00	Coffee break
11:00 – 1:00	Presentation of the Resource Mobilization Strategy paper
1:00 – 2:30	Deliberations continue
2:30 – 3:00	Closing remarks



Coordinator's Report

INTRODUCTION

This report is prepared for consideration of the African Futures Advisory Board. It consists of three sections. The first one provides a general overview of programmatic activities undertaken since September 1999. The second section outlines the main activities to be carried out over the next 12 months, and the third section concludes the report.

I. OVERVIEW OF PROGRAMMATIC ACTIVITIES DURING THE LAST SIX MONTHS

1. NODAL ACTIVITIES

By way of reminder, the overarching objective of African Futures is the entrenchment of the long-term approach in development management in Africa. The tool selected to achieve this objective is the institutionalization of the NLTPS through establishment of a network of centers of excellence. The network, which consists of 13 African institutions, is structured into four nodes, the first consists of undertaking regional and sub-regional long term perspective studies, the second consists of establishing an African Regional Strategic Decision-making Information System (ARSDIS), the third consists of providing advisory services to countries wishing to undertake and/or operationalize national long term perspective studies, and the fourth consists of building and strengthening national capacity in Africa for long-term strategic management. For the sake of manageability, the lead nodes of the network are: SARIPS for node 1 (Studies), African Futures for node 2 (ARSDIS) and node 3 (Advisory services) and IDEP for node 4 (Training)

1.1 Regional and Sub-Regional studies (Node 1)

One of the objectives of the African Futures programme is to undertake regional and sub-regional perspective studies. At the inception of the African Futures project RAF97/016, it was agreed to undertake four sub-regional studies, and one continental perspective study in close collaboration with the African Development Bank (ADB), the United Nations Economic Commission for Africa (UNECA), the Organization of African Unity (OAU), regional economic communities (RECs) - CEMAC, COMESA ECOWAS, SADC -, non-governmental organizations (NGOs), and the African Futures Network of Centres of Excellence (COE).

African Futures is responsible for the continental study, whereas the sub-regional studies are currently being managed by the Southern African Regional Institute for Policy Studies (SARIPS). The continental study, hereinafter referred to as the African Long Term Perspective Study, was launched in Midrand, South Africa in November 1999. The launching ceremony was attended by about 80 people from 3 continents. Subsequent to the launch, African Futures prepared a summary report of the meeting, which is available in our website. In addition, a questionnaire has been prepared which will serve as a basis for identifying the aspirations of the African people. It will be administered through a sample survey which will be fielded shortly. Terms of reference for seven thematic studies have also been drafted and the team is gearing up to recruit consultants to undertake the studies.

With regards to the sub-regional studies, SARIPS has coordinated the preparation of research proposals for study of the southern, eastern, central and western Africa regions. The North African sub-regional long term perspective study will be carried out by the sub-regional development centre of the United Nations Economic Commission for Africa, based in Tangiers, Morocco.

1.2 ARSDIS (Node II)

The African Regional Strategic Decision-making Information System, better known by its acronym ARSDIS, aims to assist African countries by providing up-to-date, strategically oriented information on pertinent issues. ARSDIS is currently being managed by the African Futures team. Following the experts meeting organized in Abidjan in February 1999, the African Futures team prepared a project document for ARSDIS. In addition, considerable in-house research was conducted on socio-economic indicators, and a strategic business plan for ARSDIS has been completed. A website for ARSDIS has been created and is operational (www.arsdis.net). Section II provides additional information on the work-plan for ARSDIS in the year 2000.

1.3 Advisory Services (Node III)

Node III is currently being managed by African Futures. It provides technical support and training for ad hoc national teams responsible for the studies. Over the last six months, African Futures provided technical assistance to the national teams of Benin and Mali, as they organized workshops on scenario construction and strategy formulation respectively. Mali completed its NLTPS exercise in December 1999, and Benin's NLTPS is ongoing. The Uganda National team presented the final results of the NLTPS to government during an official ceremony organized in January 2000 in Kampala. Also Namibia expressed interest in LTPS.

During the period under review, several other countries have expressed interest in the NLTPS. Togo and Burundi fielded missions to Abidjan, and African Futures fielded missions to Chad from 24 to 29 January 2000, to sensitize government about the NLTPS process.

A methodological note on the operationalization (Phase V) of the NLTPS has been completed. Preliminary discussions have been held with the authorities of Cote d'Ivoire, Uganda and Mali on the operationalization of the NLTPS. The process has been slowed down by the prevailing political situation in Cote d'Ivoire. However, initial feedback from Uganda and Mali is encouraging.

Another activity entrusted to Node III is the preparation of the revised methodological guides for the NLTPS. To this effect, a workshop was organized in February 1999 to discuss the structure and contents of the proposed guide. The institutional and capacity building expert prepared a detailed annotated outline of the book and completion of this activity is one of African Futures priority activities in the first half of this year.

1.4 Building and strengthening national capacities (Node IV)

The Institutional and Capacity Building expert undertook a mission to the African Institute for Economic Development and Planning (IDEP), the lead institution of Node 4, to discuss the modalities for undertaking the capacity assessment mission and subsequently circulated a capacity assessment evaluation form to the members of the node.

Senrio, a member of the Network, introduced a Masters programme on development which is entirely based on the African Futures long-term perspective study. Senrio is liaising with Malawi Institute of Management (MIM) to introduce this programme to other countries in Africa.

2. CORPORATE ACTIVITIES

2.1 Outreach and communication activities

In addition to the above-mentioned activities, African Futures also sought to build partnerships with several institutions. To that effect, the programme was invited to a number of meetings by several institutions, including CILSS, the Club du Sahel of the OECD, the Center for African Family Studies (CAFS), the African Renaissance Institute, ACCORD, ECA's sub-regional center for North Africa, and several others. Each of these visits provided the opportunity to sensitize other agencies about the activities of African Futures.

In relation to communication activities, African Futures continued preparing its monthly newsletter, the African Futures Networker. The programme is also about to start a working papers series. Finally, a book based on the proceedings of the forum on the future competitiveness of African economies, organized in Dakar, Senegal in March 1999, has been published in French and English by Editions Karthala, Editions Sankoré and African Futures.

2.2 Staff movement

Kindly be informed that the research and program assistant, Eddie Kariisa, and the Information Systems Assistant, Hervé Okou, have left the project to explore other opportunities. African Futures has placed advertisements in local newspapers, and it is hoped that their replacements will be on board by March 2000.

II. Program of Activities for the next semester (March-September 2000)

Without prejudice to the deliberations of the Board, African Futures has a series of activities planned for the 2000 calendar year. The following section provides some information on these planned activities.

1. NODAL ACTIVITIES

1.1 Node I: Regional and sub-regional studies:

One of the major objectives of the African Futures programme is to undertake regional and sub-regional studies. As stated in section 1 above, the African Long Term Perspective Study was launched in Midrand, South Africa in November 1999. African Futures aims to complete the study in late 2000. To that effect, a project planning and methodology workshop was to be organized to define the practical modalities for carrying out the study. Subsequently, strategic thematic studies were to be carried out. Meanwhile a questionnaire was to be fielded to a sample of 2000 people to collect the views and aspirations of African people for the future. Following budget cuts and pending the mobilization of additional resources, it became necessary to make adjustments to the initial scheme. The revised plan is to eliminate the meetings with UNDP country offices which would have been necessary for briefing and the logistics of administering the questionnaire and restrict COs backstopping role to giving African Futures contact points of the respondents with African Futures doing direct mailing and retrieval of the questionnaire. Subsequent to analysis of the questionnaire responses, only two workshops would be held (one on scenarios construction and the other on visioning) rather than the four originally planned to take place at the RECs level. But the essential element of wide participation by stakeholders remains unaltered.

With respect to RLTPS, the lead institution of node 1 has solicited or prepared proposals for sub-regional long terms studies. As mentioned above, the proposals for Eastern, Southern, Central and Western Africa have been prepared. There exist a project document and report for the countries of North Africa, prepared with assistance from African Futures. These will be submitted as part of the business plan at the donor conference that African Futures plans to organize in June 2000.

1.2 Node II: ARSDIS

African Futures has fallen behind the implementation schedule for ARSDIS. The upcoming year is crucial for the development of ARSDIS. In this regard, a number of activities are planned. These aim to ensure that ARSDIS is effectively launched and operational by year's end. In this light, African Futures will field sensitization missions to the REC's, which are the backbone for ARSDIS. Secondly, technical evaluation missions will be fielded to the regional economic communities. The ARSDIS database will also be launched, and countries in the operationalization phase of the NLTPS will be assisted with setting up national strategic information systems. Finally, ARSDIS will provide analysis and data for the ALTPS.

1.3 Node III: Advisory Services

As stated in the project document, one of the objectives of the African Futures programme in its second phase is extending the NLTPS to 30 countries. Several countries, including Cameroon, Togo, Burundi, Mozambique, The Gambia, Chad, Rwanda, Sierra Leone and Namibia have expressed varying levels of interest in undertaking an NLTPS. The project team will, as in the past, do the best it can to assist these countries in preparing project documents to secure funding and effectively launch national long-term perspective studies. However, it is envisaged that in this process greater recourse than in the past will be made to the African Futures experts Network, as a way to foster their capacities in providing support to countries. The completion of the African Futures methodological guide step-by-step guide book, which is due by June 2000, should also be of additional assistance in this process.

It is also envisioned that the countries that have completed the NLTPS will be assisted in the operationalization of their studies. To that effect, and as mentioned in section 1, contacts have been initiated with Uganda, Mali, Cote d'Ivoire, and Zimbabwe. Feedback from Uganda and Mali has been encouraging, and contacts will be reinforced with a view to ensuring that these countries effectively begin implementation of their national long-term perspective studies. An important step in that regard will be the workshop which will bring together in the second trimester the pilot countries, the economists of UNDP of these countries in order to discuss the practical modalities as well as the technical studies and operationalization tools of the national visions.

1.4 Node IV: Training and Capacity Building

A number of activities are planned within the framework of Node IV. Firstly, a capacity assessment study will be undertaken for the entire node with a view to identifying and remedying the strengths and weaknesses of the node. Secondly, the node will be more closely associated with training of national core teams. A comprehensive set of training materials, including curricula, will be developed for the network. Finally, training workshops and seminars will be organized for the network.

2. CORPORATE ACTIVITIES

2.1 Tripartite Review (TPR) of the Project

In accordance with UNDP and UNOPS procedures, a Tripartite Review of the project will be held on 21 March 2000.

As a background document, a progress report was prepared by the team, which followed the format prescribed by UNDP for such an exercise. The report of the TPR, which will be chaired by Mrs. Jocelline Bazile-Finley, will be reviewed by the Board as a specific agenda item.

2.2 Mid Term Evaluation (MTE)

The workplan adopted for 2000 includes a Mid Term Evaluation of the project. Following consultations with the Chair of the Board and UNOPS, it is being proposed that the exercise be conducted in the second quarter of this year. In view of the critical nature of such an evaluation, it was also felt that the TORs should be submitted to the Board. Review of these TORs is therefore on the agenda of this meeting.

2.3 Resource mobilization

This issue constitutes a specific agenda item of this Board meeting. As such, it is the subject of a separate document. For the purpose of this report, suffice it to summarize the document by recalling that since its inception, the African Futures programme has been receiving financial support from the United Nations Development Programme. The UNDP has financed the activities of the African Futures team in Abidjan. Several donors have supported national long term perspective studies in various countries, but to date, the UNDP has been the exclusive financing agency of the African Futures team (staff, missions, program activities, etc.)

Given the severe financial crisis that the UNDP is presently experiencing, core resources of African Futures have been cut by 10%, from 7.2 million USD to 6.5 million USD. This cut has adversely affected the ability of the programme to achieve its objectives. In this light, one of the main objectives for the first half of 2000 is mobilization of additional resources. It is therefore anticipated that a donor conference be organized in June 2000 to raise additional resources.

The main document to be submitted to the donor conference will be a strategic business plan of the network of centers of excellence, which will be a major activity in the first half of 2000. African Futures will submit the strategic business plan to the TASC for observation and comments prior to its finalization. The strategic business plan will aim to mobilize resources for the period of 2000-2005, with a view to obtaining maximum leverage of resources.

2.4 Communication and publication policy:

In line with its communication policy, African Futures will start a working papers series that will aim to disseminate the research findings of the team. An editorial Board has been set up which includes Yed Angoran, Prof. Sam Olofin, Dr. Sam Moyo, Prof. Leopold Mureithi, Prof. Fatou Sow and Dr. Carlos Lopes. Dr. Hassan Yousif will serve as Director of the working paper series. Operational modalities defined are very cost-effective. The programme will continue producing and distributing its monthly newsletter, with the objective of reaching 2000 people by years' end. Efforts will be made to publicize the programme's website by "linking" it to existing, frequently visited sites. Moreover, the step-by-step methodological guidelines will be finalized, published and widely disseminated.

Finally, African Futures will be "piggy-backing" on existing journals. Agreement has already been reached with "Futuribles", a prominent French language journal dedicated to futures studies. A special issue to be co-edited by Pr. Philippe Hugon and Alioune Sall should be released during the second semester of the year.

CONCLUSION

The African Futures program has just completed its third year of activities of the second phase (1997-2001). The project has managed to launch a number of program components that were "spillovers" from the first phase. The regional long term perspective studies component is visibly underway with the recent launch of the African Long Term Perspective Study. Countries have solicited technical assistance from the programme, and others have manifested interest in carrying out an NLTPS. However, resource constraints have been a hamper on the programmes activities. This is the spirit in which the donor conference will be organized. African Futures hopes to be able to count on the unwavering support of its Board in organizing this crucial activity.

**MID-TERM EVALUATION MISSION OF
NLTPS (PHASE II) AFRICAN FUTURES
PROJECT RAF 97/016**

TERMS OF REFERENCE

These terms of reference are for mid-term evaluation of phase II of the above mentioned project. They provide succinct background information and objectives, and the expected outputs of the project. The objectives of the mission and scope of the evaluation are highlighted in parts II and III of these terms of reference. In addition, the terms of reference provide general guidelines for the conclusions and recommendations (part IV), composition of the mission (Part V) and its duration and methodology (Part VI). The administrative and financial arrangements are shown in part VII.

I. BACKGROUND AND OBJECTIVES OF THE PROJECT

The African Futures Project RAF 97/016 started in 1997 as a successor to project RAF91/006, which was initiated in 1992. The final evaluation of RAF91/006 had recommended that the project be extended for another 5-year period in order to consolidate its achievements as well as to address the shortfalls experienced during phase I.

Development objective

The development objective of phase II, Project RAF 97/016, is to assist in the resuscitation of the African economies through the institutionalisation of a long-term perspective approach to development management in Africa.

Immediate objectives

- a) Promote the institutionalisation of the long-term perspectives approach to development management in Africa by facilitating the completion of NLTPS in countries currently engaged in the process, assisting other countries wishing to carry out similar studies, and providing the necessary support for the operationalisation of the resulting visions through policy reforms.
- b) Building and strengthening national capacity in Africa for long-term strategic management of the development process in such areas as future studies, strategic management and planning, policy analysis and forecasting.
- c) In collaboration with ECA, develop regional and sub-regional long-term *studies* population, regional integration, economic development, food and water security, health, technological capacity, communication and information, peace, security and changes in the global environment.

Expected outputs

- a) 30 African countries complete their NLTPS programmes.
- b) Countries begin to operationalise the national visions established in their long-term perspective studies.
- c) Critical mass of expertise on the ground in Africa through the creation and strengthening of a network of existing institutions to support long-term perspectives studies in Africa which are self-sustainable in the long run.
- d) A small publishing programme of newsletters, a periodical journal, monographs and books on perspectives studies and strategic development management to publish material emanating from research by core team experts and research reports of scholars from the participating institutions.
- e) Publications of regional and sub-regional long-term perspective and strategic policy studies on Africa.
- f) An African regional information system network for early warning with a databank on statistical indicators and trends/issues.

II. OBJECTIVES OF THE MISSION

This evaluation mission shall be undertaken in accordance with UNDP procedures to achieve the following objectives:

- a) Assess the achievements of the project and progress it so far made in meeting its developmental and immediate objectives, and its overall contribution to the resuscitation of long term development policy framework.
- b) Formulate recommendations enabling the project to build on its achievements and overcome its shortfalls. These shortfalls could be linked to the institutional framework, strategy of the programme, execution and implementation modalities, inputs, results or activities.

The mission shall further make recommendations for the future direction of the project, including suggestions on how the achievements of the project might be sustained over time.

III. SCOPE OF THE EVALUATION

Project concept and design

The mission shall review the design of the project, especially its objectives and expected outputs. In view of the changing African and international environment, the mission shall ascertain whether the original design is still valid. The analysis shall be done according to the nodal approach developed by the project.

Management

The mission shall review the quality and timeliness of inputs, activities and responsiveness of the project management to the different circumstances in the countries implementing NLTPS, and to policy changes in the sponsoring agencies. Furthermore the mission shall assess, review and make recommendations on:

- a) the regional team's effort to build an NLTPS network within and outside Africa and the implementation strategy for capacity building;
- b) the staffing situation and the project team's internal structure and effectiveness in carrying out the project's objectives;
- c) the effectiveness of monitoring and backstopping provided by UNOPS and UNDP; the role of the Advisory Board, and the role of the sponsoring agencies (World Bank, ECA, African Development Bank); and
- d) the cost structure of project operations, relating the resources spent (input) to the outcome (output) and financial analysis.

Project Implementation Strategy and Results

The mission shall visit the regional project based in Abidjan and review its strategy for implementation of the project, including the country and regional coverage. This exercise shall take into account the recommendations and concerns expressed by the Advisory Board in its various meetings. Particular attention shall be paid to:

- a) the updating and refining African Futures methodology for NLTPS, incorporating analytical tools and models, easily adaptable to specific country circumstances;
- b) production of a step-by-step workbook on how to carry out an NLTPS; developing a comprehensive framework for operationalisation of the visions defined by each NLTPS;
- c) establishment of a network of African institutions to support the conduct of NLTPS, including through training and capacity building activities and advisory services.
- d) out-reach activities including the web site, the newsletter, and establishment of a publications programme
- e) establishment of a publishing programme;
- f) establishment of ARSDIS;
- g) the execution of regional and sub-regional long-term perspective and policy studies.

IV. CONCLUSIONS AND RECOMMENDATIONS

The mission should present its conclusions and make specific recommendations on all matters covered above. Specifically, these should include:

- a) General recommendations on programme implementation strategy to achieve the objectives.
- b) Consistent with conclusions, make specific recommendations on implementation of each of the project's expected achievements.
- c) Recommendations with the view to strengthening the achievements of the project.

V. COMPOSITION OF THE MISSION

The mission shall be composed of 3 consultants (1 team leader and 2 consultants). The mission leader shall be a development specialist with expertise on long-term perspective studies. One consultant shall be a specialist on institutional development and the other consultant shall have expertise on knowledge and information systems. All the consultants shall be computer literate.

VI. DURATION AND METHODOLOGY OF THE MISSION

The mission shall commence its activities on 1st April 2000 and progress as follows: -

- a) A briefing session shall be held with the UNDP at headquarters and in Abidjan
- b) A detailed work programmes for the evaluation team shall be drawn by the project team and submitted to UNDP and UNOPS for approval.
- c) The evaluation team shall visit selected countries. During these visits the team shall meet with UNDP RR, Government officials, institutional and other stakeholders of the project.
- d) One month in total for the fieldwork and writing of the report.
- e) Head of mission shall be given additional five days for consolidating and writing-up the final report.
- f) The evaluation team shall be responsible for drafting of the report.
- g) The team shall submit to the UNDP, the programme co-ordinator and the executing agency (UNOPS) three days before the end of the mission an aide memoire containing its conclusions and recommendations. This aide memoire shall serve as an intermediate product for review and comments.
- h) The final report shall be submitted by the team leader to the UNDP Headquarters, the UNDP RR-Abidjan, and UNOPS with a copy to the Programme Co-ordinator within 15 days following the end of the mission, i.e. 15 May 2000.

VII. AMINISTRATIVE AND FINANCIAL ARRANGEMENTS

Honoraria and DSA of consultants shall be covered under the project budget. The project in Abidjan and the UNDP offices in other countries shall provide logistics and support.

First Draft

African Futures

Network of Centers of Excellence

**Strategic Plan
2000-2005**

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CHAPTER 1

EXECUTIVE SUMMARY

What is presented in this document is the strategic Plan for the Network of Centres of Excellence (NCE) an outgrowth of the African Futures, which in itself is a UNDP initiative. The AF was established as a means of the UNDP responding to the twin challenge of evolving a new development paradigm for Africa, and mapping out strategies for coping with the challenges of globalization. The document is prepared in five chapters. After this first chapter, which serves as the executive summary, chapter two covers background information leading to the formation of the NCE. This is followed in chapter three by a description of the network. In chapter four its four major activity areas are covered, and in the final chapter, which is chapter five, the resource requirements for the network's activities over the next five years and the guideposts for measuring its effectiveness are discussed. In the rest of this chapter we present a brief summary of the contents of the other chapters beginning with chapter two.

Chapter two provides a general background focusing on the challenges of a new vision for Africa. It briefly reviews African development performance in the decade following political independence up to the so-called wasted decade of the 80s, including the decade of structural adjustments. The failed development strategies of these decades and the current realities of preoccupation of African nations with crisis of natural and war disasters tend to justify the erstwhile widespread pessimism. The emergence of the twin challenge of need for a new development paradigm, and the challenge of globalization, coupled with recent improved economic performance has provided the basis for a new optimism. High level debate marked by the conference on Africa organized by the Dutch government in Maastricht in 1992 has led to a broad based consensus on the need to address these issues. The UNDP's response to this call led to the establishment of African Futures in 1992, purposely to explore the prospects of helping to craft the means for promoting a new orientation. The objectives of African Futures are threefold, these are, to:

- a. Promote the institutionalization of the long-term perspectives approach to development management in Africa by facilitating the completion of national long-term perspective studies, and provide the necessary support for operationalisation of the resulting visions through policy reforms.
- b. Build and strengthen national capacity in Africa for long-term strategic management of the development process in such areas as futures studies, strategic management and planning, policy analysis and forecasting.
- c. Develop regional and sub-regional long-term studies for Africa, covering a wide range of strategic issues, including governance, population, regional integration, economic development, food and water security, health, technological capacity, communications and information, peace, security and changes in the global environment.

In pursuing these objectives it has designed a National Long Term Perspective Studies programme (NLTPS) as a means of bringing about this new orientation. This chapter describes in some detail, the objectives, the strategies and implementation modes of NLTPS. The objectives and implementation of this new strategy have been successfully pursued through a phase I (1992 –1997). The chapter reviews some of the successes and main lessons learnt from the first cycle of NLTPS. These provided justification for embarking on the second phase in 1997. The main thrusts of phase II of the NLTPS provide the focus for chapter three. These consist of to:

- a. Extend the NLTPS from 14 to 30 Sub-Saharan African countries.
- b. Develop a framework for the operationalisation of the NLTPS.
- c. Undertake strategic, regional and sub-regional long-term perspective studies. (RLPTS)
- d. Institutionalize the NLTPS approach through establishment of a network of African centers of excellence and building of capacities in the area of strategic planning.
- e. Create the African Regional Strategic Decision-making Information System (ARSDIS).

The four pronged approach of the Network of Centres of Excellence (NCE) towards realizing its objectives are outlined in chapter four. These are the creation of a strategic information system; conducting research and disseminating the results for strategic planning purposes; undertaking training for capacity building in strategic planning, and finally engaging in vigorous advocacy and advisory services to enhance ownership and institutionalization of new development management practice. Finally in chapter five resources needs for sustainability through proper financing and the widening of the base for additional support and involvement is dealt with.

In summary the Strategic Plan presented in this document recognizes the pioneering effort of the UNDP/AF in addressing the challenges of globalization and need for better management of African development through the NLTPS process. The first phase of this initial effort resulted in a number of countries engaging in successful visioning process. The on-going second phase seeks to lay a solid foundation for the institutionalization of the process through the activities of a network of centres of excellence. What is envisaged in this strategic Plan covering the next five years (2000- 2005) is the need to build on this foundation and successes already recorded under both phases II and I. It is to make the process an enduring one that would be sustained long after the completion of Phase II. It is hoped that the scope, depth, and level of commitment to the process over the next five years and thereafter, by donors and beneficiaries alike would be substantive. It is also hoped that this would be strong enough such as to guarantee a successful transformation of current development management practice in Africa to one that is more capable of promoting sustainable growth and development in not too distant future. There is therefore the need for the donor community, and other multilateral institutions that have always shown strong commitment to the emancipation of the continent from its endemic problems of underdevelopment to come on board to make this initiative a sustainable success story.

CHAPTER 2

THE CHALLENGES OF A NEW VISION FOR AFRICA

2.1 General Introduction

In 1992, the African Futures, (AF) was established as a UNDP initiative to assist African countries in responding to the twin challenge of capital-led globalization and the need to fashion out a new development paradigm. This was considered necessary in view of the fact objectives and strategies of development that had been pursued hitherto appeared not to have succeeded. They were intended at enabling the continent to move onto a path of self-sustaining growth and development. The primary objective and focus of the AF was not to re-invent the wheel as it were nor sub-plant the activities of the several national and multilateral agencies with longstanding involvement in African development. Many of these agencies have been, and continue to be involved in helping to address the numerous problems and challenges facing the continent. Their main goal has been on assisting the continent to achieve a major break-through out of its underdevelopment trap. Given this fact, the primary objective the AF became that of finding a complementary role to these efforts. This has been in the area of focusing on the need for a long-term view of the development process and effort.

There is no denying of the fact that the challenges of short-term disequilibria crises in these countries would always need to be addressed and the crises properly managed. But there is also the need for ensuring consistency between short and medium term goals and objectives if the overall objective of sustained growth and development is to be attained. The AF has sought to create this awareness and reorientation through the vehicle of National Long Term Perspective Studies (NLTPS). After the successful completion of its first phase, which was marked by a number of achievements as well lessons on needed improvements, the UNDP was encouraged to embark on the launching of a second phase of the NLTPS in 1997. What is presented in this document is the strategic plan of the Network of Centres of Excellence, which forms the core, or the main thrust of phase II. The primary goal of phase II is to institutionalize the NLTPS process and its complementary

sub-regional or Regional Long term Perspective Studies (RLTPS) and a continental African Long term Perspective Studies (ALTPS).

Activities in phase I were largely financed by the UNDP and by individual countries through counterpart funding. The establishment of the network of centres of excellence has increased and expanded the scope of resource commitment and dedication to the realization of the objectives of the NLTPS. Its objective is to equip the continent in responding to the challenges of this needed reorientation towards better management of the development process. This is being accomplished through the development of appropriate tools, pursuit of policy relevant research, offering of training at various levels, and embarking on a strong advocacy programme. These are all aimed at helping policy makers to be able to cope with the demands of strategic thinking and decision making in a long-term planning context.

While these initial efforts and degree of commitment have been rewarded with some measure of successes, the stage has now been reached whereby if these initial gains are to be made more permanent the Long term Perspective Studies (LTPS) process will need to be institutionalized, and its scope of coverage and activities further expanded. This calls for resource commitment beyond what has been provided thus far by the UNDP, stakeholders in individual countries, and the network of the centres of excellence. The primary purpose of this document therefore is to present an outline of what has been accomplished thus far and what is intended over the next five years for which a wider and broader based resource commitment and participation will be needed.

2.2 Some guiding principles

What is presented in this document is a strategic plan of the network over the next five years (2000-2005). It is not a documentation of detailed work plans and projects being embarked upon by the various components of the network¹. Secondly emphasis is on the collective functions and roles of the network that are to be pursued in a complementary manner as opposed to focusing on the activities

of each component (node) of the network as distinct entities. Thirdly these are aimed at assisting policy makers to cope with the challenges of a new perception and approach to development management. In this new orientation, emphasis is placed on a long-term perspective, recognition of uncertainty, non-linearities, and some key parameters such as human capital, culture and the like which were ignored in conventional planning methods of the 60s. This is to be accomplished through the development of tools, techniques and methodologies to be imparted through training and advocacy, backed by policy relevant research. Another guiding principle for the strategic plan is that of ensuring flexibility in adapting to fresh challenges and achieving a synergy between the various activities to be embarked upon by various components of the network. Finally others place emphasis on doing what the network is capable of doing best without necessarily duplicating already existing efforts and initiatives.

As to the plan of the document, in the rest of this introductory chapter we present, the background to the introduction of the NLTPS project, its objectives, methodology, achievements, and the main thrusts of the second phase which serves as basis for the current strategic plan. In chapter 3 attention is given specifically to the description of the network of centres of excellence. In chapter 4 the four main areas of proposed activities of the network are presented. The final chapter draws attention to the resources needs of the network along with an indicative budget

2.3 Africa, globalization challenge, and the need for strategic planning

Africa's failures in the decade of the 80s often described as the "lost decade" has hitherto formed the basis of an "afro-pessimism" that often focuses on the sobering realities of the moment. Chief among these is the spectre of marginalisation, widespread poverty, rampant poverty fed by political conflicts and socio-economic crisis, erosion of human resources, inadequacy of educational systems, unprecedented number of refugees, heavy impact of new and old infectious diseases, weakness of physical and social infrastructure, the appalling debt burden, just to name a few. The good news however is that as the continent faces the

¹ These are available in separate detailed documentation of the activities of each node in the network.

challenges of globalization in the 20th century, focus is shifting from traditional pessimism to a new form of hope that an insightful observer has summarized as follows:

"As I travel across Africa, I see a continent that is proud of its history, culture, and abundance of natural and human assets. I see a continent that is beginning to look to itself for answers. Africans have long known that theirs is a great destiny, and that it is ultimately up to them to achieve collective peace and sustainable development. Today, Africans are acting on this realization. The continent is on the move".²

Perhaps the basis for this new optimism derives from what the African Leadership Forum has described as signs of hope which include among others, "a palpable shift to democracy and democratic practices... a wave of policy reforms in the economic sphere ... an economic take-off, albeit of modest proportions ... signs of human progress".

Thus rather than interminably dwell on the failures of the past; the growing new emphasis is on the need for Africa to equip itself to tackle its pressing challenges. These are the twin challenge of capital-led globalization and the need for a new development paradigm that will lead on to the path of self-sustaining growth and development. The often-divergent readings of the African situation notwithstanding, there appear to be a widening consensus on the need to address these two main areas of challenge. Addressing this twin challenge calls for strategic approach to planning for development.

To avoid getting things out of context, let us state quite categorically that we are not unmindful of the so-called "crisis of planning" an expression which gained currency towards the end of the 60s. This followed the observed failure of central planning to deliver the goods in no less than twenty seven African countries which adopted formal national development plans as a strategy to promote growth and rapid development³. In place of broad development objectives, most African

² Statement by Mrs. Thelma Awori, Assistant Administrator and Director of UNDP Africa, in: "A new vision for UNDP Africa".

³ According to Amady Ali Dieng, quoting Michael Gaud, in 1966 there were no less than 27 African countries, which had drawn up national development plans.

countries have been preoccupied with the management of crises, drought relief and management of other calamities

Thus if anything at all the widely adopted strategy of Central development planning seemed to have ended in woeful failure after the initial post independence surge and rise in expectations regarding the potential role of the state. The dismal record of formal doctrinaire Central Planning received further confirmation more recently with the collapse of communism and Central Command economies in virtually all the former Soviet bloc countries of Eastern Europe. Consequently, discontent with the dismal performance of past approaches to development has grown. It has also become obvious that sustainable development cannot be effected without productive partnership between the government, private sector, and civil society organizations. Moreover, in addressing macro-economic considerations, it became clear that the development processes would benefit from adopting a long-term planning perspective, which gives proper consideration to social, demographic and cultural variables.

The idea of strategic planning to which reference is being made in this document therefore, neither contemplates a return to the failed strategies of the 60s and the 70s, nor to the doctrinaire command economies of the Soviet era. Rather it is in reference to the need for visioning both in the public and private sectors, in the face of burgeoning development obstacles, which have become impervious to short-term palliatives of demand management policies or quick fixes.

There is hardly any doubt that the role of the state has since changed quite significantly over the last decade or so which has been characterized by the downsizing of government in many developing African countries and the corresponding emphasis on the need to promote the growth of the private sector. The fact remains however that this notwithstanding, a revisit of the experience of the Asian Tigers seem to suggest that the role of the state in the development process need not and may not necessarily whittle away in most of these economies. This is primarily because of the rudimentary nature of market institutions in these economies, where they exist at all. An acknowledgement of this fact is also

becoming part of conventional wisdom, the Washington-consensus notwithstanding.

What is however more significant in relation to the need for strategic planning in these countries is not necessarily the inevitability of the role of the state. Rather it is the fact that the relatively newer concept of strategic development planning does not negate the role of the private sector. It lays emphasis on visioning over a wider and longer-term horizon. This allows for complementarity between public and private sectors objectives as the former promotes the growth of the latter. It also emphasizes the need for ensuring consistency between short, medium and longer-term goals and objectives in seeking to promote sustainable growth and development.

Thus, the form and nature of this market oriented strategic planning that is being advocated for Africa is the primary focus of this document in which we present the main thrust of a UNDP/AFRICAN FUTURES initiative to address the twin challenge of globalization and articulation of a pragmatic approach to a viable development paradigm. We will also highlight the critical elements/components of the new paradigm which is being advocated and, secondly, present a process of long-term visioning which can facilitate operationalisation of the new paradigm: that is the National Long Term Perspective Studies (NLTPS), related (RLTPS and ALTPS) processes, and their institutionalization through the setting up of a network of Centres of Excellence.

2.4 Capacity building for strategic planning through Sustained Human Development [SHD]

No attempt is made here to suggest that tackling the twin problem of globalization and formulating a more viable and pragmatic development paradigm would necessarily come up with easy answers and solutions. Putting the question differently, the problem to which meaningful answer must be found may be posed as follows: what does the future hold for Africa, in the era of globalization? As can be expected, there may be no clear-cut or easy answer to this question. In academic circles, some take the stance that the process of globalization can be reversed,

(Mander 1996; Nordberg-Hodge 1996). Some others hold the view that globalization cannot be reversed and suggest that what is needed is a careful thought regarding what the role of the state should be in planning the development strategies of countries. This they believe is necessary, especially when we have to take into account changes in the planning environment over the long run. Discussions with African leaders reveal a similar division between those who assert that globalization and market economies are here to stay, and that Africa must quickly adopt market, privatization and pro-business policies if it is to keep its local capital and attract foreign investment. Other African leaders are skeptical, pointing out that instability can accompany integration with the global economy. They argue further that, better that governments plan for what they want from the outside world, and look closely at investments that may simply represent another attempt by foreigners to dominate Africa (Migration News, October 98).

Whatever the response may be, in both stances, there is hardly any doubt that an attitude of "business as usual" must be ruled out if Africa is to ever become competitive in the emerging more competitive global environment. A new paradigm is therefore needed quite urgently.

The UNDP in its attempt to conceptualize what this new approach might be has come up with the concept of Sustainable Human Development (SHD). The concept of SHD may have entered the development literature only recently. James Gustave Speth, the Administrator of UNDP, only coined it in 1994 soon after he took office in 1993. The broad connotation of the concept however predates this. Prior to 1993, the UNDP was known as the standard bearer of human development – hence the Human Development Report which has been published annually since 1990 – and the idea of sustainable development which was given wider currency following the Earth Summit in Rio de Janeiro and the adoption of Agenda 21 in 1992. Both concepts of human development and sustainable development had therefore been around for quite a while before the emergence of SHD.

The question has since arisen as to what extents the new concept of SHD can be differentiated from the earlier concepts of Sustainable Development and Human Development since SHD appears more like a combination of both. In a booklet

entitled "Sustainable Human Development. From concept to operation" published in 1994, the UNDP has argued, "SHD has to be different from and viewed as something more than just SD plus HD. It must acquire its own meaning and operational dimensions in order to inspire analysts and practitioners, politicians and the public" (page 17). It can be argued that SHD requires more than replenishing physical, human and natural capital. While the replenishment of these kinds of capital is a necessary condition to maintain the capacity of the future generations to meet their needs at least at the same level as that of the present generation, it is not sufficient. In a paradigm of SHD, individual initiative needs to be combined both with judicious public policy and with participatory community organizations. Individuals and institutions must become allies in the common cause of enhancing life opportunities.

Thus it is not surprising that in the development debate that has since ensued, the notion of a fourth kind of capital, which is social capital, has gained prominence. The concept of social capital is seen as acting as glue which enables development analysts and practitioners to pull together the notions of development and conservation of physical, natural and human capital embodied in the concepts of HD and SD.

If this argument holds, the resulting approach to development would obviously alter the parameters of what is conventionally meant by development. In particular, it would become a healthy departure from:

- a. Obsession with "catching up" with the North which encourages investment in new projects and programmes at the expense of management and maintenance concerns;
- b. Lack of attention to institutions and quasi-exclusive focus on physical infrastructure or skills and individual capacities;
- c. Neglect of civil society and its subordination to the state under the assumption that the state is, if not the only actor, the major one when it comes to finding solutions to development issues.

Should African countries therefore find themselves able to take the bold step of embarking on operationalising the concept, major changes would need to take place at least in the following key areas:

- a. Mapping out African resources;
- b. Formulating long term development strategies;
- c. Managing the development processes.

As regards mapping out African resources, it is quite clear that one needs to go beyond conventional methods of resources assessment which, so far, have mainly focused on understanding how accumulation and development of physical, human or natural capital takes place and how to boost them. There would now be need to pay greater attention to the proper knowledge of the accumulation and development of social capital, namely collective decision-making, public action, political participation, governance, and institutional capacity.

With specific reference to formulation of development plans and policies, there may be need to warn against the pitfalls of what has been called elsewhere “the technocratic illusion”, which assumes that development can be socially engineered and that development objectives can be packaged at will within the parameters of specific projects. Experience has shown time again of the error of fallacy of composition that often leads to the wrong assumption that economic linkages in models demonstrated elsewhere particularly in the developed countries and the newly industrialized countries of East Asia might also be directly applicable in developing African countries. Formulation of development plans often requires strategic choices that cannot be meaningful if the involvement and co-operation of various social actors is not properly sought out.

With respect to the management of the development process, it has been noted elsewhere (Sall, 1997) that the institutional crisis which affects economic management in Sub-Saharan Africa is a crisis of the structural rupture between formal institutions – imported and sometimes imposed on Africa – on the one hand, and indigenous institutions – born of African culture and Africa’s traditional values, on the other. Many researchers had long ago drawn the same conclusion. Today, more and more funding institutions are rallying to this position and

supporting the contention that Africa needs both types of institutions, whose support should be enlisted in more flexible and adaptable ways. The World Bank's study on "Management and Administration in Africa in the 90s and beyond", for instance, argues that the formal institutions must adapt to the culture or context of the environment in which they operate in order to gain the legitimacy that is necessary for their survival. For their part, informal institutions, though rooted in the local culture, should in turn open up to the outside world and adapt themselves to the challenges that it poses. It is thus through this simultaneous process of opening up and gradual adaptation that both types of institutions can converge – be reconciled – and mutually reinforce each other, thereby reducing the costs of operations while maximizing institutional performance.

The principle of convergence therefore lies at the very heart of the paradigm of institutional reconciliation. This paradigm obviously requires a participatory approach that is capable of producing institutional synergy. It is essential to support this institutional reconciliation, which is both feasible and necessary if Sub-Saharan Africa is to find the path of sustained growth and development. Some of the issues that need to be addressed in this regard include the following: the exploitation of existing potentials; feedback from beneficiaries; evaluation of the strengths and weaknesses of existing institutional capacity and management know-how; redefinition of the role of the State aimed at bringing it into closer partnership with the private sector and grassroots organizations; dissemination of lessons learnt from past experiences; decentralization and strengthening of local communities to accompany the decentralization of governmental services; and respect for ethnic diversity.

If these concerns/principles, which have been so forcefully advocated by UNDP, have some validity, the question to be asked then is who will elaborate the strategic choices to address these challenges. Will it be the experts? The political parties? The Government? The debate is open on this issue and the responses heard here and there are not always characterized by clarity. In any event, there is a broad consensus that all development strategies are, in a way, bets on the future. It is therefore crucial for planners to have a look at what the future holds for their

countries in as much as there is never “a strong wind for he knows not where he wishes to go”. This elementary truth, as ancient as Seneca, its author, lies at the root of a major UNDP programme, “African Futures”, which is expected to make a significant contribution to the revitalization of planning in Africa and to the strategic management of the development of this continent.

2.5. National Long Term Perspective Studies (NLTPS): a tool for SHD

2.5.1 Some historical background

In July 1990, on the initiative of the Government of the Netherlands, a high-level conference on Africa took place in Maastricht.. Among other achievements this conference was to give birth to the World Coalition for Africa. During the conference, a lively debate took place among supporters and opponents of structural adjustment plans. The first of these programmes had at this time been implemented in Africa ten years earlier.

By the time the Maastricht Conference took was taking place, however, it was already becoming apparent that structural adjustment policies, too, had severe limitations. Thus, everyone could see that macroeconomic and macro-financial equilibrium alone, necessary as they might be, could not of themselves bring about a revival of African economies. Accordingly, the consensus at Maastricht was that these countries need not turn their backs on crisis management. However they should at least place their policies within long-term perspectives. Such policies should be linked with the demands of a future marked by rapid change and growing uncertainty.

This is the context in which the initiative of national long-term perspective studies (NLTPS) and the related RLTPS or ALTPS must be placed. At the Maastricht Conference, it was accepted once and for all that development is possible only when purely economic measures are accompanied by changes in other key parameters. Such other parameters would include socio-demographic factors, cultural and political structures. All of these changes should be organized in line

with a vision that is structured over time. To accomplish its mission, the UNDP launched in February 1992 the regional project *African Futures* in Abidjan.

The objectives of African Futures are threefold, these are:

- a. Promote the institutionalization of the long-term perspectives approach to development management in Africa by facilitating the completion of national long-term perspective studies, and provide the necessary support for operationalisation of the resulting visions through policy reforms.
- b. Build and strengthen national capacity in Africa for long-term strategic management of the development process in such areas as futures studies, strategic management and planning, policy analysis and forecasting.
- c. Develop regional and sub-regional long-term studies for Africa, covering a wide range of strategic issues, including governance, population, regional integration, economic development, food and water security, health, technological capacity, communications and information, peace, security and changes in the global environment.

One of the project's first initiatives was to review world experience in the management of development over the previous three decades. The aim was to identify the elements essential to a new approach to development management. From this research, the project drew the lesson that for any approach to be relevant it must provide satisfactory responses to the following questions:

- a. How to anticipate the future and how to formulate a vision?
- b. How to cope with uncertainty, complexity and change?
- c. How to create a strategic information system?
- d. How to integrate the different horizons of planning?
- e. How to promote participation, build capacity and a shared vision?
- f. How to improve a nation's capacity to learn?
- g. How to design a development management methodology?

2.5.2 The NLTPS concept

The NLTPS concept grew out of the general discontent with the dismal performance of past approaches to development management in Africa. However, the NLTPS was not conceived as a replacement for, or as an alternative to, the ongoing efforts by African countries at implementing social, economic as well as political reforms. Rather it is intended as a complementary approach that focuses on providing a systematic process for developing and implementing consistent long-term development strategies. Specifically, it is a comprehensive framework for development management, which emphasizes the need for a strategy-based participatory approach.

It is now widely accepted that if development is to be sustainable it must be *people centered*. The NLTPS provides a means of making this a reality. In the NLTPS approach, development starts and ends with the people. It recognizes the importance of the economy, but not to the detriment of other dimensions of life such as culture, politics, environment, and technology. It emphasizes the need to pay attention to these factors. Equally as important in the NLTPS process is the need for equity (inter- and intra-generation), protection of the environment and of civil liberties. It may therefore be said that the NLTPS approach seeks to emphasize a people oriented holistic view of the development process. In essence of the NLTPS approach:

- a. *National development planning must be a learning process*. It seeks to promote the active participation of the people in national decision-making as well as at the implementation stage. With NLTPS, dialogue and consensus become the basis of decision-making.
- b. Furthermore, NLTPS recognizes the strategic importance of *a shared national vision*, long-term thinking and a stable policy environment for development. A truly shared vision developed through national dialogue is a key element of NLTPS. The vision must become the guiding framework for national development action. National leaders must think and act strategically and must ensure that policies make for a stable business environment.

- c. More importantly, NLTPS promotes utilization of local experts, in order to ensure capacity building and national ownership. The NLTPS philosophy is that nationals with appropriate methodological support and training can better plan the future of their countries and manage their societies. This brings about a sense of ownership of the development process and commitment to it.
- d. The NLTPS process is implemented at the national level by a core team of national experts supported by multidisciplinary working groups set up to address different themes and issues. A national steering committee provides oversight and direction. Technical methodological support and training are provided for the national core team by the African Futures regional team based in Abidjan.

2.6 The NLTPS methodological framework and implementation strategy

As a strategic exercise, the NLTPS methodology was designed to provide answers to the following questions among others, through a national dialogue process:

- a. What are the long-term aspirations/goals of the society?
- b. What are the issues/factors in the society, which could affect the ability of the country to create a desired future?
- c. What are the likely alternative future scenarios?
- d. Given the scenarios, aspirations and the key issues facing the country, What should be the vision of the society?
- e. What are the strategic issues/challenges that must be addressed if the Society is to achieve its vision? What are the strategic options available to address these strategic issues?
- f. What are the appropriate development strategies for the nation, and how should they be put in place?

At the end of the initial NLTPS exercise, it is expected that national consensus would have evolved on the foregoing questions. Most important, the nation would have discussed, debated and agreed on a vision and on strategies for realizing their vision. The exercise does not end as a one-off event. Rather it is intended to

continue as a process, which would be subject to regular review and updating for as long as may be needed for intended goals and objectives to be realized.

The analytical method recommended by African Futures for the implementation of NLTPS involves a five-phase participatory and interactive methodology for anticipating the future and formulating development strategies. As proposed by African Futures, the five-phase interactive methodology for NLTPS involves the following:

- Phase I: Issues Identification;
- Phase II: Basic Studies;
- Phase III: Scenarios and Visioning;
- Phase IV: Strategy Formulation;
- Phase V: Development Planning.

Although the phases are sequential, there are dynamic elements that occur repeatedly in the NLTPS process. Phase I, known as *Issues Identification*, is devoted to identifying the aspirations and desires of the people, the themes, sectors and issues relevant to the aspirations. Phase II, *Basic Studies*, carries out strategic studies on the themes, issues and sectors that were identified in the first phase. Its purpose is to ascertain the possibilities and constraints in achieving the aspirations identified in the first phase. The information collected during this phase must be useful in constructing multiple scenarios on the future of the country and in formulating development strategies. Strategic information must be collected, such as nations strengths and weaknesses and the opportunities and threats it is likely to face in the future. Phase III, *Scenarios Construction and Visioning*, involves the mapping out of alternative scenarios of the future and a shared national vision. In Phase IV, *Strategy Formulation*, a strategy for national development is designed to realize the vision. The process involves identifying the core strategic issues facing the nation, the available strategic options and actions, and designing a broad strategy for national development. Phase V, *Development Planning*, deals with the preparation and implementation of action plans and programmes over a successive period of time towards realization of the national vision.

2.7 Experience with the first cycle of NLTPS exercise

The implementation of NLTPS began with early pioneers such as Côte d'Ivoire, Mauritius, Gabon and Zambia in 1993/1994. For these countries, it was envisaged that the study part of NLTPS would take about 24 months. However, as the process generated momentum in African countries, pressure began to mount from various stakeholders, including external agencies, on the need to reduce the time needed for a complete cycle of NLTPS exercise. One of the first countries to make this request was Tanzania, which wanted the NLTPS exercise to be completed in six months.

In order to satisfy its clients, the regional project began reviewing its methodological approach. The review process led to a retooling of the NLTPS methodology. The new approach, also known as the loop process, allows for an NLTPS exercise to be completed in 9 to 12 months.

Irrespective of the particular approach that may have been adopted in each country, the generalization can be made that the NLTPS methodology has been informed by the lessons of development experience in Africa, as well as the principles and practice of strategic planning and management and the methods of future studies. The methodology is anchored on the following conceptual elements: shared national vision, long-term strategic thinking, citizen participation, national learning, scenarios planning and strategic management. In applying the methodology at the individual country level, various participatory techniques, futures studies methods and strategic planning tools are utilized by the national teams. Key parts of the process are visioning workshops, focus group discussions and multidisciplinary thematic research. At the individual country level, the African experts managing the process make various adaptations.

2.8 Some of the major achievements to date

During the first phase of the project (1992 - 1997), African Futures:

- a. Developed a methodology for carrying out National Long Term Perspective Studies.

- b. Undertook capacity building activities by organizing regional and national training workshops.
- c. Assisted 14 countries in Africa to undertake NLTPS. These are: Cape Verde, Cote d'Ivoire, Gabon, Guinea-Bissau, Madagascar, Malawi, Mauritius, Sao Tome and Principe, Seychelles, Swaziland, Tanzania, Uganda, Zambia, Zimbabwe.
- d. Published and disseminated methodological guides and occasional papers.
- e. Received financial support from African governments and multilateral and bilateral donors for various program activities. (57% UNDP-IPF, 25% government, 6% Netherlands, 2.5% AfDB, 9.5% others).

2.9 Some of the main lessons learnt from Phase I

The main lessons to be drawn from the first set of NLTPS exercise implemented thus far relate to the methodology, the participatory process, and the duration of the exercise and the involvement of the administration or government, as well as donors.

- a. As the national exercises have moved forward, NLTPS has evolved in its approach, moving from perspective studies as a goal to the objective of establishing in the African countries concerned the capacity for the strategic management of development, in response to the recurring request for the operationalisation of NLTPS. In the first set of studies, NLTPS was regarded as an *ad hoc* exercise whose results would be used by the various actors to draw up plans and action programmers. Thus, both in developing the methodology and in organizing the national teams, the emphasis was placed on the first four phases of the NLTPS.
- b. Whereas to date, the regional project has worked primarily with *ad hoc* teams to conduct the national exercises, one major lesson learnt is the need to focus its efforts on establishing permanent capacity for analysis and strategic management. By so doing implementing countries would avoid a repetition of the discontinuities that have tended to reduce the effectiveness

of the process. This is particularly true of the movement between the completion of the first four phases of forward-looking analysis and the fifth phase, which involves making firm decisions and hard choices, and acting upon these.

- c. Because the NLTPS process needs to be able to result in the drawing up of strategies and their implementation, the role of the national planning body in the process needs to be properly redefined. In order to make them parties to the results of NLTPS, the planning body and the agencies responsible for drawing up economic policies need to be relocated at the centre of the process, as the main users of the results of the study.
- d. Just as the administration needs to be more fully involved in the NLTPS process, so too must the donors be fully involved, from the onset of the process. The NLTPS is a framework for national dialogue on the main objectives of development and the alternative paths that may be available for a country to pursue such objectives effectively. It must also be seen as a valuable framework for dialoguing meaningfully with potential donors and willing partners in the development process as to what the best options might be, in the choice of appropriate development strategies. This two-fold discussion would then be capable of having the merit of facilitating the financing as well as the implementation of development programme.

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CHAPTER 3

A NEW FOUR-PRONGED APPROACH TO CAPACITY BUILDING FOR STRATEGIC PLANNING

3.1 Introduction

Following from the experiences acquired from the first phase of the implementation of the NLTPS, the UNDP through its AFRICAN FUTURES programme has embarked on the implementation of a second phase. The motivation for this was borne out of the following considerations among others:

- (a) That during the years to come, there will be the need to continue to focus on assisting African countries to govern their societies better and to manage their economies more effectively. More specifically, there will be need to continue to support national efforts to undertake NLTPS, thereby ensuring that a majority of African countries will undertake these studies.
- (b) Furthermore, there is the need to place emphasis on assisting countries that have completed the process of initial NLTPS process to set up permanent structures to continue to revise, update and implement NLTPS. This is necessary because, ultimately, completion of NLTPS should lead to changes in the planning system and environment.
- (c) It was discovered in the first phase that there was the need to actively work with appropriate authorities in each country in the next phase to ensure that the NLTPS process became internalized, and that the results are implemented. This will require that each country put into place structures to follow up and update the national visions and strategies. To this end African Futures has developed a programme for institutionalization of the NLTPS in existing African institutions through a network of centres of excellence.
- (d) This institutionalization programme is to be aimed at ensuring that African institutions take over in the nearest future the services currently being provided by African Futures. Consequently in the second phase, centres of excellence have been identified. They are at this initial stage of their

evolution relying on their internal resources as well as from African Futures. They are to undertake such activities as may be required for capacity building in strategic management, environmental scanning and policy studies. The centres will also provide support services to African governments.

- (e) African Futures is also working on the development of a state-of-the-art strategic environmental scanning system to assist African countries in anticipating emerging trends and developments within the global environment. This service will provide an up-to-date analysis of issues and developments that are capable of having direct impacts on African countries. The objective is to be able to provide support for African countries in national decision-making processes with up-to-date information.
- (f) Furthermore, the project is to continue with its capacity-building efforts in strategic planning and management in Africa for the management of national development. This is in recognition of the fact that Africa today needs skills particularly in economic management and policy analysis. Hence the project is to continue in phase II to support participatory decision making in Africa, and promote the development of various approaches and programmes that will encourage national dialogue.
- (g) Finally, with the importance attached to regional and sub-regional integration in Africa, the African Futures project in phase II is to embark on initiatives for regional perspectives studies (RLTPS). Specifically, a number of regional perspectives and policy studies are to be carried out with the support of the project. These Regional perspective and policy studies would then serve as basis for building regional images of the future and for supporting African efforts towards economic integration.

3.2 Main thrust of the second phase

The second phase of the NLTPS project was officially launched in September 1997, and it is being implemented by the African Futures with resource commitments from the UNDP, individual countries and other stakeholders such as

the institutional members of the new network of centres of excellence themselves.

During this phase, the project aims to:

- f. Extend the NLTPS from 14 to 30 Sub-Saharan African countries.
- g. Develop a framework for the operationalisation of the NLTPS.
- h. Undertake strategic, regional and sub-regional long-term perspective studies. (RLPTS)
- i. Institutionalize the NLTPS approach through establishment of a network of African centers of excellence and building of capacities in the area of strategic planning.
- j. Create the African Regional Strategic Decision-making Information System (ARSDIS).

Some of the more recent developments significant towards the realization of these objectives include the following:

- a) Since the beginning of the second phase of the programme, Benin and Mali have launched national long-term perspective studies. Burkina Faso and Mozambique are preparing to launch similar studies. In addition, a number of countries have expressed a strong interest. These include Congo, Guinea, Lesotho, Senegal, Sierra Leone and South Africa.
- b) In order to ensure that the NLTPS process leads to concrete development strategies, the African Futures program recently undertook a study on the operationalisation of the NLTPS in four countries: Cote d'Ivoire, Guinea Bissau, Uganda and Zimbabwe. The findings of this study will serve as inputs in the development of a framework for the shift to the operationalisation phase of the NLTPS.
- c) The regional long-term perspectives (RLTPS) program is an important component of the African Futures work schedule. African Futures is planning to undertake four sub-regional studies, and one continental perspective study (ALTPS). These studies were commenced in 1999, and will be carried out in close collaboration with the African Development Bank, the United Nations Economic Commission for Africa, the Organization of African Unity, sub-regional intergovernmental organizations (CEMAC, COMESA, ECOWAS,

SADC), non-governmental organizations (NGO's), and the African Futures Network of Centers of Excellence.

- d) Sustained growth and development in Africa requires proactive futuristic planning that engages the challenges of globalization. For decades, policy formulation, development planning and management in Africa have been short-term-based and externally determined. The Network of Centers of Excellence aims to mobilize Africa's intellectual, analytic and decision-making resources towards developing sustained capacities to influence the design of Africa's optimal development strategy. African Futures is committed to supporting major research and training centers for economic, social and political analyses to institutionalize long-term strategic thinking and planning across the continent.
- e) Another major element of the African Futures work program during the second phase is the creation of the African Regional Strategic Decision-making Information System (ARSDIS). This system will provide support to African policy and decision-makers, through access to information and keeping them abreast of global developments. A team of information technology experts is currently building the architecture of this state-of-the-art information management system.

3.3 More on the Network of Centres of Excellence

□ 3.3.1 Introduction

The idea of establishing the Network of Centers of Excellence (NCE) originated from the need to create strategic alliances and networks with which the African Futures program can work to entrench and institutionalize national long-term perspective in development management in Africa. It also emerged from the need expressed by many governments in Africa to implement their NLTPS and visions, and to gradually fine-tune the policy and planning environment so as to absorb the complex dimensions of long-term perspective development. These views are clearly expressed in the project document for Phase II of the African Futures

program. According to this document, the components of the institutionalization of the long-term perspective to development are:

- (a) Long-term entrenchment of the intellectual process of thinking;
- (b) Capacity building in the relevant sectors to ensure the self-sustaining ability to carry out the process on a continuous basis;
- (c) The establishment, in academic institutions, of the appropriate curricula to teach strategic thinking as well as produce experts to participate in the process;
- (d) The establishment of and/or enhancement of institutions of strategic planning to function at world class levels; and
- (e) The creation and sustenance of the appropriate mechanisms and technological resources to support a continental Network of Centers of Excellence to execute the environmental scanning and scenarios formulation required by the process.

3.3.2 Establishment of the Network of Centers of Excellence

In order to make the institutionalization of the NLTPS a reality, the African Futures program identified a number of institutions and carried out capacity assessment in June 1997. Subsequently, the following twelve institutions were requested to prepare proposals with a view of becoming the pioneer institutions in the Network.

The institutions contacted were:

- (a) SAPES Trust, Harare, Zimbabwe
- (b) Unite for Futures Studies, University of Poshefstroome, South Africa
- (c) Malawi Institute of Management, Lilongwe, Malawi
- (d) Economic and Social Research Foundation, Dar-es-Salaam, Tanzania
- (e) Eastern and Southern Africa Management Institute, Arusha, Tanzania
- (f) Center for Econometric and Allied Research (CEAR), Ibadan, Nigeria
- (g) Nigerian Institute for Social and Economic Research Ibadan, Nigeria
- (h) Ghana Institute for Management and Public Administration, Achimota, Ghana
- (i) CIRES, Abidjan, Côte d'Ivoire

(j) CODESRIA, Dakar, Senegal

(k) United Nations Institute for Development and Economic Planning (IDEP), Dakar, Senegal

(l) Association of African Political Scientists, Harare, Zimbabwe

The proposals provided information on the capacity of the institutions and the role(s) that each institution would like to play in the network. African Futures then reviewed the proposals and the same institutions were invited to attend the first meeting of the Network, which was held in January 1998 in Abidjan, Côte d'Ivoire. The main objective of the Abidjan meeting was to design the structure of the Network, formulate its operational strategy and identify the Network's activities. The meeting agreed among others on the objectives of the network.

□ 3.3.3 Identification of the Network Objectives

The objectives of the Network were clearly identified and discussed in the meeting. Central to this is the agreement that the Network shall provide a mechanism for the institutionalization of the National Long-term Perspective Studies/African Futures project in Africa. More specifically, it shall facilitate the development of a network of African institutions that will undertake strategic policy studies, build capacities in the allied field of perspective studies and provide policy advice to African countries. Participants in the meeting agreed that the Network should be a mechanism for cultivating a commitment to the long-term perspective development and educating African leaders on the key challenges of the future. The Network should also assist in building a constituency for long-term strategic thinking in the continent and serve as an instrument for shifting the development paradigm to a human-centered one. It was also agreed that the network should serve as a platform for implementing an early warning mechanism within the region.

3.4 Network Design

The meeting produced a unique design for the Network structure based on four principal activities, which are:

- a) To undertake strategic and regional perspective studies,
- b) Contribute to the design and creation of the African Regional Strategic Decision-making Information System (ARSDIS), including analysis of information, data for planning and policy applications, and eventual management of the system;
- c) Advise African countries and institutions on long-term perspectives and operationalization of such perspectives, and
- d) Provide training and capacity building in relation to LTP needs.

The Network has been organized in four nodes, with each node specializing in one of the above-mentioned activities and led by one institution supported by member institutions as sub-nodes:

Node 1 Studies Lead node is SARIPS and member institutions are INEP, CIRES, CEAR, NISER, AAPS, CODESRIA, UFS, ESRF and MIM.

Node 2 ARSDIS Lead node is African Futures and member institutions are CIRES, ESAMI, IDEP, NISER, UFS and AAPS.

Node 3 Advisory Services Lead node is African Futures and member institutions are ESAMI, MIM, INEP, IDEP, CIRES, CEAR, NISER, GIMPA and AAPS.

Node 4 Training Lead node is IDEP and member institutions are GIMPA, AAPS, UFS, CEAR, SARIPS, ESRF, ESAMI, MIM and NISER.

In addition, member institutions have agreed on the following modalities on the design of the Network:

- (a) As many institutions as possible should be involved in the Network. A wider Network would allow for cross-fertilization of ideas.
- (b) Consideration must be given to geographic and linguistic balance and areas of expertise of the prospective institutional members.

- (c) The criteria for selection must be dynamic. Membership should not be permanent, but rather, at any point in time, be based on institutional performance.
- (d) Institutions that are not performing or contributing adequately to the activities of the nodes will be automatically dropped**
- (e) Leadership of the Nodes is not permanent. With the design outlined above, performance evaluation may lead to changes in role assignment from time to time
- (f) The principal institution and the sub-nodes in liaison with African Futures will determine the organization of the activities of each node

In addition, it was agreed that the Network should develop the marketing capacity to create demand for its activities. Effective functioning of the NCE will depend on the capacity of the institutional members. Accordingly the Abidjan meeting identified the following capacity building needs:

- a) Developing the human competence that the NCE will require, hence the intellectual aspects of the network must be developed.
- b) Information management.
- c) Management of financial resources (how to generate and manage them).
- d) Material and other human resources.
- e) Managing of the external environment.
- f) Literature development on future studies (strategic planning and management and development management) and access to information base.

It was emphasized that the foregoing structure and membership of the network represents as it were the pioneering team of institutions. What is envisaged is that the scope and membership of the network will continue to expand as the NLTPS implementation progresses. The broad range of membership institutions that will be drawn into the network will fall into two broad categories. In the first category are institutions with potentials to contribute to the four main activity areas of the

network . The other category will be institutions capable of facilitating dissemination and meaningful applications of output from network activities. Belonging to either or both of these categories would be Research Departments of Central Banks; Policy Analysis Units in various government Departments and Agencies; National Planning Commissions; Research Departments of Commercial Banks, Chambers of commerce; Independent issue oriented NGOs, just to name a few.

3.5 Overall Management Structure and governance of the Network.

The overall coordinating role of African Futures remains central to all NEC activities. Consequently all activities are subject as at now to UNDP policies and procedures regarding reporting management and evaluation. It also affords the Network the benefit of all governance apparatus under which African Futures is managed, including the managing roles of its Board, and overall Technical and Advisory Committees. All financial transactions come under the scrutiny of the UNOPS to ensure financial accountability.

In addition to these central organs of control and management each major activity area comes under the regulatory activities of specialized Technical Committees and regular peer monitoring and review system to ensure adherence to the highest professional standards and practices. Also every member institution in the network is subject to the internal regulatory mechanism that ordinarily governs their activities independently of the NEC.

As more institutions join the network and as more major donors come on board, the present coordinating role of the African Futures may be transferred to an independent body that will be responsible to the collectivity of donors and stakeholders through an independent Management Board of the Network.

3.6 Complementarity between activities of the four nodes

In the next chapter we present highlights of the four major activity areas of the network viz. design and maintenance of a strategic information system; undertaking

strategic and regional perspective studies; providing training and capacity building in relation to NLTPS; and advocacy services for the operationalization and sustenance of NLTPS in African countries.

The entire network has joint responsibility for the pursuit of the overall objectives of these four related major activity areas. However for the purpose of effectiveness in implementation, each of the network's four nodes has been assigned the role of prime mover in respect of at least one of the four major activity areas. In other words the division of labour between the nodes is not based on watertight compartmentalization. Institutionally, the organizational structure of the network allows for multiple memberships of each participating institutions in as many nodal activities for which it has competence. Operationally, the output from one activity area serves as inputs in other activity areas and vice-versa.

CHAPTER 4

THE FOUR MAJOR ACTIVITY AREAS OF THE NETWORK

4.1 Anticipating and adapting to emerging trends

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4.1.1 The vital role of information in strategic Planning

Ordinarily in any dynamic complex environment, timely and adequate availability of information is vital for purposeful planning, and effective management. Development management is no exception especially in the complex and dynamic globalizing environment in which developing African countries have found themselves. Coping with the challenges of the twin problems of globalization and evolving an effective development programme requires that these countries have anticipatory capacity to monitor and adapt to external dynamic shocks. This is impossible without access to accurate data and a strategic information management system for anticipating emerging trends. It is also calls for a solid analytical capacity. It is against this background that during its first phase (1992-1997) the African Futures was mandated to put in place an African Regional Strategic Decision-making Information System (ARSDIS). However, due to some constraints this was not accomplished during the first phase. As part of the new four-way approach to capacity building adopted for the implementation of phase II the creation of such strategic information system forms one of the four cardinal pillars of the capacity building effort under phase II. Implementation of ARSDIS is the primary responsibility of Node II of the network of Centres of Excellence.

The need for an environmental scanning system to guide planning decision making and implementation has become more urgent than ever. African countries need an environmental scanning system that would enable them to monitor emerging trends and issues and collect information on key strategic challenges facing the region. Through analyses and timely dissemination of such information to policy makers such a system would double as a learning platform as well as an early warning mechanism for monitoring external disturbances. Not only is such a system

desirable it is also vital for planning and effective plan implementation that such a capacity for strategic data gathering analysis and dissemination is sustainable.

□ 4.1.2 Goals and Objectives of the strategic information system

The overall objective of the African Futures NLTPS project is to assist African countries to develop the capacity for strategic planning towards the attainment of the goal of sustained growth and development. The data and information requirements for such strategic planning often go beyond standard conventional statistical data that are published in regular sources. These cover financial, trade and other economic indicators covered normally under national income accounts. For the operationalization of NLTPS as African Futures experience in working with a number of countries have shown, other critical data are also needed. These include both statistical and non-statistical data that are geared towards grasping the realities of the ever-changing global environment especially as they affect the fortunes of developing countries. Even the more conventional data need to be analyzed and structured in a cohesive manner that lend to applications in strategic decision-making at the individual country level, sub-regional and continental levels.

Given this context, the main mission of ARSDIS is to provide assistance in attaining the objectives of operationalization of the national and regional visions, as well as assisting with the institutionalization of the NLTPS process in Africa. The strategic information system will be aimed at providing adequate and timely information and up-to-date data. These would include data obtainable from domestic, sub-regional and global data sources for the purposes of creating readily accessible data banks that will be linked electronically. By so doing it will serve as the backbone of the continuous environmental scanning process.

The specific objectives of the information system include the following:

- a) To create, collect and regularly disseminate information in priority areas, which constitute strategic challenges for Africa. These include areas such as:
 - Competitiveness

- Governance (in the broad sense of the term)
 - Human and institutional capacity-building;
 - Regional integration; and
 - Global environment.
- b) To assist African countries in the operationalization of NLTPS, and in developing a global as well as long-term view of challenges facing Africa. This is necessary if African policy-makers are to have a more effective and better control over the future destiny of the continent and its peoples, either at the individual country level, sub-regional or regional levels. In order to achieve these objectives, the following activities will be undertaken by the lead node in relation to the activities of, and in conjunction with other nodes in the Net-work of Centres of Excellence:
- Create a strategic information system for decision-making which will equip and guide African policy-makers
 - Provide African policy-makers access to information and analysis
 - Make available to the decision-makers of each country the rich experiences of other countries by facilitating information exchange
 - Initiate at each country level projects and programmes (based on national priorities) within a global framework in collaboration with members of the network
 - Assist in monitoring the environment in anticipating the future through regular and strategic environmental scanning
 - Regularly organize workshops to address key issues and fresh challenges
 - Organize forums on themes chosen for their importance in relation to the development policies of member countries.
 - Participate in capacity building at the national and regional levels for the effective use of information technology tools.

□ **4.1.3 Designing the Information System**

Information sources in each country are to form part of a network, which will constitute the national focal point. Where necessary, there could be two or three of such national focal points. As much as possible individual countries will be encouraged to have a single network that would in structure and architecture be a mirror image of the central information system. This will help in reducing costs especially on necessary investment in hardware and maintenance costs. In its organizational aspects the grouping of countries into Regional Economic Communities (RECs) will serve as the basis for demarcating countries into sub-systems of the larger system.

□ **4.1.4 Operating and administering the Information Network**

The operation of the network will be based on the empowerment of the administrators at each node level (see fig.2 in the Appendix). The central server, regional node servers and national focal points will play complementary roles and thus contribute to ensuring the reliability of the information since this will be verified at the national, sub-regional and regional levels.

The Central server will be based at African Futures in Abidjan. It will be used as relay and mirror for the regional nodes.

The strategic information system will be administered by African Futures with the support of the members of the network of centers of excellence and other institutions with the requisite know-how available in Africa. The Technical Advisory Sub-Committee (TASC) will examine system's activities in the same way as any other activity of the Regional Project. For the technical supervision of the system, African Futures will create a technical group for (GTA) comprising representatives of regional and sub-regional organizations as well as partner development institutions. In view of the composition of the Advisory Board and regional long term perspective studies which African Futures will soon undertake, it is advisable to include the following institutions, the African Futures and its

network of Centres of Excellence; the UNDP; the OAU; the ECA; the ADB the World Bank; the ECOWAS; the COMESA and SADC

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4.1.5 Incremental implementation scheme

In order to ensure the long-term viability of the information network, and full coverage of its clients' needs, the system will start off on a small scale and gradually expand in line with its potential capacity and availability of resources. The challenge is that the needs of African countries are so vast that if the programme is to succeed in a sustainable manner, it must endeavor to fix its priorities and focus on aspects, which will mark a significant change in decision-making on the continent. In this regard, the information network will be constructed in-a modular fashion. In other words, it will be based on the progressive identification of the needs of clients and available resources. It should be capable of easily adjusting to possible changes in needs and perception of its stakeholders.

The effectiveness of the information system can be measured in terms of its availability in real time and the confidence its clients have in it. It must be able to meet any request for information, irrespective of the origin of the request. It is also important to ensure the quality control of information to guarantee the reliability of the network as well as its objectivity.

4.2 Research and strategic planning for development

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4.2.1 The role and place of Futures Research

Futures research is not a substitute for development planning or for the sub-planting of markets. Rather it is to assist planners in charting a holistic path of development that would enhance effectiveness and efficiency of the public sector and encourage the growth of the private sector. Futures research helps to provide early warning about problems that lie ahead, assists in evaluating alternative policy strategies and attainable futures. It is rooted in the concept of alternative futures,

and the fact that there could be several alternative future paths accessible to any given country. Given this, the country could work actively to realize the most desired or optimal future path of development. On the basis of alternative scenarios, robust strategies can be developed to enable a country cope with the challenges of future environment or external disturbances capable of influencing the most desired future path. It has been established that this approach often ends up being superior to single line forecasts.

The scenario approach to planning also helps in considering the close inter-linkages between developments in social, economic and political spheres in the context of changing international environment. In the context of African planning early warning systems were often either absent or neglected. It is the intention of the current initiative in the Network of Centres of Excellence to address these issues and emphasize the need to pay due attention to them if the objective of sustainable growth and development is to be realized.

The primary responsibility for providing leadership to the Network in the area of strategic studies and research is entrusted to Node 1 of the network. It is to collaborate with the work of other nodes in the network, in the gradual evolution of a framework for effective policy analysis from a longer-term perspective angle. The framework to be developed will be capable of providing effective basis for constant review and harmonizing of short to medium term objectives with longer term goals and programmes. This will allow the maturing of policy initiatives as well as ensure consistency in policy formulation and implementation. In addition to addressing the challenge of inter-temporal consistency of policies, there is need to focus on spatial complementarity of effort, especially where such initiative of necessity requires cooperation or inputs from more than one country. The need for harmonization of policies at the regional level cannot be over-emphasized in the face of shared or common constraints and opportunities that cut across the borders of individual countries.

□ 4.2.2 Goals and objectives of Thematic and Regional Studies

Some of the specific goals and objectives of the network's research activities include the following:

- a) To develop analytical and practical approaches, methodologies and strategies for the preparation and utilization of regional long-term perspective studies in Africa; *understanding fundamental development concerns in Africa of gender issues* ~~that are relevant to African development concerns.~~
- b) Conduct regional and sub-regional long-term perspective studies on (ALTPS) in Africa to provide the necessary framework for the preparation and/or operationalization of national long-term perspective studies (NLTPS), as would be pursued by node 2 of the network.
- c) Integrate regional long-term perspectives study approaches and programming into the work programmes of African regional and sub-regional training and research institutions, intergovernmental organizations and economic communities.
- d) To understand the policy implications of various processes and influence in African and global policymaking.

In this context, it is recognized that while perspective studies have been undertaken

On Africa in the past, their methodologies and assumptions may not have been directly relevant to the radically altered technological, geopolitical and global market context, which confronts Africa today. Indeed a major gap in the NLTPS process as was implemented under Phase I, was the lack of current and useable perspective studies on a transnational and continental scale. Therefore it is recognized that Africa may have to redesign its sub-regional and regional development institutions, strategies and approaches in the context of globalization and the new challenges this presents.

Other specific objectives of the studies to be undertaken include the following, to:

- a) Make for the Inclusion of National Space/Area into Sub-Regional, Regional and International Spheres.

- b) Strengthen Regional Cooperation.
- c) Manage the New challenges raised by Globalization
- d) Re-examine Methodologies/Approaches in Future Studies.

4.2.3 Initial Study Themes and Topics

The first meeting of the Africa Futures Network of Centres of Excellence identified 4 broad themes and about 10 topics, which could be examined by the network as a starting point. The themes include:

- a) Refining the methodological aspects of regional perspective studies;
- b) Re-examining Africa's sub-regional institutions;
- c) Investigating the implications of specific topical issues on Africa's development; topics on trade and competitiveness; environmental security; science and technology; conflict resolution and sustainable development; governance and socio-economic development; globalization and African development; gender issues in development; are among the topics slated for coverage in the first round.
- d) The study of continental strategies towards globalization.

This first set of themes are only intended as starting points for setting priorities and achieving a consensus on study programme implementation strategy. This will be subjected to continuous review and elaboration as the study implementation process progresses, to ensure relevance and effectiveness.

4.2.4 Research Implementation Strategy

The following are among the major considerations that have informed the design and structure of research implementation strategy. They include the need:

- a) To examine available experiences encountered during the planning and preparation of regional and sub-regional long-term perspectives studies in

Africa and provide lessons and alternative suggestions to assist the Network in carrying out its mandate;

- b) To review trends and changes in global co-operation and highlight the implications of these developments on Africa's long-term strategic development thinking and management; and,
- c) To crystallize the rationale, objectives, broad activities, collaborating partners and types of collaboration, and implementation arrangements for undertaking the planned regional and sub-regional perspective studies.

These research activities by the nodes will be fed into the ALTPS project at African Futures in its review of NLTPS experiences. This would be geared towards making the methodological framework, research content and outputs relevant to the needs of its stakeholders. In addition to developing study methodologies and undertaking the studies, the strategy of this network activity will be aimed at maximizing relevance of the studies through their dissemination and absorption into policy formulation and implementation processes. Accomplishing this will require use of media packages, publication of the studies, policy dialogue activities including an Annual Think Tank Forum, seminars on each study, scientific review and management evaluation of workshops. Finally the major findings will be disseminated through specific targeting of constituency building activities to be evolved by member institutions of the network.

As node 1 leads the network in this area it will encourage the network to pursue capacity building activities in the following areas to enhance the networks cutting edge role:

- a) Training Managers and Experts on Futures Methodologies in conjunction with node 4, (the node providing leadership in the area of training in the network of centres of excellence).
- b) Strengthening Library and Internet Systems, in terms of access to Literature in conjunction with node 2 that is charged with the responsibility of providing leadership in respect of strategic information development and

dissemination

- c) Developing network strategies and activities to enhance the ownership of futures studies by the various stakeholders.

4.3 Training for Capacity Building in NLTPS

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4.3.1 Training of trainers and actors in NLTPS

Capacity building implies training to acquire new skills or to update old ones. As a critical component of the four-pronged approach to capacity building for strategic planning the need for formal training for actors in the planning process has been recognized. So also is the need for training of trainers to ensure sustainability and institutionalization of the NLTPS process in SSA countries. As it is to be expected much of the activities and outputs from the first two major activity areas will need to be imbibed by actors in the NLTPS implementation process. This will call for structured needs to meet the varied demands of a wide variety of actors and potential users of these outputs. It has therefore been found necessary to put one of the four nodes of the Network of Centres of excellence, that is node 4 in charge of coordinating the networks' training activities.

The training activities of the network is meant to focus on training for capacity building in relation to the identification and meeting of LTPS needs as well as planning needs in regional and inter-governmental organizations in Africa.

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4.3.2 Training objectives and strategy

In line with the overall mission of the Network of Centres of Excellence, the objectives of the training activities is to assist African countries in building their institutional capacity for long-term development planning, implementation management, policy analysis, and coordination.

This is in pursuance of the development objective of assisting in the eradication of poverty and under-development. The objective is to be accomplished through the

Second - economic inequalities (esp. gender)

process of contributing to the development of capacity for long-term development strategies and programmes to serve as the basis for short and medium term planning, program design and implementation.

The immediate objective of the training activities is to offer training and advisory services in the three key areas of development management; policy analysis; and strategic planning and management within the public sector, private sector and civil society.

□ 4.3.3 Training Implementation Strategy

The activities to be undertaken and the tasks to be performed under training for capacity building fall into five main categories. These are: integrating LTPS into existing training programmes; developing and providing certificate specialization courses; organizing regional bilingual training workshops; developing and providing tailor-made training; and mounting short-term training for regional long-term perspectives studies (RLTPS). The programme curricula for these courses and training workshops will be determined at technical meetings and standardized for all participating institutions. The main activities to be undertaken will come under different categories, which will include the following:

- *Incorporating strategic planning and management into Masters degree programmes*
- *Short-term courses on strategic thinking and development management*
- *Short-term integrated certificate courses on methodology/operationalization of NLTPS*
- *Short-term regional bilingual workshops on methodology/operationalization of NLTPS*
- *Focused or special training workshops that are demand driven*
- *Leadership retreats for policy dialogue among policy makers and advisers*
- *Training for sub-regional institutions on regional perspectives planning*

4.4 Operationalization of NLTPS, ALTPS, Advocacy and Advisory Services

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4.4.1 Introduction

One major shortcoming in the formulation and implementation of development strategies of the past in addition to those already mentioned in earlier chapters is the problem of ownership. To ensure ownership and institutionalization of the NLTPS, RLTPS and ALTPS operationalisation and strong advocacy have been identified as key elements, which must be pursued vigorously by the network in the implementation of phase II and beyond. This is important if the information, tools and results emanating from the other three major activities of the network of centres of excellence are to find effective applications in shaping policy decisions and engendering a new and more effective approach to development management. Like the three earlier major activity areas, the leadership role in this regard has been entrusted to node 2.

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4.4.2 The operationalisation of NLTPS

During its first three years of existence, African Futures limited its country support activities to preparing and carrying out national long-term perspective studies. The translation of the general conclusions or broad orientations of the studies into operational strategies was left to the discretion of individual countries. Hence, the methodological guides, project documents and even national core teams were structured around the first four phases of the NLTPS. However, as the first countries to undertake NLTPS approached phase IV of the exercise, which consists of strategy formulation for long-term development, a number of actors began to raise questions on the operationalisation of the NLTPS. As a matter of fact, several partners feared that if the issue of operationalisation was not thoroughly examined, the entire NLTPS process risked becoming an academic exercise rather than a strategic pragmatic framework for national development. As such, African Futures approach expanded over time from assisting countries with undertaking NLTPS to also providing assistance with operationalisation.

At the beginning of the second phase of its activities (1997-2001), African Futures was mandated to develop a strategy for operationalisation of the NLTPS. In June 1996, African Futures organized a workshop, whose aim was to develop a strategy and a programme of action for assisting countries with operationalisation of the NLTPS. Three key issues were addressed during this meeting, namely:

- a) The concepts, methods and tools required for countries to operationalize their NLTPS
- b) The institutional/organizational structures necessary to ensure efficiency
- c) The information system needed for the shift from phase IV to phase V

A number of additional issues that is capable of hampering effective operationalisation have since been discovered and are being addressed by the network. Key among these are:

- a) Some national planning systems do not have the capacity to address the complexity of the task at hand. In some NLTPS countries, medium term planning activities have grounded to a halt, although formal planning structures still exist. In others, national planning structures were dismantled without any other agency taking over their functions and duties. Due to the fact that planning duties were no longer assumed by any particular agency, and that there was a heavy turnover of planning experts, national capacity is as a result weakened and unable to translate the national long term agenda into medium and short term action plans.
- b) The structure and mandate of National core teams (NCT), which were responsible for undertaking and managing national studies, suited the needs of the study phase. However, these posed a number of problems during the shift to the operationalisation phase of the NLTPS. Because of the emphasis placed on maintaining a participatory approach, ad hoc teams consisting of academics and researchers were set up to manage the process. As such, they were autonomous from government, and therefore, there were no links between the NCT's and national authorities. Consequently, the government, which has an important role to play in the operationalisation of

the studies, oftentimes is not committed to the results of the studies, rendering the operationalisation process all the more difficult.

- c) The lack of a methodological guide on the operationalisation of the NLTPS complicated the shift from phase IV to phase V.

In order to prepare a framework to assist African countries with the implementation of their studies, African Futures adopted a pragmatic approach, which consisted of conducting national case studies on operationalisation of the NLTPS in selected countries: These are: Cote d'Ivoire, Zimbabwe, Uganda and Guinea-Bissau. The results of these studies were examined at a workshop held in Ouagadougou, Burkina Faso in July 1998. This workshop was aimed at gathering ideas and suggestions on questions relative to the content, scope and the process of preparation of a general framework on the operationalisation phase V of the NLTPS.

4.4.3 The operationalisation process

In order to undertake the fifth phase, the various actors in public and private institutions will have to carry out a series of technical activities. They include the following:

- a) Carry out a thorough analysis, which would include reviewing all activities undertaken to date, with the aim of examining how the fifth phase is linked to the preceding phases and to ensure that the underlying hypotheses remain pertinent and that the strategic choices made are logical; *to what??*
- b) Review and evaluate policies, objectives, strategies, programmes and institutional set-ups governing on-going short and medium term plans to ascertain their coherence relative to the national vision, as well as their long term impact, *especially regarding the fundamental development issues in Africa like globalization*
- c) Translate the strategic options emanating from the NLTPS into implementable, concrete short and medium term action plans, programmes and projects. *Socio-economic inequalities, especially*

- d) Evaluate and identify the institutional structures, human capacities, financial needs, administrative and managerial activities, and procedures required to ensure coordination (at the national level), implementation and follow-up of plans, programs and projects elaborated for the period in question. This evaluation will include an institutional analysis with a view to determining whether existing structures have the capacity required to successfully undertake the operationalisation of the NLTPS. In the event that these institutions are not equipped to undertake this task, other programs will have to be implemented to improve their capacity, structures, legal authority and aptitude to carry out these tasks. The regional dimension of certain activities, as well as the role of ~~regional and sub-~~regional organizations, must be examined and taken into account.

□ 4.4.4 Principles of operationalisation

The following underlying principles of the operationalisation process have been identified as necessary conditions for success, and participating countries will be persuaded to adhere to them as much as possible:

- a) **Participation:** The operationalisation phase should not be an exclusively governmental prerogative. Other actors ^(including NGOs and women and men equally) must participate at all levels of the decision making process as well as in the implementation of the national vision.
- b) **The continuity of the process:** a viable, durable national outfit, rather than an ad hoc committee should implement Phase V. Several institutions/government agencies must be involved in the process: Non governmental institutions such as professional associations, NGO's, business groups, trade unions, as well as governance institutions such as political parties, parliament, the press among others. These must be selected on a case-by-case basis, as each country has its own specific governmental traditions, capacities, structures and resources.
- c) **On-going activities must be taken into account:** as these may have not been given due consideration in the vision document. Thus it is necessary to identify

synergies and complementarity between strategies proposed in the vision document, and other ongoing activities.

□ **4.4.5 Tools and methods for operationalisation**

Several general equilibrium, sectoral, and technical models of a qualitative nature exist. In addition, conventional and non-conventional planning tools are available. It is important to note that each one has its own inherent strengths and weaknesses. Therefore, it is of paramount importance that these models be employed whenever appropriate, and in situations where they are relevant. Moreover, the use of these tools and methodologies depends on the availability of relevant data and qualified human resources. Hence, in approaching the operationalisation phase of the NLTPS, due consideration will be given to national capacities while selecting the tools and methodologies to employ

□ **4.4.6 Implementation of ALTPS**

The long-term study on Africa's future at the continental level which African Futures is currently implementing as the central coordinating node for the network is a trans-national study, whose justification include:

- a) Many national actions have regional and continental spillover effects; and vice-versa. Hence the need to understand the national, regional and continental perspectives, so as to be able to properly manages and synergize them.
- b) At the regional level, the Regional Long Term Perspective Studies (RLTPS) are natural extensions of the National Long Term Perspective Studies (NLTPS), which African Futures has been implementing since 1992. An analogous relationship exists between African Long Term Perspective Studies (ALTPS) and RLTPS.

- c) RLTPS and ALTPS have the potential of enabling Africa to promote an African agenda and strengthen the region's bargaining power at international fora.
- d) ALTPS will facilitate learning from past efforts at regional integration in Africa, thus providing a basis for speeding up the process.

Thus the primary focus of ALTPS is to help the region focus on the interconnectedness of local, national, regional and global perspectives.

The ALTPS will rely heavily on advocacy since it will emphasize a participatory approach in determining regional vision and aspirations. Focus will also be on promoting awareness and policy dialogue about development priorities, and stimulating new thinking about the future of the continent by African stakeholders and the region's partners in development. A secondary type of intervention will be based on investigative research whose output will be shared with intergovernmental organizations that form the primary target groups. Such results will enable them to promote sound development practices that reflect African aspirations and priorities.

The topics for the investigative research will cover, governance, environment and sustainable development, gender, human resource development, Africa's external debt, sustainable peace, among others.

4.4.7 Advisory Services

One other major shortcoming of the development strategies that have been adopted hitherto in Africa is that they have often been based on documents and development plans prepared by non-resident experts. This renders necessary follow-up support activities either difficult or totally impossible or unaffordable. As a major departure from this practice, one primary responsibility of the NCE would be that of providing continuing support services through advisory activities to key actors in the development management process. It will be open not only to actors in the public sector, but to major stakeholders in the private sector as well. It will offer these services at all levels ranging from national stakeholders, to sub-regional and regional institutions as participants in the development process. These support services will cover the whole gamut of activities of the network, ranging from visioning to assisting

countries with implementation and operationalization of visions, and the building of capacity to achieve and sustain these.

CHAPTER 5

RESOURCE NEEDS AND INDICATIVE BUDGET REQUIREMENTS

5.1 Introduction

As would be expected, the UNDP being the initiator of the project since its inception in 1992, has provided the bulk of the financial support for the project. This it has done through the creation and support of UNDP\AF as the main vehicle for the implementation of phase I (1992- 97) and the second phase (1997 – 2001) which is about to come to an end. The source of support has expanded in the course of the implementation of the on-going phase phase II to include support in kind by beneficiaries in individual countries as well support from members of the network of centres of excellence. Member insitutions in the network have been receiving some measure of support from the AF through the finance of some network activities. They have also in most cases been supplementing this from their own insitutional sources in addition to bearing the overheads at their various insitutional locations.

There is hardly any doubt, given the measure of success that has been achieved with these meagre reosurces that the programme can continue to count on some measure of future support from these sources. The fact remains however that given the existing and future prospects for achieving the goals and objectives of the programme, the current level of financing has become grossly inadequate. There is need to increase the level and scope of activities beyond what was feasible under phases I and projected under phase II. A major broadening of the support base has beocme a necessity at this stage if the intial successess of phase I and the on-going phase II are to be consolidated and further built upon in the years ahead.

5.2 Financing Activities of the Network of Centres of Excellence

It is expected that at the completion of phase II, and as the network and its support base expands, the coordinating and facilitating role of the AF may gradually devolve to another organ of the NCE as the main vehicle for sustaining the

initiative. The AF itself may then become, one of the major nodes of the network just like several other institutions that are currently in the network or that are likely to come on board in the near future.

In its current facilitating role the AF has earmarked the sum of US \$ 1 million for supporting activities of the network under phase II. A bulk of this is being expended on preliminary studies and coordinating activities of the network, along with funds being provided by members of the network institutions in cash and in kind. It has however been difficult to extend these to substantial funding of the envisaged main activities of the network for which these sources are currently grossly inadequate. One of the primary objectives of the Five year strategic Plan therefore is to provide a basis for raising substantial funding support that would enable the network embark on its main activities, at least over an initial period of five years. Several agencies including (Local UNDP offices, UNESCO, World Bank, African Development Bank, Islamic Development Bank, Ford Foundation, IDRC), the EC and other European countries among others have been identified as potential sources for additional funding support.

In addition it is expected that Network members will continue to make contributions in kind as well make provision for network activities in their independent budgets. The network will also vigorously embark on generating own support through demand driven services for which client countries and institutions, as beneficiaries would be willing to pay.

5.3 Indicative Budget

An indicative budget for the four main activities of the network is presented in the appendix for a typical one calendar year programme.

5.4 Guide Posts for performance evaluation

As it is to be expected each programme of activity and every unit in the network will operate under its own specific guidelines as well as the overall governance and monitoring structure of the network. These will allow for periodic evaluation of performance and effectiveness in relation to set targets. In terms of measuring the

overall effectiveness of the network it will be necessary to look at a number of performance indicators from time to time. These would vary from one activity to another and with the nature of challenge being addressed at any particular point in time. While it may be difficult to come up with an all time exhaustive list, some of the most critical performance indicators that would be necessary to examine periodically would include the following:

- a) General overall effectiveness in terms of the number of countries that have adopted and are at the various stages of the NLTPS.
- b) Number of countries that have operationalised their visions on a sustainable basis, *and have made demonstrable positive impact as a result of addressing fundamental socio-economic inequalities*
- c) Measuring the ~~overall impact~~ of improvements in development management practice, through appropriate growth and development indicators. *like gender inequalities*
- d) Level of intensity of interaction of the network with clients in receiving and responding to demand driven requests for its expertise and products in its advisory services.
- e) Number of successfully completed policy oriented research projects and publications.
- f) The extent to which research outputs have found applications and relevance in visioning, policy formulation and implementation.
- g) Number of successful policy dialogue for dissemination of network products and outputs, and follow-up in applications.
- h) Degree of accessibility and intensity of usage of the network's information system, the accuracy and timeliness of the information generated, and number of countries covered.
- i) Number of Training programmes held, impact assessment of training, relevance of training tools, techniques and manuals produced.

Relevance ?

APPENDIX

NETWORK OF CENTRE OF EXCELLENCE
[NCE]

AN INDICATIVE ANNUAL BUDGET
2000-2001

	\$US
Network's Administrative Coordinating Costs	550,000
Advocacy, ALTPS, Advisory Services	722,000
Research for Strategy Planning	446,500
Strategic Information System Development	475,000
Training for Capacity Building	531,905
GRAND TOTAL	<u>2,725,405</u>

Approximate 5 year Budgetary needs (2000-2005) 13,627,025

NOTES

1. The Summary Sub totals derive from detailed activity budgets for the various NCE programme of activities
2. Main sources of Funding to date include:

UNDP-IMP	57.0%
Governments	25.0%
EC sources	6.0%
African multilateral Agencies –AFDB/OAU	2.5%
Other sources including NCE institutions	9.5%

MOBILIZING RESOURCES FOR RAF97/001

Elements of a Strategy

Prepared for the Advisory Board, this note on the mobilization of financial resources for the RAF97/001 Project is a prelude to a major initiative that should involve all the stakeholders of the Project, beginning with the Regional Team based in Abidjan and the Advisory Board. The justification for this initiative, the context in which it is set, and the principles underpinning it are outlined respectively in Sections 1, 2 and 3 of this note. Section 4 provides practical modalities for mobilizing resources. The detailed estimated budget of the initiative is presented in Section 5.

1. Justification

1.1 The financial crisis facing the UNDP is seriously affecting the RAF97/001 Project. Following the adjustments made by the UNDP Regional Bureau for Africa, programmable resources for the Project for the 2000-2001 biennium have been cut from \$1,300,000 to \$600,000, representing a decrease of over 50%. Apart from the "International Staff" component of the Project, this decrease in resources will also affect activities planned for 2000-2001. This particularly concerns ALTPS and RLTPS and ARSDIS activities, and the operationalization of national visions. Support opportunities for the Network of Centres of Excellence have also been reduced significantly. This situation is all the more regrettable because these initiatives, whose preparation consumed a lot of resources, are expected to be in full operation during the 2000-2001 biennium, corresponding to the last two years of the Project. Failure to implement the initiatives would in effect constitute a disinvestment that would be totally counterproductive. This is simply unthinkable and unacceptable. But in order to implement them, even on a reduced scale, \$1,000,000 will have to be raised. As a matter of urgency, it is necessary to mobilize this amount in order to make up for the shortfall in the UNDP financing.

1.2 Apart from the urgency, the need to mobilize additional resources for the Project is in line with the UNDP's principle whereby regular resources allocated by the Programme must serve as a leverage for mobilizing other resources. It is for this reason that, financial crises notwithstanding, all regional or national projects are expected to develop a resource mobilization strategy. Recent correspondence from Headquarters recalled that this must be the concern of all.

1.3 Even barring any urgency and the need to follow Headquarters' recommendations, sustaining the Project achievements by institutionalizing the futures studies and the strategic action requires such a wide range of operations that a multi-actor approach backed by adequate resources is the only way out in the long-term. It is therefore

necessary to lay the foundations of an effective and lasting partnership between the various actors (national and international, public and private) so that the capacities created or built by the Project can be consolidated, widened and fully utilized in the different sectors and institutions of the countries concerned and in the Africa Region.

2. Context

The effort required to mobilize resources is set within a context outlined in Annex 1 of this document. This context may be summarized in two sentences: firstly, there is a scarcity of ODA resources and this is seriously affecting Africa, even though the latter continues to be the main beneficiary of the ODA; secondly, whereas private financial flows are currently greater than ODA, these are only marginally invested in Africa. This general context presents opportunities that need to be seized and threats that must be reduced. The strengths and weaknesses of the Project must therefore be carefully assessed.

Subject to confirmation by an external evaluation to be undertaken in the second quarter, Project's strengths can be summarized as follows:

- The Project has assets that comprise a number of tangible products: strategic studies, thematic studies, proven methodology, a network of centres of excellence and publications. The pragmatic approach adopted by the Project from the outset certainly contributed to this. These products can be enhanced;
- The Project has gained an audience in the countries. A testimony to this is the growing number of requests for various services by planning institutions, or university based institutions. The quality of the Project's expertise certainly accounts for this;
- There is a revival of interest in futures studies both in developing and industrialized countries. The search for a new social compact at national level or a common agenda at international level is certainly not unrelated to this.

But the Project also has weaknesses. These include the following:

- The proliferation of institutions and projects working more or less on issues or themes close to those of the Project, hence raising the question of the added value induced by the Project in a context of scarce resources;
- The lack of an effective strategy for mobilizing non-conventional resources;
- The absence of any sustained relationship with the private sector;
- The lack of capacities or skills in marketing.

In view of these strengths and weaknesses of the Project, it should be possible to mobilize resources for the latter. But this optimism should not overlook the fact that the task will not be an easy one. It will be even less so as the targets of this mobilization effort are relatively varied.

3. Target Groups of the Strategy

In familiar terms, one could say that the Project must cast its net wider. For the purpose of this note, the following distinctions will be made:

- UNDP central resources which are divided into regular resources and extra-budgetary resources. To date, the resources of the Project Team have come from the general resources of the Africa Regional Programme. Apart from missions by Project experts to countries, and the funding of some invitations by organizing institutions, the only exception to this rule was the partial financing of the Forum on Competitiveness in 1999 with KNF funds. Despite the significant reduction in the UNDP central resources, they still constitute an important source. Indeed, they can rise in value again. Furthermore, even in a stagnation scenario the new directions and priorities defined by the UNDP and particularly the new emphasis placed on good governance, are opportunities that must be seized. In this regard, it must be borne in mind that as early as 1997, on the occasion of the 1st African Forum on Governance, the Project had redefined itself in referring to "the NLTPS as an instrument of good governance".
- ODA resources: here again a distinction should be made between bilateral and multilateral resources. The former are clearly greater than the latter (see Annex) and a special effort should be made to mobilize them. To date, only four bilateral agencies out of the twenty on the OECD's Development Assistance Committee have contributed to the financing of national components of the Project; these are the Netherlands in Guinea Bissau and Cape Verde, Great Britain and Japan in Tanzania and France in Madagascar. None of them has directly contributed to the financing of regional activities. With regard to the multilateral resources, with the exception of UNDP, only the World Bank has contributed to the Project's financing; although this was limited to a single country (Sao Tome) and involved a small amount. Nevertheless, greater attention should be paid to the multilateral system, particularly the World Bank which, it must be remembered is, at least in theory, one of the Project's sponsoring agencies, just like the ADB about which the same observations can also be made. Indeed, the ADB provided co-financing, together with the UNDP, in Mali and Zambia; it also co-financed the Forum on Competitiveness with other agencies through its African Development Institute but efforts at securing an institutional support have so far been in vain despite the existence of an ADB-UNDP Cooperation Programme.

- **Private financing:** to date, the Project has not been able to mobilize this either for national or regional activities. This may be explained by the lack of interest in the private sector for studies which do not result in immediate investment opportunities. However, the example of South Africa where the Mont Fleur scenarios were financed by private banks, seems to indicate otherwise. Be that as it may, this situation is all the more regrettable – and this needs to be reiterated – since private development financing is generally greater than public development financing. Further, the operationalization of the long-term perspectives studies cannot ignore the role that has now been transferred to the private sector in the long-term development of the continent and the fact that, today, the Project has a number of outputs, capacities and information that can be developed by the private sector.

4. Strategic Elements for Resource Mobilization

A basic principle must be made clear right from the outset: the mobilizing of resources should involve all the team members as well as Board organs and/or Project Trustees. The Advisory Board in particular should be involved at the highest level in the formulation and implementation of a strategy for resource mobilization. And so should the institutional members of the Board, namely the Representatives of the UNDP, the World Bank, the ADB and the ECA, as well as individual Board members. Regarding the latter, it needs to be recalled that one of the factors taken into consideration in their selection was precisely their capacity to facilitate access to various professional networks and finance institutions.

Having outlined this principle, a strategy for mobilizing resources made up of four elements can be envisaged:

- a) The Project team must draw up a detailed action plan. This should comprise several elements including the following:
 - A conceptual and analytical framework which provides a greater understanding of the various operational activities of the Project and explains their interrelationships,
 - A critical analysis of studies carried out on Project issues and themes,
 - A range of indicators that could be used in monitoring and evaluating the plan of action,
 - A quantified estimate of total financing needs.

Such a document, covering the 2000-2005 period, is in preparation. It will be supplemented with project proposals, the outlining of which are already available.

- b) A meeting with aid and cooperation agencies represented in Abidjan, where the Project is also based, (see the letter sent to the UNDP RR in Abidjan).

- c) A donors' conference. Designed along the lines of Round Tables facilitated by the UNDP, this conference should provide the opportunity to initiate or pursue, as the case may be, dialogue on the Project's directions. It should also be the occasion, in a more conventional way, to record declarations or pledges for financial support by participating agencies. Two main documents should serve as the basis of the discussions: these are the Project's mid-term evaluation report which should be available by mid-May 2000 and the consolidated strategic plan of the African Futures Network for the 2000-2005 period. In view of the time required to prepare these two documents for the conference, the latter cannot be organized before mid-June 2000.

In order to ensure a high turnout of representatives of donor agencies, it will be desirable that this meeting is held in Geneva where Round Tables are usually held. Above all, the preparation of the latter should include information and awareness missions on the Project's achievements geared towards the major cooperation and sponsoring agencies,

- d) Visits to donor institutions and countries as well as sponsoring agencies.

The donor countries targeted fall into three categories:

- Scandinavian countries: Denmark, Norway, Sweden and Finland. These deserve a special attention since they are the only member countries of the DAC to have attained or are close to attaining the objective of devoting 0.7% of their GNP to ODA;
- West European countries: Belgium, France, UK, Germany and the Netherlands will be targeted in view of their past support to the Programme and/or their recent interest in the Project issues and themes;
- The USA, Canada and Japan represent the third group of countries. The USA, through USAID, made a small contribution to the financing of the Forum on Competitiveness; Japan has contributed through its Trust Fund in Tanzania. Canada has still not provided support to the Project but the existence of a number of futures consulting firms, some of which have worked on Africa, and the support by the Canadian Government to the IDRC largely justify the decision to carry out an awareness mission in that country.

In addition to the bilateral cooperation agencies to be sensitized in these countries, mention should also be made of the international institutions headquartered there: UNESCO and AIF in France; the UN agencies in Geneva; the World Bank, UNDP, UNFPA and UNICEF in the USA, etc.

These visits to donor countries and institutions should be complemented with visits to Addis Ababa where the OAU and ECA, two of the four sponsoring agencies of the Project, are based. Any contribution, albeit small, by these institutions will be of significant benefit in view of its political implications.

5. Budget of the Operation

The resources needed to conduct this operation amount to \$62,717. Four expenditure items have been identified as follows:

- | | | |
|----|--|-----------|
| 1) | Printing of presentation brochures/booklets: | \$1,000 |
| 2) | Consultancy assignment for the consolidation of the Network Strategic Plan..... | \$ 10,000 |
| | An assignment lasting one month is planned: | |
| 3) | Translation and printing of general report: | \$5,000 |
| 4) | Visits to donor countries: this mission will be conducted by a team made up of the Project Coordinator and a member of the Board. The total cost will be <u>\$46,717</u> broken down as follows: | |
| | - Visit to Addis Ababa (ECA/OAU) and Jeddah (BID) | \$5,869 |
| | - Visit to Denmark, Norway, Finland and Sweden | \$9,386 |
| | - Visit to Switzerland, Belgium, France, England and Holland | \$10,518 |
| | - Visit to the USA, Canada and Japan | \$20,944 |

Annex 1

Opportunities for Support to the Network through International Financing¹ **Sources: Some Indicators**

Aid by OECD institutions and countries to Africa can be distinguished as follows.

- 1) Nature: public sources and private sources
- 2) Components: T.A. financing and capital financing
- 3) Modalities: loans and grants
- 4) Conditionalities: tied and non-tied aid

1.1 Public Sources versus Private Sources

First Observation

Today the ODA (public sources) is at its lowest ebb since the beginning of the decade with 47.6 billion in 1997 as against 55.5 billion in 1996. The ODA accounts for 0.22% of the GNP of donor countries and 1.4% of their public expenditures although the target set was 0.7% of the GNP.

The noted decrease in ODA resources particularly affects Africa where social needs are high. The deterioration of the ODA affects Africa all the more since it is not compensated for by private financial flows, as is the case in other regions. However, Sub-Saharan Africa continues to receive the greatest portion of ODA (about 38%, with the rest going to Latin American Countries, Eastern Asia and the Pacific, Western and Central Asia, North Africa) and this continues to weigh heavily on the budgets of the States.

Second Observation

Indeed, the analysis of total financing flows for development shows that these private flows deserve some attention.

- (a) They are higher than official flows (\$ 206 billion in 1997 compared with \$ 47.6 billion of ODA in 1997) even though these have also declined by \$ 80 billion as compared to 1996. They are still higher if one includes the funds provided by NGOs (also referred to as PVOs) estimated at about \$ 4 billion for the OECD countries.
- (b) They are not resorted to much, with the exception of funds provided by NGOs, by sub-Saharan Africa: about only 1% of total private financing. The bulk goes to LACs, Asia and the Pacific, Eastern Europe and Central Asia.

There is a clear distinction between the distribution of the ODA and net private capital flows by geographic regions. In the short-term, this situation will not change significantly.

Conclusion: Attempt should be made to take advantage of the ODA, but private financing sources should not be overlooked.

Third Observation

Only a small portion of ODA (21%) is channeled through multilateral cooperation organizations. Most of the ODA goes through bilateral cooperation organizations and the European Union, which I will return to later. Advantage therefore should be taken of the multilateral system, particularly the UN system without neglecting the bilateral cooperation agencies. It would be worthwhile to point out at this stage that among the donor countries, Denmark, Norway, the Netherlands and Sweden are those that devote the highest percentage of their GNP to ODA (between 0.86 and 0.76%), France ranks 5th (0.45) followed by Canada (0.36), Germany (0.28), Great Britain (0.25), Japan (0.22), Italy (0.11) and the USA (0.06).

Fourth Observation

The European Development Fund and the IDA of the World Bank Group occupy a special place among multilateral organizations because they are virtually the only ones to operate significantly in Africa apart from the UN system. But today they are in very different situations. The first significant difference: the EDF commitments dropped sharply between 1992 (ECU 2026 million) and 1996 (616 million) whereas the IDA's capital dropped from 12 to 8.65 billion of SDRs. Second significant difference: whereas the EDF financing mainly went to ACP countries, since 1997 such financing is being directed towards the NICs of the former Soviet Union and former Yugoslavia. These countries absorb about 50% of the EDF financing; they are followed by the Mediterranean countries which absorb over one quarter of EDF financing. The ACP countries are only left with 15%. Conversely, Africa is the primary beneficiary of IDA (38% of its resources), closely followed by Southern Asia (34%) and benefits from a wide margin of manoeuvre to the extent that the ratio of undisbursed funds as a percentage of the Project's portfolio is currently 58%. It even reached 65% in 1992. The IDA therefore constitutes an important potential source of finance, notably in view of its privileged relationship with the IMF which has just launched the Fund for Poverty Reduction and Growth.

To sum up, the Network should direct its mobilization efforts towards the following:

- Private development financing sources (private banks and institutional investors) knowing that the profitability of investment and the existence of tax incentives are fundamental determinants;
- ODA bilateral sources in view of the fact that political and diplomatic considerations are also important, apart from the purely technical considerations;

¹ Essentially, DAC and OECD member countries and institutions will be focused on. Therefore this excludes institutions such as the ADB and the IDB.

- Multilateral sources by distinguishing those limited by their mandate and their resources for financing technical expertise (mainly the UN system) from those that can also provide capital assistance (essentially IDA and the European Development Fund).

Annex 2

AF99/523/11/L

Abidjan, 22 November 1999

Dear Colleague,

At the time when an increasing number of countries are formulating their national visions and the latter's operationalization, we would wish to widen the circle of sponsoring agencies for the African Futures Programme with a view to fostering a synergy with other stakeholders supported by the international community for the purpose of Africa's future and development.

We have already initiated this process with the French Cooperation, the Club du Sahel and Futuribles International where we conducted an initial information and exchange mission in June 1999.

In the same vein, we would wish to mobilize the support of the development partners of African countries by organizing a donors' meeting during the first half of the year 2000. A strategic plan of action covering the 2000-2005 period which is in preparation, will serve as a working document at this meeting.

In the meantime, as previously discussed, I wish to request you to invite the cooperation agencies in Abidjan to an information and consultative meeting on the African Futures Programme. This meeting, for which I would be grateful to you for chairing, will aim at assisting the African Futures to have a better knowledge about the cooperation agencies, their centres of interest, and their modalities of cooperation. It will also enable the development partners to have a better view of the African Futures, its achievements and programme of activities.

In this regard, I am forwarding a draft invitation letter for your consideration to be addressed to the cooperation agencies and would kindly request you to indicate the date for holding such a meeting.

Counting on your usual cooperation.

Best wishes.

Yours,

Alioune Sall
Regional Coordinator

Mrs. Jocelline Bazile-Finley
Resident Representative
UNDP-Abidjan

DRAFT LETTER

Subject: Mobilization of Development Partners – Information Meeting

The national long-term perspectives project commonly called NLTPS/African Futures aims at initiating and facilitating national reflection on the future of African countries and supporting them in formulating long-term strategies for a sustainable development. This key UNDP project is governed, in addition to other innovative aspects, by an Advisory Board made up of institutional and non-institutional members. The institutional members comprise the UNDP, the World Bank, the African Development Bank and the UN Economic Commission for Africa. The non-institutional members comprise eminent African personalities from the public sector, academia and the private sector. The Board meets every six months to assess the activities of the previous half year and to define the orientations of the following half year.

Based in Abidjan and operational since June 1992, the African Futures has since supported 16 countries in conducting their national long-term perspectives studies. They are Benin, Cape Verde, Côte d'Ivoire, Gabon, Guinea Bissau, Mauritius, Madagascar, Malawi, Mali, Uganda, Sao Tome and Principe, Seychelles, Swaziland, Tanzania, Zambia and Zimbabwe.

The financing of these studies was equally shared by the governments of the countries concerned and bi- and multilateral cooperation agencies, notably the UNDP, the Netherlands, the World Bank, the African Development Bank, Japan, the European Union and United Kingdom.

Twelve other countries have expressed a keen interest in undertaking such an exercise particularly Burundi, Cameroon, The Gambia, Guinea, Lesotho, Namibia, Sierra Leone, Chad and Togo. Senegal has launched its study while Burkina Faso and Mozambique are about to do so.

Field experience has confirmed that the implementation of an NLTPS provides a useful platform for establishing an effective dialogue and building a consensus on the major development challenges facing the countries.

Sir / Madam

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In this regard, the issues on governance, development of human capital, sustainable and better distributed economic growth, integration into the region and the global economy were considered in these studies to be major challenges.

In addition to providing support to the countries to conduct their national long-term perspectives studies, African Futures has been carrying out regional activities. Thus, it initiated a continental long-term perspectives study officially launched from 9 to 11 November 1999 in South Africa. It is also pursuing four regional studies (West, Central, East and Southern Africa).

These continental and regional studies will be supported by a series of strategic studies on eleven major topics for the continent's development.

Lastly, African Futures has set up a regional strategic decision-making information system. This will operate as a strategic monitoring mechanism to identify both the seeds of change and the obstacles that can hamper the plausible futures of the continent.

In order to sustain the long-term perspectives studies in Africa, African Futures has since March 1998 established a network of centres of excellence made up of fifteen African research and training institutions. This network is expected to provide, beginning 2001, advisory services in the areas of the long-term perspectives studies, strategic planning and development management. For the moment, this network contributes to the building of capacities in the area of strategic development management in institutions based in Senegal, Nigeria, Tanzania, South Africa, Malawi and Ghana. The network will contribute to the implementation of regional long-term perspectives studies and the formulation of the regional strategic information system to be set up.

In order to carry out these activities, the African Futures Regional Programme is seeking the support of development partners of African countries. A donors' meeting will be organized in this regard during the first half of the year 2000. A strategic plan of action covering the 2000-2005 period is being formulated. It will serve as a working document for the donors' meeting.

We are convinced that the preparation of this strategic plan of action can only benefit from your experiences, expertise as well as studies and information available to you. I would therefore like to invite you to an information and consultative meeting with the African Futures Programme. This meeting which I will have the honour of chairing will be held on It will aim at assisting African Futures to gain a better knowledge of cooperation agencies, their centres of interest and modalities of cooperation. In return, it will enable the development partners to have a better view of African Futures, its achievements and programme of activities.

This initial meeting for cooperation agencies will be followed by specific work sessions between the African Futures Programme and your institution aimed at an in-depth reflection on the areas and practical cooperation modalities.

We hope you will be able to honour our invitation.

Best wishes.

Sincerely yours,

Jocelline Bazile-Finley
Resident Representative
UNDP - Abidjan