AFRICAN COMMUNITY OF PRACTICE ON MANAGING FOR DEVELOPMENT RESULTS (AFCOP-MFDR)

Putting results First in Africa Changing people's lives

The AfCOP added value

September 2019
The African Community of Practice on Managing for Development Results (AfCoP) was established in 2007 in the context of the Paris Declaration and in response to the commitment of the African countries to adopt the principles and practices of Managing for Development Results (MfDR) to create sustainable change in the lives of their populations.

AfCoP is a leading institution and the voice of Africa in managing for development results to contribute to the transformation agenda of the continent. AfCoP here promotes a results culture in order to improve the lives of its citizens through the MfDR approach, as a process of change management.

AfCoP members are change agents from different background, who contribute to empowering societal actors through MfDR capacity building and the transformation of hands-on experiences into practical knowledge. This with the view to bring new ways of thinking and working, as well as to provoke a change in behaviors, attitudes, practices and processes in order to lead to increased institutional performance and achievement of development outcomes. Since 2007, AfCoP has made a significant contribution in advancing the Results agenda in Africa by generating and disseminating knowledge on MfDR, building capacity of development actors, and supporting national and regional development processes.

After ten years of existence, AfCoP decided in 2017, in agreement with the African Development Bank (AfDB), to move the AfCoP operation as an informal network to a formal registered, non-governmental and independent institution to be head-quartered in Dakar, Senegal. Driven by strengthened partnerships, this move will take AfCoP operations to scale and is geared to make a significant contribution to the accelerated economic transformation of Africa.
Under AfCoP’s new vision demonstrated by its new Strategic Plan for 2019-2023, the AfCoP MfDR pillars have been revisited and enriched to cover the emerging priorities of the continent under the framework of the African Union Agenda 2063 and the United Nation’s Sustainable Development Goals (SDGs) for 2030. This approach takes also into account the newly developed OECD DAC Guiding Principles on Managing for Sustainable Development Results (MfSDR), hence servicing the increased demand to improve the results and reporting requirements of the SDGs.

To demonstrate the AfCoP added value under the international development results and performance agendas, this paper:

- Provides an Overview of AfCoP as a driving force for mainstreaming MfDR in Africa
- Outlines the AfCoP impact on building MfDR capacity in Africa
- Highlights the future AfCoP Strategic Pathways
AfCoP AS A DRIVING FORCE FOR MAINSTREAMING MfDR IN AFRICA

AfCoP Objectives
AfCoP’s main objectives are to help build African capacity on MfDR and to promote results-oriented policies.

In this context, AfCoP:
- Supports institutional reforms to make public management systems more results focused
- Strengthens the capacities of the stakeholders involved in the development process
- Influences key political processes for achieving development results through advocacy, advice and dialogue with governments and donors
- Conducts research and analysis on theories of change, as well as good practices

AfCoP Representatives
AfCoP members originate from 43 African countries and are composed by more than 5,000 representatives from Government, Parliament, civil society, the private sector, academia, the media and donors. These 5,000 AfCoP representatives serve as change agents to promote country leadership and instill results culture at the country level, by engaging policy decision-makers in articulating their clear strategic vision and holding them accountable to their citizens:

AfCoP membership
From 20 african countries in 2007 to 43 countries 2019
From around hundred members in 2007 to more than 5000 in 2019

Source: Online platform
Fig. 1 - AfCoP Membership and Evolution
AfCoP servicing MfDR demand and supply

On the demand side of MfDR, AfCoP representatives are therefore well positioned to:

- Push for transparency in public resources management and accountability
- Advocate for the improvements in the lives of the populations

On the supply side of MfDR, AfCoP representatives are furthermore well positioned to:

- Reinforce country ownership on MfDR-focused development strategies and country systems
- Close capacity gaps for donors in the management of the results and impact of their programs

The AfCoP Online Platform

Through the AfCoP’s online platform, AfCoP representatives contribute to the promotion of mutual learning activities, exchange experiences, network and build strong learning relationships between MfDR practitioners in Africa, and around the world.

The AfCoP representatives also share successes and challenges in creating a results culture in their own institutions, learn from each other, offer solutions to similar problems and share best practices.
AfCoP’s Partners

The African development Bank (AfDB) supported AfCoP since inception and in partnership with the African Capacity Building Foundation (ACBF).

This approach is similar to the support provided by the Asian Development Bank (ADB) to the Asian Community of Practice (APCOP) and to the support provided by the Inter-American Development Bank (IADB) to the Latin American Community of Practice (COPLAC).

During the period 2007-2011, AfDB contributed, via its administrative budget, to the AfCoP multi-donor trust fund housed within the World Bank. AfDB also used bilateral trust funds to finance AfCoP activities.

Since 2012, AfDB has been the main source of AfCoP funding on the basis of a grant of US$ 14 million from African Development Fund (ADF) resources.

Rationale for AfDB’s Support to AfCoP

The main rationale for AfDB’s support to AfCoP is explained by AfCoP’s ability to execute AfDB’s results agenda at in-country levels, i.e. AfCoP’s ability to transform AfDB’s macro policies to a combined macro-micro approach:

Managing for Development Results

- Increase Agency Effectiveness
- Building Country Capacity to Manage for Results
- Promote International Partnership on results

AfCoP
AfCoP’s Key Results

18 National Community of Practices
AfCoP set up 18 national community of practices (national CoPs) that assist governments in improving national systems to make them more results-oriented; building capacity of development actors; and supporting programs and projects to achieve quick results.

8 Thematic Groups
AfCoP established 8 thematic groups that advocate for results-oriented public policies and build the capacity of actors and ensure that government management systems and processes address their concerns and report on the results achieved. These are: Youth for Results (Y4R), Gender for Results (G4R), Natural Resources Management for Results, Regional Integration for Results, Public Administration group, Parliamentarian group, Civil Society Group, and the Private Sector Group.

AfriK4R
AfCoP developed the AfriK4R (Africa for Results) concept as an African-centric MfDR program. AfriK4R promotes the regional dimension of MfDR by linking national and regional results-oriented processes to achieve economic and social convergence of the African countries.

Knowledge Development
AfCoP generated and disseminated, in partnership with the African Foundation for Capacity Building (ACBF), several knowledge products which include knowledge briefs (based on online discussions), case studies, and training tools covering a wide range of MfDR issues targeting different stakeholders.

+ 12,000 Professionals trained
AfCoP trained over 12,000 professionals (35% female) on MfDR concepts and tools to allow them to influence their organizations toward a more results-oriented approach, make them openly accountable for their performance and improve their effectiveness.

MfDR readiness assessment in 18 countries
AfCoP rolled-out MfDR readiness assessment in 18 countries as well as regional integration policy readiness assessment in two regional economic communities (RECs). In parallel, AfCoP developed and implemented action plans based on the findings of the readiness assessments, including training sessions on rapid results approach. High level workshops to engage political decision-makers, and peer-review meetings for mutual learning and accountability were also organized.
THE AfCoP IMPACT ON BUILDING MfDR CAPACITY IN AFRICA

AfCoP has played a catalytic role in the advancement of results culture in 43 African countries. AfCoP’s influence at individual and institutional levels has been remarkable and as demonstrated by the following selection of impact statements:

High Demand

AfCoP knowledge products are popular and in high demand. These are notably requested by ministries to conduct different tasks including development programs planning and evaluation and by universities to serve as course materials.

Empowering Role of the National CoPs

The National CoPs played major roles in assisting thematic groups of the Poverty reduction strategy Papers (PRSPs) in formulating sector strategies and results frameworks, supporting PRSP M&E units, assisting champion ministries in developing results-oriented programs as well as in supporting development agencies in designing and implementing results-oriented projects (designing log-frames, training and coaching project staff).

Progress in MfDR implementation

At the country level, progress has been made to the extent in which MfDR has been implemented, and as shown in the MfDR readiness assessments of the five countries which have submitted their updates so far.

The assessment methodology is based on a rating system with zero (0): if MfDR has not been initiated yet, and five (5): if MfDR has been fully implemented. The level of commitment to MfDR is divided in 3 groups: (i) Less than 2.5 is low; (ii) between 2.5 to 3 is medium; (iii) more than 3 is strong.
The assessment methodology is based on a rating system with zero (0): if MfDR has not been initiated yet, and five (5): if MfDR has been fully implemented. The level of commitment to MfDR is divided in 3 groups: (i) Less than 2.5 is low; (ii) between 2.5 to 3 is medium; (iii) more than 3 is strong.

The below table shows that the level of commitment is medium or strong for all the countries in 2019. Two countries moved from low in 2014 to medium in 2019. Two other countries moved from medium in 2014 to strong in 2019. One country remains strong for both years with a progression between them.

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<th>DRC</th>
<th>Malawi</th>
<th>Mauritania</th>
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<td>2.8</td>
<td>3.1</td>
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**Beneficiaries’ Satisfaction Rates**

At individual level the table below highlights the findings of a beneficiary’s survey carried out on 2017 with the AfCoP members:

1. Proportion of members currently motivated to change their practices and working methods through exchanges on the AfCoP website.  
   % 88%

2. Proportion of member that indicated that AfCoP contributed substantially to their improvement.  
   % 70%

3. Proportion of respondents say they have seen improvements in the planning process of their countries in the last three years  
   % 54%

4. Proportion of members adopted the concepts and tools discovered on the AfCoP website.  
   % 52%

5. Proportion of members that agreed that AfCoP has contributed to the focus on results at all levels  
   % 39%

6. Proportion of members that agreed that AfCoP has enabled the introduction of good MfDR practices in key sectors.  
   % 36%

7. Proportion of members that have contributed to the MfDR processes in their countries since joining AfCoP.  
   % 32%
AfCoP’s FUTURE STRATEGIC PATHWAYS

After ten years of existence, AfCoP is being transformed into a formal entity with a legal status giving it the character of a pan-African, non-governmental and non-profit organization with legal personality. A new Constitution has been adopted. The Senegalese Government has accepted to host the AfCoP headquarters in Dakar.

AfCoP aims to contribute to the economic transformation of Africa, a central imperative to all major continental development players, including the African Union under Agenda 2063, the United Nations under the SDGs and AfDB under its five institutional priorities (High5s).

Consequently, AfCoP’s new Strategic Plan was approved for the period 2019-2023 and a pool of certified MfDR experts (the “AfCoP Facilitators”) were selected to drive AfCoP’s new vision via the four pillars of the Strategic Plan:

i. Building capable institutions and accountable public sector by institutionalizing MfDR at country level, providing assistance to the delivery units, supporting country results-focused policies, through the national CoPs to be expanded from 18 to 54 to cover all African countries.

ii. Promoting strong regional integration by supporting regional policies to make them results-oriented, through regional CoPs to be expanded from 2 to 5, strengthening the MfDR capacities of RECs, assisting in domestication of major continental development agendas including the Agenda 2063, SDGs and H5s.

iii. Developing MfDR research and knowledge generation and sharing by developing research works on development topics aligned with the H5s, SDGs and Agenda 2063 to document successful theories of change; learning lessons from success stories; and sharing good practices with other African countries.

iv. Strengthening the AfCoP’s institutional capacity by enhancing the capacity of its different bodies and organs to build the foundations of a strong institution at the organizational, institutional and intellectual levels.
The implementation of the AfCoP Strategic Plan has been costed at US$ 22 million.

AfCoP is in the process of securing funding from different sources such as development partners/donors, in-kind support, AfCoP membership fees, contributions from the private sector, individuals, foundations, African Member States as well as from the AfCoP’s MfDR service provider model – i.e. offering services to governments and other clients at a fee.

In support of the rolling out of the new Strategic Plan, AfCoP will organize on 28-29 October 2019 the Africa Forum on the Management of Development Results. This Forum will reflect on the achievements of AfCoP and is so geared to reach a consensus on a shared vision and common principles of MfDR in the specific context of African countries that will guide the next actions of AfCoP.

This call for a paradigm shift to improve the achievement of tangible and sustainable development results will serve as a key foundation for the successful implementation of all major development Agendas for Africa.

Finally, AfCoP stands ready to incorporate and advocate the new OECD DAC Guiding Principles on the Management for Sustainable Development Results and, doing so, is positioned as a partner of choice to support the OECD DAC results agenda.
AfCoP considers itself a unique institution in the African landscape.

Indeed, AfCoP seems highly relevant to Africa’s governments and development actors in the areas of MfDR capacity building and the implementation of results-oriented public policies.

Partners should therefore see AfCoP as a creative and innovative approach to generate MfDR knowledge adapted to the socio-cultural context of Africa. Partners should also be willing to help support and shape AfCoP and as the institution is gradually taken to scale.

AfCoP is aware that its new business model will not be fully operational in the short term; we therefore look forward to our continuous engagement with partners and donors, hope they will become members of the AfCoP family and will join us on our new and exciting journey to change people’s lives in Africa.

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