

Draft Report
Enhancing Monitoring and
Evaluation in the Regional
Coordination Mechanism
for Africa

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List of Acronyms and Abbreviations

| | |
|----------|---|
| AfDB | African Development Bank |
| AU | African Union |
| AUC | African Union Commission |
| AMU | Arab Maghreb Union |
| CC-TTFA | Corridor Transit Transport Facilitation Agency |
| CEPGL | Economic Community of Great Lakes Countries |
| COMESA | Common Market for Eastern and Southern Africa East African Community |
| COs | Continental Organizations |
| DOCO | UN Development Operations Coordination Office |
| EAC | East Africa Community |
| EASSI | Eastern Africa Sub-Regional Support Initiative for the Advancement of Women |
| ECA | Economic Commission for Africa |
| ECCAS | Economic Community of Central African States |
| ECOSOC | Economic Social Council |
| ECOWAS | Economic Community of West African States |
| EU | European Union |
| FAO | Food and Agriculture Organization |
| IFAD | International Fund For Agricultural Development |
| IGAS | Intergovernmental Authority for Development |
| ILO | International Labour Organisation |
| IMF | International Monetary Fund |
| IOM | International Organization for Migration |
| IRC | International Red Cross and Red Crescent Movement |
| ITU | International Telecommunications Union |
| NBI | Nile Basin Initiative |
| NEPAD | New Partnership for Africa's Development |
| OATU | Organization of Africa Trade Unions |
| OCHA | United Nations Office for the Coordination of Humanitarian Affairs |
| OHCHR | Office of the High Commissioner for Human Rights |
| OSAA | United nations Office of the Special Adviser on Africa |
| PAIDA | Framework for a Renewed Partnership on Africa's Integration and Development Agenda |
| PMAESA | Ports Management Association of Eastern and Southern Africa |
| RCM | Regional Coordination Mechanism |
| RECs | Regional Economic Communities |
| SADC | Southern African Development Community |
| SRCM | Sub-Regional Coordination Mechanisms |
| TTCA-NC | Transit Transport Coordination Agency-Northern Corridor |
| TYCBP-AU | Ten-Year Capacity-Building Programme to the AU |
| UN | United Nations |
| UNAIDS | United Nations Programme on HIV/AIDS |

| | |
|-----------|--|
| UNCCD | United Nations Convention to Combat Desertification |
| UNCTAD | United Nations Conference on Trade and Development |
| UNDAF | United Nations Development Assistance Frameworks |
| UNDOCO | United Nations Development Operations Coordination Office |
| UNDSG | United Nations Deputy Secretary General |
| UNDP | United Nations Development Programme |
| UNDS | United Nations Development System |
| UNECA | United Nations Economic Commission for Africa |
| UNEP | United Nations Environmental Programme |
| UNESCO | United Nations Educational, Scientific and Cultural Organization |
| UNFPA | United Nations Population Fund |
| UNFPA | United Nations Population Fund |
| UNGA | United Nations General Assembly |
| UNGIS | United Nations Group on the Information Society |
| UNGIWG | United Nations Geospatial Information Working Group |
| UNHabitat | United Nations Human Settlement Programme |
| UNHCR | United Nations High Commissioner for Refugees |
| UNICEF | United Nations Children's Fund |
| UNIDO | United Nations Industrial Development Organization |
| UNISDR | United Nations Office for Disaster Risk Reduction |
| UNOWAS | United Nations Office for West Africa and the Sahel |
| UNSDG | United Nations Sustainable Development Group |
| UN-Women | United Nations Entity for Gender Equality and the Empowerment of Women |
| USAID | United States Development Agency |
| WAEMU | West African Economic and Monetary Union |
| WB | World Bank |
| WFP | World Food Programme |
| WHO | World Health Organization |
| WIPO | World Intellectual Property Organization |
| WMO | World Meteorological Organization |

I. Introduction

1. This document presents the report of a ‘**Study on Enhancing Monitoring and Evaluation (M&E) in the Regional Coordination Mechanism (RCM) for Africa**¹’. The study was conducted as part a twin engagement by the United Nations Economic Commission for Africa which is host of the Secretariat of the Regional Coordination Mechanism. While the focus of this study was on Monitoring and Evaluation of the Regional Coordination Mechanism, the other study conducted in the same time frame investigated the sub regional mechanism. Both the Regional Coordination Mechanism (RCM) and the Sub Regional Coordination Mechanism (SRCM) can be considered as two sides of a similar coin. The M&E study is a direct follow up of a report on enhancing monitoring and evaluation in the RCM-Africa prepared in August 2015. The said report proposed an M&E framework for both mechanisms which has since not been operationalized. The present study was conceived to develop an operational results- based monitoring and evaluation framework for the RCM and SRCMs with a framework that permits the clusters to track progress and results in priority activities the African Union and its organs, including the RECs.
2. The existence of a joint programme of work (2018-2019) for the RCM clusters provides ample justification for the development of an operational results-based monitoring and evaluation framework that integrates a suitable reporting template to effectively measure implementation progress in the agreed priority areas.
3. The study on enhancing M&E the Regional Coordination Mechanism was conducted between October and November 2018. This document presents descriptions of the methods used in the study, the analytical frameworks and the findings. Based on the findings, recommendations are made for a monitoring, evaluation and reporting framework and tools for improving the monitoring and evaluation practices of the Regional Coordination Mechanism. In addition to the recommendations, sample monitoring, evaluation and reporting plans are provided which can be deployed virtually on platforms that are already in existence or under preparation UN ECA.
4. The report is laid out in the following sections; background and context of the study, purpose, objectives, scope and key research questions, methodology, findings and

¹ See Concept Note for Enhancing Monitoring and Evaluation In The Regional Coordination Mechanism for Africa.

recommendations. A proposal for a monitoring, evaluation and reporting framework is made based on the “*Report on Enhancing monitoring and evaluation in the Regional Coordination Mechanism for Africa*”. The bibliography and annexes bring up the rear of the report.

II. Background, Context and Justification

5. In the contemporary era of large regional and global development compacts, successful and sustained development results are often the product of many different actors working together. In the case of Africa, the principal groups of formalised development actors include the Africa Union, the United Nations agencies and organisations, other multilateral and bilateral donor and or development organisations in collaboration with national governments. Under circumstances such as these, it is not uncommon in the absence of close working ties i.e. collaboration and more importantly coordination for efforts to be at cross purposes. It is for this reason that the Regional Coordination Mechanism (RCM) and the Sub Regional Co-ordination Mechanism (SRCM) are critical.
6. The United Nations General Assembly Resolution #32/197 (paragraph 20) of 20th December 1977 created regional coordination mechanisms for all regions of the world as arms of regional commissions of the UN to ‘*take leadership and responsibility for cooperation and the coordination of United Nations activities at the regional level, taking into account the special needs and conditions of their respective regions*’. This role grew from regular meetings among United Nations organisations and agencies as a way of improving coherence and harmonisation of activities in the regions, to consultation within the regions which have since 2000 become annual sessions of the Regional Coordination Mechanism (RCM) held in each of the regions, (UNECA & Africa Union, Undated, ‘Regional and Sub Regional Coordination Mechanism Handbook: Guidelines for enhancing coordination: A compilation of programming tools for better development results’).
7. The **Mandate of the RCM is:** To ensure coherence and effectiveness of United Nations system support to development challenges in the Africa region.

The Membership and Participation: Includes high-level representatives of United Nations agencies, in particular those with regional programmes.

The Operational Modality: The mode of operation is around clusters of thematic working groups corresponding to the programme priorities of the region and the regional Commission. The **Focus:** Agenda 2063, Agenda 2030 and related UN-AU cooperation frameworks. The main framework is the *Framework for a Renewed Partnership on Africa’s Integration and Development Agenda 2017 – 2027 (PAIDA)*. The key principles governing PAIDA include:

ownership and leadership by the AU, respect for Africa's policy space, faithfulness to commitments made, proactive engagement, consultation and coordination, accountability, strategic partnership (including with the Regional Economic Communities (RECs) and NEPAD Planning and Coordinating Agency. The two other frameworks are the *Joint UN-AU Framework for an Enhanced Partnership in Peace and Security*, and *Framework for the integrated Implementation of Agenda 2063 and 2030 Agenda for Sustainable Development*

8. The Regional Coordination Mechanism for Africa (RCM) and Sub-Regional Coordination Mechanisms (SCRM) constitute the framework for the UN family to work together in supporting the priorities of the African Union and its organs, including the Regional Economic Communities and other regional and sub-regional organisations. Currently comprised of 52 agencies, the RCM draws its mandate from the United Nations General Assembly Resolution 57/2 of 16th September and the 30 September 2002 United Nations Declaration on the New Partnership for Africa's Development (#57/7). In January 2017, the Resolution adopted by the General Assembly on 23 December 2016, reaffirmed the mandate providing a fresh impetus and 'Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027', 71/254, (UN, 2017).
9. The golden jubilee Summit of the African Union led by the African Union Commission, and supported by the New Partnership for Africa's Development, Planning and Coordinating agency (NPCA), the African Development Bank (AfDB) and the United Nations Economic Commission for Africa, formulated the continental 50-year Agenda through a people-driven process detailing '*The Africa We Want: Agenda 2063*'². Made up of 5 ten-year implementation phases with associated goals, objectives and processes, the Agenda 2063 is comprised of seven aspirations which include: growth and economic development; continental integration; good governance; peace and security; a strong cultural identity; people driven development that emphasises the contributions of women, children and youth; and Africa taking its place as a strong global player and force. The first ten-year implementation plan is well underway.
10. In the wake of the adoption of the 2030 Agenda for Sustainable Development in September 2015³ by the UN General Assembly with the commencement date of January 2016, and the AU Agenda 2063, African governments, supported by partners, including the Economic Commission for Africa (ECA) began the process of designing and implementing national development planning frameworks that are in line with both initiatives. Additionally, 34 African countries have been classified as the least developed countries and/or landlocked countries and are thus tasked with the execution of the Istanbul Programme of Action for the Least Developed

² https://au.int/sites/default/files/pages/3657-file-agenda2063_popular_version_en.pdf

³ <https://sustainabledevelopment.un.org/post2015/transformingourworld>

Countries for the Decade 2011-2020. In light of these developments, these global and regional Agendas are particularly timely.

- 11.** The United Nations Economic Commission for Africa (UNECA/ECA), as the United Nations Regional Commission, plays a major role in supporting the implementation of Agenda 2063 and the Agenda 2030 in the African region. The ECA is the primary institution that worked with the African Union in the development of Agenda 2063 and in seeking synergies between Agenda 2063 and 2030 towards their mutual and coherent implementation by Member States of the continent. The RCM-Africa located within the premises of the ECA in Addis Ababa and the four Sub regional RCMs (SRCMs) for North Africa, West Africa, Central Africa and Eastern and Southern Africa⁴, are housed within the Sub Regional Offices of the ECA in the respective regions of the continent in Rabat Morocco, Niamey Niger, Yaoundé Cameroun, Kigali Rwanda and Lusaka Zambia. The RCM Africa and the four SRCMs act as the nodes and instruments through which the United Nations family works to support the priorities of the African Union and its organs, the regional economic communities as well as other regional and sub-regional organisations including Inter-governmental organisations,

Regional and Subregional Coordinating Mechanisms

- 12.** Both the RCM and SRCM are supposed to fulfill the following six functions:
 - Coordinating the UN systems' interaction with African Union organs and interactions, including the Regional Economic Communities
 - Providing a high-level policy forum for exchanging views on major strategic developments and challenges faced by the region and its subregions and providing a platform for the region to interact with the global level
 - Devising coherent regional policy responses to selected global priorities and initiatives and providing regional perspectives to the global level on such issues as the Millennium Development Goals, the post 2015 development agenda, Sustainable Development Goals, climate change challenges and green growth, promoting gender equality and empowerment of women, and responses to financial and economic crises
 - Promoting policy coherence and joint programming in support of the regional and subregional integration and initiatives such as the New Partnership for Africa's Development, the African Peer Review Mechanism, and the African Union Agenda 2063.
 - Promoting inter-agency and inter-organisation coordination and collaboration in terms of responses to policy recommendations and analytical findings emanating from regional and

⁴ Eastern and Southern Africa is served by one SRCM covering three regional economic communities –the East African Community, the Common Market for Eastern and Southern Africa, and the Southern African Development Community – considering the tripartite arrangement between the three where coordination is already institutionally operational.

subregional strategic priorities and plans, including through joint programming and joint activities in areas of common interest and focus;

- Providing a forum for the exchange of best practices and lessons learned, and for analysis and elaboration of inter-agency and inter-organisation normative and analytic frameworks in response to the identified focus and priority issues.
- 13.** RCM-Africa has to date served the United Nations system operating in Africa to support the sharing of information on their respective activities and to agree to coordinate their strategies for programme delivery in support of African Union priorities. This mandate was strengthened by the UNGA through its resolution A/RES/71/254 calling for UN-AU cooperation to be based on the Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017-2027 (PAIDA), the successor programme to the 2006 United Nations-African Union 10-year capacity-building programme. PAIDA, which is anchored on the AU Agenda 2063, therefore serves as the overall platform for UN-AU cooperation. Accordingly, the RCM provides an opportunity for the UN system to use PAIDA as a framework for "Delivering as One" as well as to enhance coordination and coherence of its support to the African Union, its organs and organizations. PAIDA also preserves the tenets of the UNGA resolution 57/7 which calls on the United Nations system in Africa to coordinate its activities, through the RCM-Africa, in support of AU NEPAD framework.
- 14.** RCM-Africa aims to ensure coordination and coherence in the delivery of support by UN organisations to AU organisations as a way to attain greater effectiveness and impact through increased joint programming and implementation of activities using a cluster system. SCRM on their part serve as vehicles for the organisations and agencies of the UN system operating at the subregional level to work with the Regional Economic Commissions (AMU, CEPGL, COMESA, EAC, ECCAS, ECOWAS, SADC, WAEMU etc) and intergovernmental organisations. This is to reduce fragmentation in their operations and increase coherence, coordination, and cooperation in their support for the programmes and priorities of the regional economic communities and intergovernmental organisations operating at the subregional level. The programme of work of the RCM clusters is reported to be fully aligned with the goals identified in 2030 Agenda for Sustainable Development, Agenda 2063 and the priorities of the AUC. It is unclear if the clusters are related to those of the UNSDG or the departments of the AUC and their work programmes.
- 15.** The clusters created at in 2016 at the 17th Session of the RCM-Africa include the following:
- i.** Sustainable and inclusive economic growth, industry, trade agriculture and agro-processing and regional integration;
 - ii.** Infrastructure development;
 - iii.** Human capital development, health, nutrition, science, technology and innovation;
 - iv.** Labour, employment creation, social protection, migration and mobility;
 - v.** Gender equality, women and youth empowerment;

- vi. Humanitarian matters and disaster risk management;
- vii. Environment, urbanization and population;
- viii. Advocacy, information, communications and culture.
- ix. Peace and security

Successes, Achievements and Challenges of the RCM and SRCMs

16. Among the successes enumerated for the RCM and SRCM are the successful annual meetings of the RCM and the degree of sharing that occurs therein as well as the accomplishments enumerated by the clusters which are programming entities.

The achievements of the SRCMS in the biennium include:

- **SRCM Central Africa:** Joint implementation of the Sahel project, and training for experts in ECCAS and ECOWAS.
- **SRCM East and Southern Africa:** Annual meeting and coordination. **SRCM North Africa:** Annual meeting and coordination at subregional level, financing of joint programmes and promotion of ownership of the Agendas 2030 and 2063.
- **SRCM West Africa:** Mobilization of other UN institutions around common interest subjects such as the monitoring of the progress of the Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics (APAI-CRVS).

17. Although the RCM-Africa and SRCMs offer organisations and agencies of the United Nations system opportunities to act as responsive and effective partners supporting African organisations to meet their priorities and aspirations, they have not been without challenges. At the **Economic Commission for Africa and Africa Union**, nineteenth session, second joint meeting of the Regional Coordination Mechanism for Africa and the United Nations Development Group, held in Addis Ababa, in May 2018, it was reported that the ‘*Mechanism had achieved modest success*’⁵. Reports by the SRCMs also show the challenges a major one being the efficacy of the clusters. Atta-Mensah Coordinator of the RCM opined that this is possibly due to ‘*the lack of clarity on who was responsible for the implementation of the recommendations and decisions of the Mechanism (including)... a lack of follow-up action on decisions taken. As a result, decisions were not implemented, (paragraph 63, ibid).*

18. The 3rd meeting of the SRCM for West Africa in June 2015, was devoted to considering the constraints and bottlenecks in the operational modalities of the

⁵ Report of the Nineteenth Session Regional Coordination Mechanism for Africa and Second joint meeting of the Regional Coordination Mechanism for Africa and the United Nations Development Group , May 2018

Mechanism and identifying strategies to remove them, wherever these existed whether in the Secretariat of the Mechanism, or other United Nations agencies and programmes, as well as with other stakeholders. In spite of this, by 2017, the SRCM appears to have abandoned the thematic cluster modality as an organising principle identified from the inaugural meeting of November 2013, reportedly because of mixed results. It was also reported that the SRCM was exhibiting role confusion or an absence of clarity in its role thereby engendering the perception of being in with the United Nations Development Group⁶.

19. The challenges the RCM/SRC Mechanisms have encountered and reported upon include the following⁷;

- Weak ownership and leadership by principal stakeholders,
- Weak coordination of activities among the agencies of the United Nations system,
- Overlaps and duplication of efforts,
- Weak linkages between regional and the sub-regional coordination mechanisms,
- Implementation resource constraints,
- Large (unrealistic) number of projects,
- Lack of an effective planning, monitoring and evaluation framework,
- Weak information and communication channels.

Of these challenges, perhaps the most invidious and one which has not been identified by the existing literature is the absence of a conceptual and analytical framework for anchoring the work of the Mechanisms. This framework would also inform the monitoring, reporting and evaluation framework which is a recognised existing weakness and challenge.

20. As the terrain of development gets more complicated with new UN reforms alongside broader more ambitious development compacts at the global, continental and sub-regional levels coordination and collaboration among and between the growing host of partners and actors is imperative. This translates to the work of the RCM/SRCM becoming even more difficult particularly without a clear conceptual, analytical or other framework which would provide a background and basis for the monitoring and evaluation in order to keep track of what is working and why.

⁶ Report of the meeting of the Sub-Regional Coordination Mechanism for West Africa, 27th September, 2017

⁷ Terms of Reference for Consultancy on Report on Strengthening Sub Regional Coordination in support of the African Union & NEPAD, 2018

III. Purpose of Study

21. The primary purpose of the study is the creation of useful and usable framework for monitoring, evaluation and reporting with tools and techniques that will enable the RCM & SRCMs to track the progress and results being achieved in their implementation of select priority activities in support of the African Union and its organs including the RECs.

IV. Objectives of Study

22. The two objectives of the study are;
- a. The interrogation and analysis of the issues surrounding the development of a practical, user-friendly and operational results-based monitoring and evaluation framework for the RCM and SRCMs, and secondly;
 - b. To build upon and extend the propositions made in the “*Report on Enhancing monitoring and evaluation in the Regional Coordination Mechanism for Africa*” among others for a monitoring and evaluation framework proposal which will be responsive to the AU Agenda 2063 and the 2030 Agenda among other similar development compacts at regional levels.

V. Scope

23. The study was expected to provide the basis i.e. framework and support for joint M&E practice and reporting to be used in the joint (2018-2019) programmes of work of the SCM & SRCM clusters. The scope of the study was expected to include the RCM, the four SRCMs, regional UNDGs, the UNCTs, the AUC and RECs and other relevant organisations and organs of both the UN and AU in addition to any vital others.

VI. Key Research Question/s and or Issues

24. The following research questions were investigated in the study:
- i. What are the current arrangements for the M&E (joint or otherwise) of the RCM & SRCMs?
 - ii. What are the current M&E practices of the RCM & SRCMs?
 - iii. What are the challenges for the M&E of the RCM & SRCMs?
 - iv. How can these challenges be overcome?
 - v. How can successful joint M&E of RCM & SRCMs work be accomplished?

- vi.** Who are the direct and indirect partners of the RCM & SRCMs?
- vii.** Who do the RCM & SRCMs report to and how and how regularly?
- viii.** What is the current structure and functioning of the RCM & SRCM?
- ix.** What are the current successes of the RCM & SRCMs?

The related issues which the study considered include;

- x.** Taking the AU 2063 Agenda & the UN Agenda 2030 and their respective monitoring and evaluation frameworks as well as other relevant frameworks into consideration, what would an operational M&E framework for the for the RCM & SRCM look like?
- xi.** What would be the optimal reporting structure and arrangements?
- xii.** How would the reporting of this proposed framework be accomplished?
- xiii.** What other recommendations are there for making the proposed framework practical, operational and digitally compliant?

VII. Methodology

Sample

- 25.** The total sample for the study of 45, comprising 28 men and 17 women included staff of the UN system (including the ECA), RECs and IGOs. The sample was selected using a snowballing methodology, that is, as suggested by the principal officers of the RCM. RCM & SRCM meeting attendance participation lists were also used to source the names for the sample. Interview data was collected from 9 individuals while the e-survey had 36 respondents. Data was collected over a period of four weeks between late October and late November, 2018. The total population for the e-survey was two hundred and thirty-four (234).

Data Collection Instruments

- 26.** Data was collected using five different instruments.
- ✓ A document analysis guide was the principal tool used for the content analysis of the large number of documents collected to inform current practices related to M&E in the RCM & SRCMs.
 - ✓ Three different interview protocols A, B & C were used for the discussions and conversations with ECA, UN and UNDG staff. The difference in protocols was based on the role and nature of the respondent's relationship (direct, indirect, no relationship) with the RCM & SRCMs.
 - ✓ A survey monkey was created and used to collect information virtually i.e. online survey for the wider population of individuals who have had any contact or relations with the RCM & SRCMs in the last couple of years.

All these instruments can be found in Annex 2.

VIII. Limitations of the Study

27. The limitations of the study include:

- i. Weak/poor response rate for both the phone interviews and electronic survey from key stakeholders and partners especially the African Union and Africa Union Commission.
- ii. Difficulty with accessing key documents cited in the literature; Two examples of such documents being,
 - ‘A single monitoring and evaluation framework, accommodating both Agendas, and a common reporting architecture that will produce a single periodic performance report’ and ‘A web-based draft common reporting template for reporting on national priorities, Agenda 2063 and the SDGs on the selected 78 core indicators for both Agendas’.
- iii. Incomplete documents i.e. key documents with incomplete sections and or gaps e.g. in ‘Details on the Funding dialogue 7 mechanism’ and ‘Draft Regional Coordination Mechanism Cluster Joint Work Plan for 2018 and 2019’.
- iv. The inability of the researcher to access the online platform under current construction to see how the M&E framework and tools might be embedded therein.

IX. Findings

28. The findings will be reported along the lines of the research questions posed in paragraph 24 above.

Current Arrangements for Monitoring & Evaluation of RCM & SRCM

The general picture from the study is of limited monitoring undertaken in the RCM and SRCM. It is unclear why this is the case but the absence of a consolidated analytical framework in the face of multiple operational mandates, competing or conflicting paradigms for addressing work of development and a myriad of organisations often operating within organisation or region-specific or thematic dominated systems make monitoring or evaluation particularly burdensome. When these realities are compounded by limited resources it is possible to see how the task of tracking actual development results can become diminished and minimalised. Forty-four percent of the interview respondents reported that no real monitoring and evaluation mechanisms are in place, “*We have no indicators, no targets, the reporting is just a list of activities undertaken*”. Monitoring of RCM Africa is undertaken using a range of tools, indicators and tracking resources. Although these are said to be useful for activity tracking, a number of these resources were not designed for the explicit purpose of monitoring and evaluation and it is unclear the extent to which they are used as reported. These resources include: the biennial

work programme, annual work plans, gender markers, log frames, indicators of agenda 2063 and 2030, and regional road maps. For their monitoring, SRCMs deploy: annual progress reports from clusters, progress reports on joint activities, bilateral reports, and joint activity reports (although the information presented in this with regards to joint programming have been largely insufficient).

When asked to identify monitoring tools used, SRCM respondents affirmed that for the most part there were no tools designed explicitly for the purpose of monitoring and evaluation listing the following instead: reporting frameworks, the SPOQD reporting template for the Dashboard, log frames, and work programmes for each SRO.

29. The work undertaken in the RCM & SRCM reportedly involves the following activities;

| | % | N |
|----------------------------------|--------|----|
| Planning meetings | 50.00% | 11 |
| Convening Meetings | 50.00% | 11 |
| Preparing concept notes | 40.91% | 9 |
| Preparing Reports | 63.64% | 14 |
| Presenting reports | 59.09% | 13 |
| Calling meetings | 36.36% | 8 |
| Preparing meeting Notes | 31.82% | 7 |
| Managing consultants | 18.18% | 4 |
| Work planning | 50.00% | 11 |
| Monitoring activities of partner | 40.91% | 9 |
| Other | 18.18% | 4 |

It is instructive that monitoring is not identified among the above list of activities. Meetings (planning, convening, attending and preparing notes) appear to dominate the work of the RCM and SRCM staff.

30. In response to what activities or dimensions are monitored, survey respondents reported that work plans and meeting planning were the most heavily tracked as shown below. However, only 22.2% of respondents reportedly used monitoring plans. Others identified, work plan, logical framework, business plan, strategic plan and activity plan as the tools utilised for monitoring.

| <i>Activity Monitored</i> | <i>% Responses</i> | <i>N</i> |
|----------------------------|--------------------|----------|
| Planning meetings | 56.25% | 9 |
| Concept notes prepared | 43.75% | 7 |
| Meeting numbers | 31.25% | 5 |
| Meeting quality | 37.50% | 6 |
| Quality of meeting notes | 31.25% | 5 |
| Number of consultants | 12.50% | 2 |
| Partner meeting attendance | 31.25% | 5 |

| | | |
|--------------------|--------|----|
| Own work plans | 62.50% | 10 |
| Partner work plans | 31.25% | 5 |
| Partner activities | 43.75% | 7 |
| Other | 12.50% | 2 |

- 31.** The finding which shows that partner activities and work plans are monitored offers a useful basis for collaboration. Fort–seven percent of survey respondents reported that partners undertake monitoring of joint work and this information is shared with the RCM & SRCM principally at meetings (76%) or sent (47%). Only one respondent reported using a joint online reporting platform. This is important because if this monitoring practice is so rare it could become an uphill task to entrench the norm of virtual (online) monitoring and reporting as implied in the TORs for this study (Contract Article vii)?
- 32.** In summary, the monitoring and evaluation challenges of the RCM and SRCM found in this study include; the absence of a framework, or an approach which is suited to the nature of work and functions of the RCM/SRCM, the absence of relevant tools and techniques, as well as the human resources and related skills and expertise to undertake the task of tracking results. The study also found that the mandate of the RCM is still to a certain extent unclear. But also us exist

Partners of the RCM & SRCMs (and Partnering)

- 33.** The analytical framework for the study based on the extensive literature expected that there would be much interactions between the partners, the RCM and SRCM reported having relationships with the following partner organisations including divisions within the ECA.

| <i>Partner</i> | <i>% Reporting</i> | <i>N</i> |
|----------------|--------------------|----------|
| ECA | 76.92% | 10 |
| AUC | 30.77% | 4 |
| UNDG | 46.15% | 6 |
| UNCT | 8.46% | 5 |
| RECs | 61.54% | 8 |
| Others | 30.77% | 4 |

- 34.** Although the literature and the discussions of the role and functions of the RCM and SRCM indicate a long list of potential partners numbering up to sixty (see Annex 5), the results of the study indicate that this is not the case especially outside of the clusters. The fact that the study team could not secure an interview with the AUC is itself a finding. How this is to be interpreted may be grounds for contemplation or conjecture.
- 35.** Responses to the question of partners considered most important and critical for the success

of the work of the RCM/SRCM are shown below. The top three partners in order of importance are ECA, UNCT both of which tied as the topmost, followed by UN agencies. The AUC and Members States both were in third place. This finding affirms the triangle of import for the role and responsibilities of the mechanisms.

| <i>Partner</i> | <i>% Responses</i> | <i>N</i> |
|----------------|--------------------|----------|
| ECA Divisions: | 91.67% | 11 |
| AUC: | 58.33% | 7 |
| UN agencies: | 66.67% | 8 |
| UNDG: | 33.33% | 4 |
| UNSDG: | 16.67% | 2 |
| UNCT: | 33.33% | 4 |
| Regional REC: | 91.67% | 11 |
| Member State: | 58.33% | 7 |

- 36.** Based on the analytical framework of social network analysis and based on the finding in paragraph 35 above, it appears that the relationship between the RCM and the AUC on one hand is not as strong or important as it ought to be, while the relationship between the SRCMs and the RECs was very strong. Evidence of the nature and strength of the relationship with the UNSDG and UNCT was weak but the findings suggest that it could be stronger because of the strong showing with UN agencies as a whole, as the difference between them is often not so evident to non-staff of the UN.
- 37.** The role of an effective convener requires close and frequent interactions as a way of building trusting relationships with mandatory partners. For the RCM and SRCM, the principal partners are the AUC, UN agencies and RECs as a group among whom there ought to be a solid relational network based on understanding of the mutual benefit that the Mechanisms bring to their individual organisations and systems. Interview respondents identified changes that they would like to see in relationships with critical partners as a way of strengthening relations. Firstly, better knowledge of the activities of the RCM/SRCM by UN agencies. Secondly, more staff dedicated to or seconded to the Mechanisms from the African Union Commission and other relevant partners, greater commitment from ECA leadership and in cluster meetings as well as increased participation, more integration, and joint programming from UN agencies. Lastly, respondents asked for more commitment to the RCM from RECs and IGOs. The basis of these requests was the general feeling and opinion that critical dimensions of the current arrangement were not working optimally.
- 38.** In the language of Outcome Mapping, an influential development planning approach developed in the 1990s by the international Development Research Centre, the AUC, UN agencies and RECs would be considered as boundary partners for the SCM and SRCM. Member States would be considered as secondary i.e. boundary partners of the AUC, UN agencies and RECs.

Reports and Reporting

- 39.** The study found that next to meetings, reports – preparing, documenting and presenting them, constituted the second most engaging work for the staff of the RCM and SRCM occupying their

time and energies. Documentation and reports of RCM activities are sent to: SPOQD, the clusters, the RCM Secretariat, and the conference of Ministers once a year. These documents consist of; progress reports, SRCM reports, joint programming reports, SRCM meeting reports, Common Program Reports, Meeting Concept Notes, and annual reports, cluster reports, meeting program reports, and speeches of invited dignitaries.

40. Survey respondents reported as follows with respect to the types of reports that have been produced in the biennium;

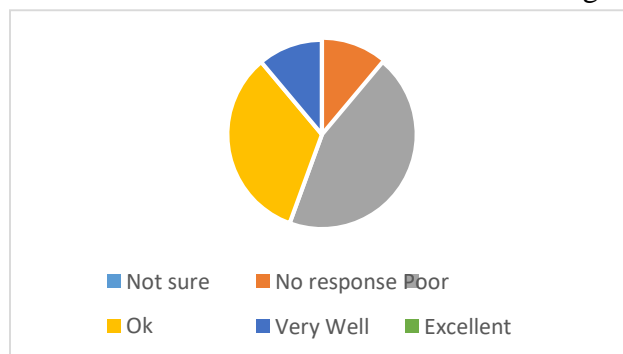
| <i>Report Type</i> | <i>% Responses</i> | <i>N</i> |
|---------------------------|--------------------|----------|
| Annual report | 52.63% | 10 |
| Meeting report | 47.37% | 9 |
| Activity report | 47.37% | 9 |
| Partner report | 5.26% | 1 |
| Consultants' work reports | 21.05% | 4 |
| Monitoring report | 5.26% | 1 |
| Evaluation Report | 5.26% | 1 |
| Review report | 10.53% | 2 |
| Other | 21.05% | 4 |

There is a well-developed system of meetings and reporting at/to meetings and related documentation in the UN system. The RCM annual report is a major undertaking and it is presented at the equally important annual meeting where in depth discussions of progress and results of the RCM are held. The SRCMs also hold their own meetings in their respective regions where reports are presented and discussions are held in the respective regions.

RCM/SRCM Structure and Functioning

41. According to respondents there is very little coordination and integration between the RCM and SRCMs. They operate as two separate entities with each office organising its own meetings independently of others without the use of common tools. Additionally, the RCM is often unaware of the challenges faced by the SRCM offices in the respective regions. As stated by a respondent, “there is no good relationship between the RCM and SRCM, at the SRCM we are not working with the African Union agenda or framework because there is no connection in our work”. Other challenges mentioned included: the lack of joint work and coordination among clusters, and the absence of dedicated full-time staff in the RCM and SRCMs.
42. In response to the question of how well the RCM/SRCM structure is functioning, a large proportion of interview respondents expressed the negative opinions as shown in the chart below. The survey data was not much different as the figures below show.

How well is the RCM/SRCM working?



| | | |
|--------------|--------|---|
| Not Sure | 9.09% | 2 |
| Poorly/Badly | 31.82% | 7 |
| Fair/OK | 36.36% | 8 |
| Very Well | 13.64% | 3 |
| Excellently | 4.55% | 1 |

43. In spite of the structure not working very well, respondents identified a number of successes of the RCM and SRCM, which include:

- The elaboration in consultation with UN agencies and collaboration with ACAS of PCE3 in February of 2018.
- SRCM convening with UNDG attendance
- The drafting of the Joint Programming Guidelines
- Supporting and Monitoring the African Union Agenda 2063, and Agenda 2030 through the work of the ECA.

44. Principal challenges to the functioning of RCM/SRCM reported included: a lack of commitment and buy-in by some UN agencies, difficulties with planning and implementing joint programming and activities, inadequate value placed on the RCM, absence of strategic capability, funding, and of full-time staff. Overall, responses pointed to the need for more and better integration in addition to more effective joint programming. Most Some structural changes suggested to improve the function of the RCM/SRCM included: dedicated staff to run the RCM/SRCM, and better alignment and coordination with the AU agenda.

45. More than seventy percent of the survey respondents and a large proportion of those interviewed indicated that given a chance they would change some or other dimension of the RCM/SRCM. The following dimensions of the RCM/SCRM were identified as elements in need of change.

| Element to Change | % Responses | N |
|-------------------|-------------|---|
| The Structure | 40.91% | 9 |
| The Activities | 40.91% | 9 |
| Staffing level | 36.36% | 8 |

| | | |
|----------------------|--------|---|
| Resources | 36.36% | 8 |
| Location | 4.55% | 1 |
| Mandate or Objective | 27.27% | 6 |
| Working modality | 40.91% | 9 |
| Monitoring | 36.36% | 8 |
| Reporting | 31.82% | 7 |

46. The list of changes desired in the RCM/SRCM as stated above suggests that there are quite a number of things that need amelioration based on the views of those who should know. Although there does not appear to be a dominant issue in need of change, the percentages for most of them are not so low as to be insignificant at about 30%. Although monitoring is listed as a distant third in the order of things to change, no mention of evaluation is made. The identification of the mandate or objective of the RCM/SRCM needing to change is worthy of note for two reasons. Firstly, the mandate gives clarity for monitoring and if the mandate is still unclear monitoring will remain problematic. The lack of clarity echoes discussions taking currently place in the ECA about the future form and function of the RCM/SRCM, based on persisting difficulties with execution of the function.

47. RCM/SRCM Response to the AU Agenda 2063 and Agenda 2030

The ECA has made a huge effort to bring African voices and concerns to the global landscape beginning from the development phase of the 2030 Agenda and the sustainable development goals. The ECA also played a big part in the in the AU Agenda 2063 and continues to do so. ECA conducted a mapping exercise, which established the degree of convergence between the two Agendas. In response to a recommendation made by the Conference of Ministers, for a periodic performance report with a single monitoring and evaluation framework, accommodating both agendas, and a common reporting architecture, annual 2030 Agenda–Agenda 2063 reports are in production aimed at reporting jointly on the progress made by the region on the two Agendas. The first edition of this new regional report was published in 2016.⁸ The ECA developed an integrated planning and reporting toolkit, to harmonize the incorporation of the 2030 Agenda and Agenda 2063 into national planning frameworks and to reduce the transaction costs of reporting on both Agendas. The tool supports the integration of multiple development frameworks into nation planning frameworks and facilitates tracking and reporting on national and internationally agreed development agendas. Other resources developed include the handbook on the Integrated Regional Indicator

⁸ Ibid

Framework of Agenda 2030 and Agenda 2063⁹ and the Integrated Regional Indicator Results Framework for the monitoring of the 2030 Agenda and Agenda 2063. The framework is a synthesis of selected indicators (with a regional dimension) from both Agendas and will be used to generate regional level reports on both frameworks¹⁰.

48. The degree to which the RCM has been involved in these ECA process and productions is unclear. Survey respondents' opinions of the management and coordination of the RCM/SRCM in the context of the two Agendas 2063 and 2030 ranged from unclear (33.3%), to non-existent (8.3%), weak (33.3%) and fair (25%).

X. Conclusions

49. The study has provided evidence that the RCM and SRCM created with the best intentions to bring much needed harmony, coherence, integration and therefrom greater development impacts have performed moderately well in spite of the enormous potential. The Mechanisms have continued to face difficulties which span a handful of dimensions namely; design, (structural), operational, human and financial. In the section below a short list of recommendations is made in the light of the specific brief of the study, that is , in respect of a monitoring, evaluation and reporting framework.

XI. Recommendations

- 50. M&E Arrangement and Practices:** The declared and preferred framework for the M&E approach is results-based. This approach is based on the isolation and identification of a sequence of inputs and activities, which are logically linked to outputs which then result in outcomes and finally impacts referred to as a results chain. Other renditions of this logic refer to it as a Theory of change. A theory of change specifies the same elements as in the results chain but add relational elements often using lines and arrows. A theory of change also critically identifies aspects of the context that can influence the relationships and state the assumptions under which the expectation of change can be built. *The first recommendation therefore is for the construction of a results chain or a theory of Change (TOC) for the RCM RCM/SRCM.*

We see the output as genuine and effective collaboration among UN agencies and between the UN family, the AU/C and RECs, the outcome as programming coherence, reduction in wastage and duplication of efforts while impact would be visible at various levels – regional,

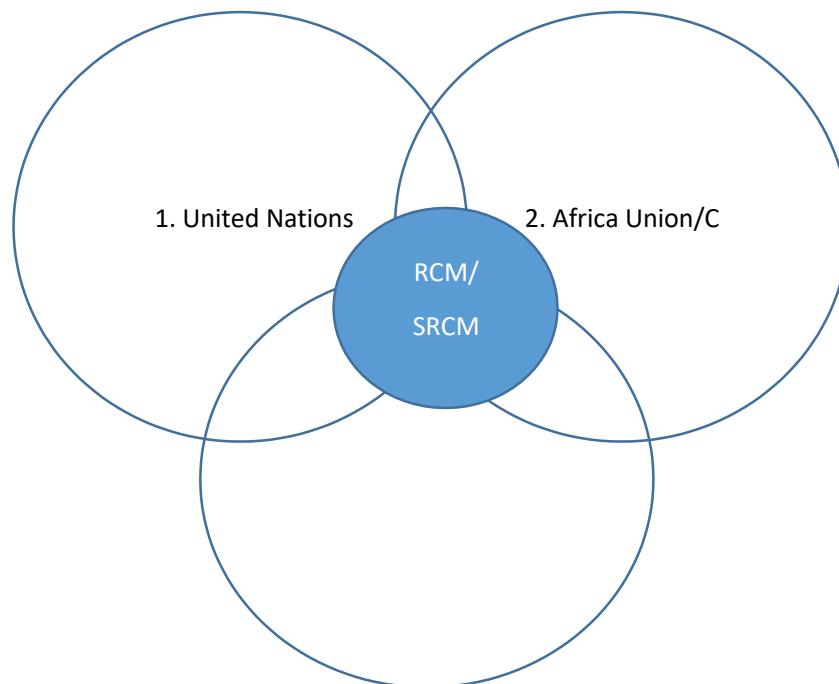
⁹ https://unstats.un.org/unsd/capacity-building/meetings/DA9-regional-workshop-Addis-Ababa/documents/UNECA_ACS%20activities%20in%20support%20of%20A2030%20and%20A2063.pdf

¹⁰ Integrating and tracking performance on the 2030 agenda for sustainable Development and agenda 2063: From theory to practice

and in member states in improved built environments, national finances and economies, better lives, livelihoods etc.

51. In order to create a results chain or TOC it is imperative to be clear about the mandate of the entity. The literature identifies 6 functions for the Mechanism/s. An interrogation of these functions revealed that for two or three these there were other entities in the UN system and universe more capable of taking responsibility for them. *The recommendation is thus made that the function of the RCM be restricted to the following- supporting coordination, promoting collaboration, and facilitating the creation of spaces, fora, opportunities and the like for the genuine exchange of ideas.*
52. Result based management as a M&E approach is easier to apply, to a large extent, with less complex systems. What exists with the RCM and the SRCM are multiple systems, frameworks, regional, national and/or institutional mandates and visions that could sometimes be at cross purposes. An analytical framework that is responsive to this reality is an absolute necessity. For instance, the main partners could be better understood and managed using social network analysis tools and participatory monitoring methods. We recommend investing in training in Social network analysis for M&E the staff of the Mechanisms.
53. A multilayered, multidimensional conceptual, analytical and operational framework is required to support the planning, monitoring and evaluation of the RCM and SRCM. Our recommendation in this regard would be to apply a systems concept at the highest level. At this level, the three or four systems implicated in the work of the RCM are identified these are UN, AU/C, and RECs.

Figure 1. Conceptual Framework – Systems



- 54.** The notion of a systemic conceptual model is for the programme in this case the RCM/SCRM to be aware that all the candidate systems need to be equally or proportionally addressed using identified analytical tools. All the various systems e.g. members of the RCM need to be identified as they are for the RCM (see Annex 5) or by the respective SRCM. The reason for so doing is to ensure that visually the components of each system and subsystem as necessary is not forgotten or let out.
- 55.** Upon identification of the component systems at this level, or indeed at any other level e.g. SRCM or cluster level, the next thing would then be to use the analytical framework to interrogate the nature of relations between and among the different systems. At this stage, organizational network analysis would be the tool of choice. For instance, to monitor for the efforts and results of the work of coordination and efforts in collaboration. Organisational network analysis would be deployed to collect information on such aspects as for instance the numbers, types, of partners who attend which meetings, the level of participation; who gets invited or not to which spaces and the like. This kind of data will provide a picture of the relationships, their strengths etc etc.
- 56.** The operational level, is where the evaluation approach is applicable. This is also the level where use is made of the development frameworks, deploying the targets and indicators that have so far been selected for each goal and approved for use by for instance the UN ECA, the AU and other relevant bodies. The idea of the framework is to provide a template and a visual dashboard for tracking the activities and results of organisations, institutions, etc that are engaged in development programming. The substantive divisions of the ECA, departments of the AUC, RCM and SRCM clusters, RECs with responsibility for undertaking the actual development work in countries or regions should (some may already have) identify those goals for which they have comparative advantage and using a select set of indicators that they can also manage use the monitoring plan to keep track of what they are doing. The expectation is that there w/could be a virtual platform hosting this framework where they could input the data collected from monitoring and evaluation. The RCM's role could be to encourage the use of the platform for reporting at the various meetings.
- 57.** The framework is supposed to be online as well as on paper as a 2 x2 or 2x3 table. As a 2x3 table the third dimension would be depth to allow for layering or depth to be filled by a number of organisations say in one cluster. As shown below, the AU Agenda 2063 as the overriding framework is placed at the top of and horizontally. Each cell is marked by one goal. The 2030 Agenda goals are placed vertically and each goal occupies one cell. The empty cells are to be filled with names of organisations. Organisations with responsibility or mandates for specific goals for which they each have superior skills and comparative advantage are indicated in the at cell. For example, the FAO and UN Women would be inscribed in the respective cells for Goals SDG 2 and SDG 5. Those cells for which the goals of both the AU and SDG align should be indicated possibly in a colour to so indicate. The colour palette of the display should show if action is happening in any cell by the information that is captured in it. The RCM & SRCM could spend time and effort to upload and update the information in the monitoring template (display) of the table say every quarter. SDGs indicator tracking display looks a little like that now. Members States could also add their own development strategy goals and indicators by layering and aligning then with the AU Agenda 20163 goals and the 2030 Agenda goals.

Proposal Framework - Monitoring

| AU Agenda 2063 Goal | 1 | Targets & Indicators | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 |
|-----------------------|------------------------------|----------------------|---|---|---|---|---|---|---|---|----|----|----|----|----|
| 2030 Agenda | MS or REC Goals & Indicators | | | | | | | | | | | | | | |
| 1 Target & Indicators | | | | | | | | | | | | | | | |
| 2 | FAO | | | | | | | | | | | | | | |
| 3 | | | | | | | | | | | | | | | |
| 4 | | | | | | | | | | | | | | | |
| 5 | UN Women | | | | | | | | | | | | | | |
| 6 | | | | | | | | | | | | | | | |
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Proposal Framework - Evaluation

| AU Agenda 2063 Goal | 1 Targets & Indicators | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 | 12 | 13 | 14 |
|-----------------------|------------------------|---|---|---|---|---|---|---|---|----|----|----|----|----|
| 2030 Agenda | | | | | | | | | | | | | | |
| 1 Target & Indicators | | | | | | | | | | | | | | |
| 2 | FAO | | | | | | | | | | | | | |
| 3 | | | | | | | | | | | | | | |
| 4 | | | | | | | | | | | | | | |
| 5 | UN Women | | | | | | | | | | | | | |
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Proposed Reporting Plan

| Type of Report | Who generates the report | When/How often | When Required | Destination | Use/User |
|----------------------------|--|----------------------------------|------------------------------------|--|---|
| Annual Report | RCM Secretariat | Annually | Before the RCM annual meeting | RCM annual meeting | Inform/update members on progress and new developments in the mechanism |
| Meeting Reports | Meeting organizer | At every meeting | Two weeks after the meeting | RCM Secretariat | Detail proceedings of the meeting and action plans |
| Activity Reports | Activity lead/Chair | At every activity | One week after the activity | RCM Secretariat/ participants and relevant clusters/sub- clusters | Provide details of the activity and follow-up activities/actions |
| Partner Reports | RCM Partners | Annually | 2 months before the annual meeting | RCM secretariat | To populate the RCM annual report with partner activities |
| Consultant' Reports | Consultant | For every consultancy undertaken | At the end of every consultancy | RCM secretariat/ Cluster and sub cluster chairs. REC Secretariat ECA Secretariat | Provide findings of a given task/issue, recommendations and required actions to improve various areas of RCM |
| Monitoring Reports | RCM Secretariat/Clusters and sub-clusters | Quarterly | At the end of every quarter | RCM Secretariat Cluster and sub-cluster chairs | Provide progress/outputs on specific issues/ activities of the RCM/clusters and sub-clusters |
| Evaluation Report | Consultant | For each evaluation commissioned | At the end of the evaluation | RCM Secretariat Cluster and sub-cluster chairs | To provide insights on a given issue/subject of the RCM and sub-clusters including recommendations and action plans |
| Review reports | RCM Secretariat/Cluster and sub-cluster chairs | For very issue/activity/action | At the end of each activity | RCM Secretariat Cluster/sub-clusters | For subsequent actions to improve on the action/activity |

Sample Monitoring Plan (Template)

| Monitoring Issue | | | DATA COLLECTION | | | REPORTING & USE | |
|------------------|--------------------------|--------|-----------------|-------------------------|-------------------------------|------------------------|--------------|
| Description | Indicators | Target | Data Source | Frequency of Collection | Responsibility for Collection | Frequency of Reporting | User of Data |
| Coordination | # of coordinating events | | | | | | |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |
| Collaboration | # of collaborators | | | | | | |
| | | | | | | | |
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| | | | | | | | |
| Forums & Spaces | Type created | | | | | | |
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Sample Evaluation Plan (Template)

| Evaluation Issue | | | Data Collection | | | Reporting & Use | |
|-------------------|---------------------|-----------|-----------------|--------------------|------|-----------------|--------------------|
| Issue/Description | Evaluation Question | Indicator | Data Source/s | Time of Collection | Cost | Use/r of Report | When Data Required |
| | | | | | | | |
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The document is relevant because it gives practical recommendations for the coordinators of the RCM-Africa clusters for the reconfiguration and alignment of the RCM-Africa clusters with Agenda 2063. It also reviews the rationale for the regional coordination mechanism, presents an overview of Agenda 2063 and its ten-year implementation plan and finally proposes a framework for the alignment of the clusters with the Agenda. The recommendations are meant to improve the coordination of the work of the United Nations system in Africa and to improve cooperation and partnership between United Nations agencies and African organizations so that United Nations support for African organizations and the implementation of the New Partnership for Africa's Development (NEPAD) can be delivered effectively at the regional and sub-regional levels.

African Union Commission & United Nations Economic Commission for Africa (2018). AU - UN Framework on Implementation of Agenda 2063 and Agenda 2030.

This document provides a broad framework of how the UN and AU will implement Agenda 2030 and Agenda 2063 taking into account the comparative advantages and mandates and integrated nature of the 2030 Agenda and Agenda 2063. It is relevant because it highlights areas where the AUN and AU need to strengthen their partnership for cooperation to implement activities and programmes for Africa's inclusive, broad-based and sustainable development, including reforms to promote efficiency and effectiveness and to be fit for purpose to facilitate the implementation of the two Agendas. Under the Development Framework, the conditions for cooperation between the African Union and the United Nations to promote inclusive growth for Africa's sustainable development and transformation are set out. It also sets out the objectives, thematic areas and guiding principles of the partnership.

African Union Commission (2015). Agenda 2063, The Africa We Want: A Shared Strategic Framework for Inclusive Growth and Sustainable Development. First Ten-year implementation plan 2014 – 2023.

This is the First Ten Year Implementation Plan of Agenda 2063 (2013 – 2023). It is important because it is the first in a series of five ten-year plans over the fifty-year horizon adopted by the Summit in June 2015 as a basis for the preparation of medium-term development plans of member states of the Union, the Regional Economic Communities and the AU Organs. It builds upon the Agenda 2063 Framework Document adopted in January 2015, and seeks to accelerate Africa's political, social, economic and technological transformation while continuing the Pan African drive for self-determination, freedom, progress and collective prosperity. Covering the period 2013-2023, it is the first of a series of five ten-year implementation plans to be developed to realize the vision of the "Africa We Want By 2063".

African Union, African Union, United Nations Economic Commission for Africa (2018). Draft report on the Regional Coordination Mechanism for Africa joint programming retreat

This document is important because it highlights proceedings of the retreat of the Regional Coordination Mechanism held in Nairobi in April, 2018 in Nairobi. It was attended by representatives of the African Union Commission and agencies of the United Nations system working in support of the African Union, the United Nations Development Group for Eastern and Southern Africa, the African Peer Review Mechanism secretariat, the Economic Community of West African States (ECOWAS), the Common

Market for Eastern and Southern Africa, the East African Community, Southern African Development Community (SADC) and the Intergovernmental Authority on Development. Noted that much had been achieved and significant progress made by the clusters, as evidenced by the agreement to establish the African Continental Free Trade Area in March 2018 and the signing of it by 44 member States, the signing of the Protocol on the Free Movement of Persons in Africa, the launch of the single African air transport market at the African Union Summit in January 2018, the global compact for safe, orderly and regular migration and the progress made in the financing of the African Union.

African Union, Economic Commission for Africa; African Development Bank and United Nations Development Programme (2017). Africa Sustainable Development Report, 2017

This report is important because it assesses the continent's performance in domesticating and implementing Agenda 2063 and the Sustainable Development Goals (SDGs) since their adoption in 2013 and 2015, respectively. The report is aligned with the theme of the 2017 High Level Political Forum on Sustainable Development (HLPF): "Eradicating poverty and promoting prosperity in a changing world". It provides a baseline for performance tracking going forward. However, the scope and depth of analysis of the report is framed by the availability of data which is weak, particularly on indicators pertaining to environmental sustainability, and the progress on democratic and electoral governance, human rights and rule of law.

African Union, United Nations Economic Commission for Africa (2018). Draft Regional Coordination Mechanism (RCM) Cluster Joint Workplan for 2018 and 2019

This report is relevant because it embodies the joint 2018-19 workplan for RCMs developed during the Retreat of the Regional Coordination Mechanism of United Nations Agencies and Organizations working in Africa in support of the African Union (RCM-Africa). from 24-27 April 2018. The Retreat was important because the UN and AU to agreed on a common work programme for the RCM-Africa Clusters. The common Workplan is anchored on the priorities of the AU as enshrined in the Agenda 2063, the 2030 Agenda on Sustainable Development, Partnership for Africa's Integration and Development Agenda, 2017–2027 (PAIDA), and the two recent African Union - United Nations Framework for implementation of Agenda 2063 and the 2030 Agenda as well as UN-AU Joint Framework on Enhanced Partnership in Peace and Security.

East Africa Community (2016). Stakeholders' Meeting on the Sub-Regional Coordination Mechanism (SRCM) for Eastern & Southern Africa

This report is relevant because it highlights the proceedings of the meeting of SRCM for Eastern and Southern Africa which adopted the Programme of Work for the 2017. Also, the meeting made key observation on the SRCM key of which was that there is room to enhance the commitment of the UN system, at the sub-regional level, to the SRCM by working together in providing support to existing and emerging priorities of RECs/IGOs in Eastern and Southern Africa in line with Agenda 2063 and Agenda 2030. In addition, SRCM related processes and initiatives still need to be further aligned with the overall framework of the RCM-Africa towards strengthening coordination and ensuring greater coherence and synergy at regional and sub-regional levels.

Intergovernmental Authority on Development, United Nations Economic Commission for Africa (2017). Stakeholders' Meeting on the Sub-Regional Coordination Mechanism (SRCM) for Eastern and Southern Africa: Djibouti Outcome Statement

The outcome statement deriving from Stakeholders' Meeting on the Sub-Regional Coordination Mechanism (SRCM) for Eastern and Southern Africa is relevant because, key observations were made, including the need to enhance the commitment of the UN system, at the sub-regional level, to the SRCM by working together in providing support to existing and emerging priorities of RECs/IGOs in Eastern and Southern Africa in line with Agenda 2063 and Agenda 2030. Also, SRCM related processes and initiatives still need to be further aligned with the overall framework of the RCM-Africa towards strengthening coordination and ensuring greater coherence and synergy at regional and sub-regional levels. The meeting made recommendations to improve the operations of SRCM which included the need for the ECA information sharing platform to be operational as soon as possible. This platform can be used to upscale the awareness raising activities on the Agenda 2063 and Agenda 2030; the need for RECs/IGOs to identify a limited number of projects/initiatives that UN can support involving a greater number of UN Agencies in line with key thematic areas of priority; Each REC/IGO and AUC, should designate a focal point to anchor the SRCM processes and activities.

United Nations (2017). Repositioning the United Nations development system to deliver on the 2030 Agenda: our promise for dignity, prosperity and peace on a healthy planet: Report of the Secretary-General.

This system-wide strategic document, produced by the United Nations Development Group, is relevant because it charts a path for the system to work collaboratively, building on the strengths of each entity, to accelerate its alignment with the 2030 Agenda at country, regional and global levels. It proposes a coordinated and restructured regional approach to fully support the work on the ground, along with renewed spaces for Member States to guide system-wide actions and bring greater transparency and accountability for results. It also responds to the mandates of General Assembly resolution 71/243 on the Quadrennial Comprehensive Policy Review, which specifically called for a system-wide strategic document for collective action to support the implementation of the 2030 Agenda. In this context, the report sets out the major changes required to ensure a more coherent, accountable and effective support to the 2030 Agenda.

United Nations (2017). Resolution 71/254. Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027

This is important because it is a resolution of the United Nations for Partnership on Africa's Integration and Development Agenda (PAIDA) 2017-2027. It reflects the support of the United Nations to Agenda 2063 and reiterates the importance of greater engagement with the regional economic communities in formulating the successor programme. It is a call for the United Nations system, through the Regional Coordination Mechanism, to align their programmes and activities with the priorities enshrined in the Framework, as appropriate on one hand, and the secretariat of the Regional Coordination Mechanism, the Secretary-General and the Chairperson of the African Union Commission to monitor and coordinate the implementation of the Framework as the successor programme to the 10-year capacity-building programme for the African Union.

United Nations Economic Commission for Africa & African Centre for Statistics (2018). Integrated Regional Indicator Framework Development for Agenda 2030 and Agenda 2063

This is an important presentation by the African Union which gives a clear background of Agenda 2063 – what it is and its aspirations - and a historical background of the SDGs and how they were developed. It also provides a catalogue of organizations that contributed to its development and clearly illustrates the nexus between the two development agendas and the flagships projects necessary to deliver them. In addition, the presentation provides

an accountability framework for the two agendas, which include Technical Joint Team, Technical Steering Committee and Agenda 2063 Ministerial Follow-up Committee.

United Nations Economic Commission for Africa (2017). Integrating Agenda 2063 and 2030 Agenda for Sustainable Development into national development plans: Emerging Issues for African Least Developed Countries.

This report is important because it provides perspectives on how policymakers can implement the various global, regional and national agendas in a coherent and coordinated manner. It is informed by ongoing discussions between ECA staff and national authorities responsible for development planning, as well as the ECA concept paper on the alignment of the 2030 Agenda and Agenda 2063 with national development plans. It highlights the importance of advocacy on and awareness-raising of the various development initiatives and their interrelatedness. Secondly, it elaborates on synergies among internationally agreed goals. The paper explains that integrating internationally agreed development initiatives into national development plans is vital for implementation. In addition, it highlights tools that are currently available to facilitate coherent integration of the multiple development initiatives in national planning frameworks and overview of the ECA integrated planning and reporting tool for integrating the 2030 Agenda and Agenda 2063 into national development plans. Finally, it highlights country experiences of integrating the two agendas into their national plans and concludes with policy recommendations.

United Nations Economic Commission for Africa (2018). Integrating and tracking performance on the 2030 Agenda for Sustainable Development and Agenda 2063: from theory to practice.

The report is relevant because it emphasizes on an integrated approach, which is vital for a successful transition and implementation of the SDGs and Agenda 2063. It also highlights the importance of inter-relationships among internationally agreed development initiatives and the interlinkages among their respective goals, targets and indicators. This is because understanding the interlinkages is a vital prerequisite for the coherent integration of such initiatives into national development plans. The report also provides a description of the key features of the Economic Commission for Africa's integrated planning and reporting toolkit and an illustration of its integration and performance-tracking capabilities.

United Nations Economic Commission for Africa (2018). Mobilizing efforts to make the Sahel a driving force for the development of West Africa.

This document is relevant because it provides a window to understand the key issues relevant to the Sahel region, which shapes the operations of the SRCM and how the mechanism can be made more effective. These issues include the relationship between the SRCM and the United Nations RECs and other organisations.

United Nations Economic Commission for Africa (2018). Report of the meeting of the Sub-regional Coordination Mechanism for West Africa

This report is relevant because it captures the proceedings of the meeting for Sub-regional Coordination Mechanism for West Africa held in Dakar on 27 September 2017. The meeting was attended by the focal points of the regional economic communities and the directors, regional directors and deputy directors of United Nations agencies and programmes based in Dakar. The meeting was important as a way of promoting greater synergy among and effectiveness of activities, through the implementation of joint programmes and projects in support of existing intergovernmental organizations in West Africa.

United Nations Economic Commission for Africa (2018). Sub-Regional Coordination Mechanism - SRCM-North Africa Consultative Regional Meeting to Support the Achievement of SDGs and Strengthen Partnerships in North Africa

This report is relevant because it highlights the proceedings of the 4th annual Consultative Meeting of the Sub-Regional Coordination Mechanism SRCM-North Africa held in Rabat (Morocco) at the initiative of the ECA Office for North Africa and in partnership with the General Secretariat of the Arab Maghreb Union (AMU). The meeting was significant because Participants discussed key issues related to the SRCM including challenges that countries face in terms of statistical capacity, public policy impact assessment, and private sector involvement which should be analysed in terms of its ability to contribute to the financing of sustainable development, mobilise financial resources, and create decent jobs in relation to the SDGs.

United Nations Economic Commission for Africa, (2018). Report of the Nineteenth session Regional Coordination Mechanism for Africa and Second joint meeting of the Regional Coordination Mechanism for Africa and the United Nations Development Group

This report of the nineteenth session of the Regional Coordination Mechanism of United Nations agencies and organizations working in Africa in support of the African Union and its New Partnership for Africa 's Development (NEPAD) programme under the theme United "Nations system support for the African Union in winning the fight against corruption: a sustainable path to Africa's transformation". The session was significant because it was attended by representatives of all agencies and organizations of the United Nations system working in support of Africa, the regional teams of the United Nations Development Group for Eastern and Southern Africa and for Western and Central Africa, the African Union Commission, the African Peer Review Mechanism secretariat, the Economic Community of West African States (ECOWAS), the Common Market for Eastern and Southern Africa (COMESA), the Intergovernmental Authority on Development (IGAD) and the East African Community. The full list of participants is contained in the annex to the present report.

United Nations Economic Commission for Africa, (2018). ECA's Positioning in the UN Regional Architecture in Africa.

The document is relevant because it articulates the role of ECA in advancing the implementation of UN reforms at the regional level in support of Agenda 2030 for sustainable development and African Union's Agenda 2063. It also highlights the Commission's mandate and significant contributions to Africa's landmark development initiatives. The note also outlines the functions of ECA as a UN regional outpost in Africa in the context of the development architecture prevailing in the Africa region and the strategic partnerships it has and could leverage in moving forward the implementation of the UN reform at regional level. It puts forth three key principles that must underpin the process of review and consideration of proposals for implementing the UNDS reforms at regional level.

United Nations Economic Commission for Africa, African Union African Union, (2018). Nineteenth Session of the Regional Coordination Mechanism for Africa Second Joint Meeting of RCM-Africa and UNDG. Consolidated progress report for the for the period April 2017–March 2018

This report of the nineteenth session of the Regional Coordination Mechanism of United Nations agencies and organizations working in Africa in support of the African Union and its New Partnership for Africa 's Development (NEPAD) programme under the theme United "Nations system support for the African Union in winning the fight against corruption: a sustainable path to Africa's transformation". The session was

important because it was attended by representatives of all agencies and organizations of the United Nations system working in support of Africa, the regional teams of the United Nations Development Group for Eastern and Southern Africa and for Western and Central Africa, the African Union Commission, the African Peer Review Mechanism secretariat, the Economic Community of West African States (ECOWAS), the Common Market for Eastern and Southern Africa (COMESA), the Intergovernmental Authority on Development (IGAD) and the East African Community. The full list of participants is contained in the annex to the present report.

United Nations Economic Commission for Africa. Report on enhancing monitoring and evaluation in the Regional Coordination Mechanism for Africa.

This report is relevant because it proposes ways of strengthening the present monitoring and evaluation tools currently being used in RCM-Africa and SRCMs by providing simple information and guidelines for articulating realistic objectives and expected accomplishments; and for using performance indicators in monitoring the extent to which set objectives and expected accomplishments have been met. It focuses on the importance of setting objectives and provides guiding principles for RCM-Africa and SRCMs based on the current priorities of the African Union; proposes a definition, an approach and indicators for a monitoring and evaluation framework that could be used by the different clusters and sub-clusters of RCM-Africa and SRCMs; examines the selection of appropriate activities, and the setting of expected accomplishments and performance indicators for tracking progress. It presents the key elements of a performance monitoring and evaluation plan, including the importance of data collection, analysis and reporting, and makes a case for results-based reporting.

United Nations Economic Commission for Africa and the African Commission. Guidelines for enhancing coordination: A compilation of programming tools for better development results

This document is relevant as it provides Guidelines that aim to improve coordination skills and competencies among institutions responsible for regional or sub-regional programme implementation. It also provides knowledge on the tools needed to translate continental and regional development programmes into concrete action at the sub-regional and national levels. The guidelines for RCM and the Sub-regional Coordinating Mechanisms (SRCMs) emanated from the desire to ensure that common standards in programming, implementation and reporting were applied among RCM clusters and activities, thereby enhancing the effectiveness of their activities. They are designed to guide the United Nations agencies and organizations working in Africa in support of the African Union and its New Partnership for Africa's Development (NEPAD) Programme, the African Union Commission (AUC), regional economic communities, inter-governmental organizations and other continental and sub-regional organizations, to strengthen programme coordination, as part of the overall development effectiveness strategy for the continent.

Economic Commission for Africa Regional (2018). Aide-Memoire. Coordination Mechanism for Africa Nineteenth session Second Joint Meeting of the Regional Coordination Mechanism for Africa and the Regional United Nations Development Group Addis Ababa

This document is relevant because it provides discussion points preceding the Nineteenth session of the Regional Coordination Mechanism for Africa and the Regional United Nations Development Group. It focusses mainly on two areas: United Nations system support for the African Union in winning the fight against corruption and a sustainable path to Africa's transformation and the implementation of the Framework for a Renewed United Nations–African Union Partnership on Africa's Integration and Development Agenda 2017–2027 (which

is based on General Assembly resolution 71/254). It highlights the agenda, expected outputs, format of the sessions, meeting documentation and profile of participants.

African Union, United Nations Development Group, United Nations Economic Commission for Africa (2018). Strengthening the RCM-Africa and the UNDG in support of the Priorities of the African Union in the context of the AU and UN Development System reforms as well as AU-UN Frameworks

The paper is important because it reviews the Secretary General preliminary report on reforms and their implications on the RCM and the UNDG in the context of the implementation of SDGs and the Agenda 2063. It focuses on the priorities of the African Union, as encapsulated in the Agenda 2063, and its alignment to 2030 Agenda on Sustainable Development; need for a common approach to the implementation of Agenda 2063 and 2030 Agenda for Sustainable Development; Regional Coordination Mechanism (RCM), United Nations Development Group (UNDG) and the “Statement of Collaboration” as vehicles to deliver the UN Reforms and the implementation of the Agenda 2063 and 2030 Agenda.

United Nations (2015). Transforming Our World: The 2030 Agenda for Sustainable Development

The paper is important because it elaborates on the Sustainable Development Goals (SDGs) adopted by the international community as part of a new global agenda on sustainable development; and which is a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. The 17 Goals build on the successes of the Millennium Development Goals, while including new areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities.

African Union Commission: A coherent and integrated approach to implementation, monitoring and evaluation of Agenda 2063 and SDGs

This is an important presentation by the African Union which gives a clear background of Agenda 2063 – what it is and its aspirations - and a historical background of the SDGs and how they were developed. It also provides a catalogue of organizations that contributed to its development and clearly illustrates the nexus between the two development agendas and the flagships projects necessary to deliver them. In addition, the presentation provides an accountability framework for the two agendas, which include Technical Joint Team, Technical Steering Committee and Agenda 2063 Ministerial Follow-up Committee. The presentation reiterates that implementation of SDGs will be through implementation of Agenda 2063 and call for all partners are persuaded to accept support and facilitate this approach and urges UN Agencies to cooperate in making this a reality in all AU member states.

East African Community, United Nations Economic Commission (2016). Chairing of the Session on key tools and instruments for the use and application of the SRCM.

The paper is important because it provides an opportunity for further alignment between the SRCM for Eastern and Southern Africa and the RCM. It also provides recommendations on how to energize collaboration between RECs/IGOs operating in Eastern and Southern Africa with the UN agencies and other development partners. Finally, it provides both a framework and a process for addressing sub-regional implementation challenges of the identified flagship initiatives within the framework of the 2013- 2017 Business Plan taking into consideration the Sustainable Development Goals (SDGs), Agenda 2063 and new REC, IGO and partner strategies.

Draft Agenda mobilizing efforts to make the Sahel driving force for the development of West Africa

This document is relevant because it provides a window to understand the key issues relevant to the Sahel region, which shapes the operations of the SRCM and how the mechanism can be made more effective. These issues include the relationship between the SRCM and the United Nations RECs and other organisations.

United Nations Economic Social Council, United Nations Development Group and the African Union (2018). Draft Annotated Biography Nineteenth session of the Second Joint Meeting of the Regional Coordination Mechanism for Africa and the regional United Nations Development Group

The annotated agenda is relevant as it explains the key discussion points of the Nineteenth session joint meeting of the Regional Coordination Mechanism for Africa and the Regional United Nations Development Group key of which include United a brief of the sessions on United Nations system support to the African Union in winning the fight against corruption: a sustainable path to Africa's transformation; The nexus between corruption and the implementation of the 2030 Agenda and Agenda 2063: The Africa We Want; Strengthening the Regional Coordination Mechanism for Africa and the United Nations Development Group; and Presentations and discussion on the progress of the Regional Coordination Mechanism for Africa and updates on and adoption of the workplan.

United Nations Economic Commission for Africa (2018). Handbook on Integrated Regional Indicators Framework of Agenda 2030 and Agenda 2063: Concepts and Definitions

The Handbook is relevant because it contains the Integrated Regional Indicators Framework of Agenda 2030 and Agenda 2063. It covers the metadata of 106 regional indicators. These indicators are mainly tier III indicators and tier II indicators (20 tier III and 9 tier II). It is significant provides definition, rationale, concepts, comments and limitations, disaggregation, data sources, collection process, data providers, data compilers and references for each regional indicator.

Annex 1: Terms of Reference

TERMS OF REFERENCE

Consultancy on

Report on enhancing monitoring and evaluation in the

Regional Coordination Mechanism for Africa

Background and Justification

Background

The Regional Coordination Mechanism for Africa (RCM-Africa) and the Subregional Coordination Mechanisms (SRCMs) serve as a framework for the United Nations Development System to work as a family in supporting the priorities of the African Union (AU) and its organs, the Regional Economic Communities (RECs) and other regional and subregional organizations. RCM-Africa exists to promote and enhance UN system-wide policy coherence, coordination and cooperation at the regional level to ‘deliver as one’ in response to identified regional priorities and initiatives of the AU. The SRCMs are also for a similar purpose serving as vehicles for UN agencies and organizations operating at the subregional level to work with the RECs and intergovernmental organizations with a view to reducing fragmentation in their operations and increasing coherence, coordination and cooperation in their support for the programmes and priorities of the RECs and intergovernmental organizations operating at the subregional level. There are four SRCMs currently operating in Africa covering North Africa, West Africa, Central Africa and Eastern and Southern Africa¹¹.

Both Mechanisms fulfil the following functions:

- i. Coordinating UN system interaction with AU organs and organizations, including RECs;
- ii. Providing a high-level policy forum for exchanging views on major strategic developments and challenges faced by the region and its subregions, and providing a platform for the region to interact with the global level;
- iii. Devising coherent regional policy responses to selected global priorities and initiatives, and providing regional perspectives to the global level on such issues as the Millennium Development Goals (MDGs), Post 2015, sustainable development goals (SDGs); climate change challenges and green growth,

¹¹ Eastern and Southern Africa is served by one SRCM covering three RECs namely, EAC, COMESA and SADC considering the tripartite arrangement between the three where coordination is already institutionally operational. ECA Sub-regional Office for Eastern Africa (SRO-EA) and ECA Sub-regional Office for Southern Africa (SRO-SA) facilitate the work of this SRCM.

promoting gender equality and empowerment of women, response to the financial and economic crisis, etc;

- iv. Promoting policy coherence and joint programming in support of regional and subregional integration efforts and initiatives such as the New Partnership for Africa's Development (NEPAD), African Peer Review Mechanism (APRM), AU Agenda 2063, etc;
- v. Promoting inter-agency and inter-organization coordination and collaboration in terms of response to policy recommendations and analytical findings emanating from regional and subregional strategic priorities and plans, including through joint programming and joint activities in areas of common interest/focus; and
- vi. Providing the forum for exchange of best practices and lessons learned and for interagency and inter-organization analysis and elaboration of interagency and inter-organization normative and analytical frameworks in response to the identified focus and priority issues mentioned above.

RCM-Africa and the SRCMs enabled UN system agencies and organizations to act as effective partners in supporting African organizations meet their priorities and aspirations. They have been particularly effective in terms of deepening consultations and refocusing ways of strengthening the UN-AU partnership, as well as the scaling up of UN support for the AU and its organs, including the RECs. Over the years, both Mechanisms have supported global and regional development agendas and frameworks, including the Millennium Development Goals (MDGs) and the New Partnership for Africa's Development (NEPAD), through the UN Ten-Year Capacity-Building Programme for the African Union (10YCBP-AU).

In the last couple of years, support has been focused on the Agenda 2063 and 2030 Agenda. Agenda 2063 adopted by the AU Assembly in January 2015 as a new framework for Africa's development aims to bring a "radical transformation at all levels and in all spheres". And the First Ten-Year Implementation Plan of Agenda 2063 adopted in July 2015 by the AU Summit will guide the transformation efforts in the short to the medium terms. The Sustainable Development Goals (SDGs) that replaced the MDGs, attempt to respond to the global dimensions of Africa's development challenges.

The AUC and ECA have worked extensively on the alignment between the goals of Agenda 2063 and the Sustainable Development Goals. Most of the Sustainable Development Goals are in congruence with the goals of Agenda 2063. Despite some level of alignment between the two Agendas, there are four goals of Agenda 2063 that are unique to Africa, such as goal 8 (a united Africa, federal or confederate), goal 9 (establishment of functional continental financial and monetary institutions), goal 14 (a stable and peaceful Africa) and goal 15 (a fully functional and operational African peace and security architecture).

African countries have committed to the implementation of the Sustainable Development Goals as well as Agenda 2063. They also have their own national development plans and strategies. That is why a coherent and common framework that integrates both Agenda 2063 and the Sustainable Development Goals into national planning frameworks is needed to achieve the goals and targets and minimize the challenges associated with implementing both agendas. The AU common M&E framework for both agendas has been

adopted. The framework now integrates a reporting template to permit the preparation of one integrated report. It is envisaged that the framework will be rolled out to member States through the RECs.

At the level of the Mechanisms, the recurring challenges that hindered the full realization of their goals include (i) weak joint planning and programming between the AU and UN; (ii) weak information sharing and collaboration across the entire mechanisms; (iii) absence of dedicated resources to implement activities; and (iv) lack of an effective monitoring and evaluation framework.

Justification

To address the issue of lack of an effective monitoring and evaluation framework, a report on enhancing monitoring and evaluation in the RCM-Africa was prepared in August 2015. The report which also addresses M&E issues in the SRCMs, included an M&E framework for both mechanisms. However, the proposed framework is yet to be operationalized.

With regard to the issue of weak joint planning and programming between the AU and UN, RCM- Africa organized a Joint Programming Retreat - the first of its kind - from 24 to 27 April 2018, in Nairobi, Kenya. One main objective of the retreat was to formulate and develop a joint action plan/programme of work for the period 2018-2019 with shared responsibilities, resource windows and a time frame for effectively responding to continental priorities by agreeing on joint planning and programming modalities, capitalizing on synergies and comparative advantages. This was achieved at the end of the retreat.

The existence of a joint programme of work (2018-2019) for the RCM clusters provides ample justification for the development of an operational results-based monitoring and evaluation framework that integrates a suitable reporting template to effectively measure implementation progress in the agreed priority areas. Therefore, the study cannot be timelier.

Objectives of the study and description of tasks of the consultancy

Objective of the study

The main objective of the study is to undertake a comprehensive review of the issues pertaining to the development of an operational results-based monitoring and evaluation framework for the RCM and SRCMs with a view to establishing a framework that will permit the clusters to track progress and results achieved in implementing agreed priority activities in support of the African Union and its organs, including the RECs.

In doing so, the study will build on among other reports and tools, the “Report on Enhancing monitoring and evaluation in the Regional Coordination Mechanism for Africa” and accompanying framework of 2015 and the AU Agenda 2063 and 2030 Agenda joint M&E and reporting framework. It will use joint programmes of work (2018-2019) of clusters as test cases for the M&E and reporting framework.

Objective of the consultancy and description of tasks

The objective of the present consultancy is to undertake a study and produce a robust, analytical, and well-informed report.

The core analysis for the study will be informed by secondary data and information that will be obtained mainly from desk reviews of relevant documents, including but not limited to those pertaining to the functioning of the RCM, the four SRCMs, the regional UNDGs, the UNCTs, the AU and UN reforms, global, regional and subregional development frameworks and priorities, preparation and implementation of UNDAFs. It will identify and analyse issues pertaining to the development of an M&E and reporting framework for the RCM and SRCMs taking into account their objectives, functions and expected results and impacts, as well as the priorities of the AU, RECs and other relevant organs.

With the above in mind, the consultant shall carry out the following tasks among others:

- i. Prepare an inception report detailing among other things, the work to be undertaken, the conceptual framework, the methodology, work plan and annotated report outline;
- ii. Undertake extensive desk review to collect data and information relevant to the assignment and carry out other necessary consultations as required. Particularly, s/he should have consultation with the RCM Secretariat, the five ECA subregional offices, the regional UNDGs and selected UNCTs (covering the five subregions of Africa) on matters related to the delivery on the assignment;
- iii. Review and analyze issues relevant to the development of an M&E and reporting framework for the RCM and SRCMs taking into account their objectives, functions and expected results and impacts, as well as the priorities of the AU, RECs and other relevant organs. The review should also be informed by the current RCM frameworks such as the Framework for a Renewed Partnership on Africa's Integration and Development Agenda (PAIDA), the Joint UN-AU Framework for an Enhanced Partnership in Peace and Security, and the Framework for the integrated Implementation of Agenda 2063 and 2030 Agenda for Sustainable Development, and the ongoing AU and UN reforms;
- iv. Review the "Report on Enhancing monitoring and evaluation in the Regional Coordination Mechanism for Africa" and accompanying framework of 2015, assess its suitability and completeness for the purpose of the RCM and SRCMs, as they relate to the review and analysis carried out in iii;
- v. Taking into account the findings of the review and analysis in i, build on the M&E report indicated in ii to develop an operational M&E and reporting framework for both Mechanisms, taking into account the AU Agenda 2063 and 2030 Agenda joint M&E and reporting framework among other relevant tools;
- vi. Use the 2018-2019 cluster work programmes and test the M&E and reporting framework developed for the two Mechanisms;

- vii. Adjust the framework on the basis of the test results. The final framework will include all relevant elements of a results-based M&E and reporting framework. It shall be user friendly and compatible with existing electronic platforms;
- viii. Make robust and action-oriented recommendations on the optimal application of the framework and its continuous adjustment and refinement in the light of new and emerging issues, such as a possible merger of the Mechanisms and the regional UNDGs into one coordination mechanism at the regional and subregional levels and the seamless relationship envisaged with the UNCTs-UNDAF process in particular;
- ix. Prepare and submit for review by ECA and partners a robust, analytical and well-informed study report on “enhancing monitoring and evaluation in the Regional Coordination Mechanism for Africa”. The report will be prepared using both quantitative and qualitative information. It shall cover the issues identified above and have an outline including the specified issues, an executive summary, key messages, introduction including the analytical framework for the report, references and annexes;
- x. Revise the report on the basis of comments and inputs provided by ECA, partners and other key stakeholders;
- xi. Provide necessary support for the organization and servicing of an expert group meeting on the draft report;
- xii. Prepare and make a presentation of the report at the expert group meeting; and
- xiii. Finalize the report on the basis of comments and recommendations of the expert group meeting as guided by ECA.

Duration of the assignment and time lines

The assignment will require two months, commencing in the first week of September 2018 and will be executed in accordance with the following time lines:

| Time frame | Activity |
|---|---|
| 1 week after signature of the contract | Consultant submits to ECA an inception note, detailing the conceptualization of the assignment: methods, data collection and analysis, work plan. |
| 2 weeks after signature of the contract | Consultant submits to ECA an annotated outline for the report |

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|---|---|
| 5 weeks after signature of the contract | Consultant submits the first draft report |
| | |
| Within one week after receiving the first draft | ECA and partners review and provide comments on the draft report. |
| 8 weeks after signature of the contract | Consultant submits a revised draft report |
| October 2018 | Consultant participates in the expert group meeting (EGM), presents the findings of the report and provides substantive support to in the servicing of the meeting. |
| Within two weeks after the EGM | Consultant finalizes the report on the basis of comments and recommendations of the EGM as guided by ECA. |

Deliverables

The consultant shall deliver the following:

- i. An inception report detailing the conceptualization of the assignment that strongly demonstrates a clear understanding and interpretation of the tasks; and includes a conceptual framework; the methodology, including data and information collection and analysis, and a work plan;
- ii. An annotated outline of the report;
- iii. A robust analytical report on “enhancing monitoring and evaluation in the Regional Coordination Mechanism for Africa” containing a fit for purpose results-based M&E and reporting framework that is user friendly and compatible with existing electronic platforms.
- iv. For charts, graphs, etc. presented in the report, the Consultant shall provide ECA with the datasets (preferably in Excel format) used to generate the figures.
- v. A power point presentation at the EGM; and
- vi. Substantive support and inputs to the organization and servicing of the EGM and preparation of the report.

18. All the written outputs shall be prepared in English or French. Except for the power point presentation, all outputs shall be prepared using single line spacing, times new roman 12 font size, contain page numbering, list of acronyms, a table of contents, foot notes, references, relevant annexes and appendices.

All work submitted must be the original work of the consultant, and contain proper citation and recognition of reference documents and data sources.

Qualifications

The required qualifications are as follows:

Education: Advanced university degree (Masters Degree, MBA or equivalent) in economics, development economics/studies, sustainable development, statistics or related discipline is required. Professional training in monitoring and evaluation of public policies is desirable.

Experience: A minimum of 10 years of progressively responsible experience at the national and/or international level in planning or policy development, and development of monitoring and evaluation frameworks-in the context of Africa is required. Experience in the normative and/ or operational work of the UN Development System in Africa is highly desirable.

Language: The consultant shall be fluent in written and spoken English or French. Good working knowledge of the other language is desirable.

Communication: The consultant must possess excellent drafting abilities and have proven abilities to prepare reports in a clear, concise and compelling manner. He/she should be able to interact with senior people including heads of AU, RECs, IGOs, UN agencies, government ministries, the private sector and other stakeholders and individuals.

Other skills: The consultant shall have good computer skills for compilation and analysis of statistical data.

Reporting

The consultant shall report to, and perform the assigned tasks under the overall guidance and supervision of the responsible senior officer, and day to day supervision of the task coordinator in the Capacity Development Division (CDD) of ECA.

Remuneration

The consultant shall be paid a maximum of _____, for the entire duration of the assignment in accordance with the following payment schedule:

- i. Fifteen per cent upon signing of the contract and submission and acceptance by ECA and partners of the annotated outline for the report;
- ii. Twenty-five per cent upon submission and acceptance by ECA and partners of the draft report;
- iii. Thirty-five per cent upon presentation of the report at the validation meeting and revision and submission of report based on comments from validation meeting, ECA and partners; and
- iv. Twenty-five per cent upon submission and acceptance by ECA and partners of the Final Report.

22. The said remuneration of _____ shall cover the consultant's fee and costs, excluding his/her travel expenses to the Expert Group Meeting related to this assignment.

Annex 2: List of Instruments

2a. Protocol A.

INTERVIEW GUIDE FOR ECA (RCM & SRCM) STAFF

Preamble: We are undertaking a study on *Enhancing Monitoring and Evaluation in the Regional Coordination Mechanism for Africa*. Your insights, observations, knowledge and opinions are valuable sources of information for the study. It is for this reason that we solicit your honest and open responses and suggestions to the questions in this Protocol. This is being treated as a pilot for the study design and methodology so please feel free to add or interrogate the items. We will use your responses to improve the online survey instrument. For which we will again seek your cooperation.

Thank you very much for your time and responses.

Research Team

PART 1: Biographic Information

1. Name _____
2. You are a Man Woman.....
3. Your Responsibility/Position is _____
4. Do you work in the RCM/SRCM Yes...../No..... (If Yes, please proceed to #6
5. What is the nature of your relationship with the RCM/SRCM or their work?
6. Are you a Junior/mid-career or senior staff member? Other? Please specify **P4/5**.....

PART II: Roles & Responsibilities

7. What is your specific role in the RCM/SRCM? See #9 below
8. When (Year? Month?) did you start working with the RCM or SRCM? _____
9. Could you please describe the nature of your work?

10. Would you please identify all the RCM & SRCM **activities** that you have undertaken in your current capacity/role in the 2017/2018 biennium?

| Activity # | Brief Description | Location | Please state: Major task or Minor assignment for you |
|-------------------|--------------------------|-----------------|---|
| | | | |
| | | | |
| | | | |
| | | | |
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| | | | |
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| | | | |
| | | | |

11. Are the activities described in #9 above different or similar to those undertaken in the previous years? If different, please state the dissimilar activities undertaken in previous years.

PART III: Partner Relationships

12. Which of the following Offices/officers do you relate with in your current role?

- a. ECA Division (Please identify ALL)
- b. AUC (Please state department/division/other of ALL)
- c. UNDG "
- d. UNCT "
- e. CSO (Please provide names of the top 2-3)
- f. Member State
- g. Others (please identify)
 - i.
 - ii.

13. What activities have you undertaken with the above named offices in your current position in the 2017/2018 biennium? Please use the table below for your answers;

- **Frequency** = number of times activities were taken in the last biennium (2017/18)
- **Satisfaction** = How satisfied are you with this partner's engagement in the said activity? On a scale of 0 – 4 where; 0= No relationship. 1= Not sure; 2=very dissatisfied; 2=Satisfactory; 3=Very Satisfied
- **Relationship (with partner) Quality**, On a scale of 0 – 4 where;0=NoRelationship; 1=Unsure; 2=Poor/Difficult; 3=Fair; 3=Very Good

| | Partner Name | Activity/ies List ALL | Frequency | Satisfaction | Relationship Quality |
|--|--|----------------------------------|------------------|---------------------|---------------------------------|
| | ECA Division (Please identify) | | | | |
| | AUC (Please state department/division) | | | | |

| | | | | | |
|--|--|--|--|--|--|
| | UNDG (Please identify ALL insert rows if required) | | | | |
| | UNCT (Please identify ALL insert rows if required) | | | | |
| | Member State (Please identify) | | | | |
| | CSO -1 (Please identify.....) | | | | |
| | CSO -2 " | | | | |
| | CSO -3 " | | | | |
| | Others (Please identify.....) | | | | |
| | Others (Please identify.....) | | | | |
| | Others (Please identify.....) | | | | |
| | " | | | | |
| | " | | | | |
| | | | | | |

14. If you could, what would you change in your relationship with these 3-4 most important/ critical partners in order to improve the work of the RCM/SRCM?

| | Partner (Name) | What I would change | Reason for Change |
|----|----------------|---------------------|-------------------|
| 1. | | | |
| 2. | | | |
| 3. | | | |
| 4. | | | |

PART IV: Monitoring, Documentation, Reporting & Evaluation

15. What and how do you monitor your work? ***If nothing is monitored, please continue/proceed to #23***
 16. Do you monitor any other things or people? Yes/No ***If No please continue/proceed to #22***
 17. What tools do you use for monitoring? Use table below for your response.
Please list and them and explain how you use them and how good i.e. effective they are for the function. On a scale of 0-3 where 0=Never Used; 1=Ineffective; 2=Fairly effective;3=Very effective.

| | Tool/Technique (Name) | How I use Tool | Effectiveness |
|----|-----------------------|----------------|---------------|
| 1. | | | |
| 2. | | | |
| 3. | | | |
| 4. | | | |

18. What would you change in your current monitoring practice or tools if anything? ***Please explain why.***
 19. How do you document or keep the results of the monitoring you undertake?
 20. What happens to the documentation of the monitoring?

21. Do any of your partners do any monitoring or documentation of your joint work? Please explain.

If No proceed to #.....

22. If your partners undertake any monitoring of your (joint) work how do you;

- h. Get their monitoring information/data?
- i. Share their monitoring data/information?
- j. Use their monitoring data/information?

23. Do you produce reports of any kind for your RCM/SRCM work?

If Yes, please complete the table below

| Type of Report Produced | Frequency | Destination <i>i.e. Where does report go?</i> | Other Use? |
|-------------------------|-----------|--|------------|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

24. Has there been any evaluation of the RCM/SRCM in the time that you have been working here?

If Yes please state: type, date, rationale & your role in the evaluation.

PART IV: RCM & SRCM Structure & Performance

25. How well is the current structure of the RCM & SRCM working?

- a. Not Sure
- b. Poorly/Badly
- c. Fair/OK
- d. Very Well
- e. Excellently

Please explain your answer

26. Would you change any dimension of the structure of the RCM/SRCM? Yes/No

Please explain your answer

27. What results of your (the) **RCM/SRCM** work are you most proud of?

28. What dimension/s of your (the) RCM/SRCM engagement is/are most unpleasant/distasteful or difficult for you to date? Please explain your answer.

29. How would you describe the management and coordination of the RCM/SRCM in the context of Agenda 2063 & Agenda 2030 (SDGs)?

30. What Monitoring priorities would you recommend for the RCM/SRCM in relation to the Agenda 2063 & Agenda 2030 (SDGs)?

31. What dimensions of the work of the RCM/SRCM would you like to see evaluated and why?

32. What other questions would you like the study to pursue?

2b. Protocol B:

INTERVIEW GUIDE FOR ECA (RCM & SRCM) STAFF (Coordinator)

Preamble: We are undertaking a study on *Enhancing Monitoring and Evaluation in the Regional Coordination Mechanism for Africa*. Your insights, observations, knowledge and opinions are valuable sources of information for the study. It is for this reason that we solicit your honest and open responses and suggestions to the questions in this Protocol. This is being treated as a pilot for the study design and methodology so please feel free to add or interrogate the items. We will use your responses to improve the online survey instrument. For which we will again seek your cooperation.

Thank you very much for your time and responses.

Research Team

PART I: Biographic Information

2. Name _____
3. You are a Man Woman.....
.
3. Your Responsibility/Position is Principal Policy Adviser Coordinating the RCM _____
4. Do you work in the RCM/SRCM Yes...../No..... (If Yes, please proceed to #6) Yes
5. What is the nature of your relationship with the RCM/SRCM or their work?
6. Are you a Junior/mid-career or senior staff member? Other? Please specify D1.....

PART II: Roles & Responsibilities

7. What is your specific role in the RCM/SRCM? See #5 above
8. When (Year? Month?) did you start working with the RCM or SRCM?
9. Could you please describe the nature of your work? See Table#10
10. Would you please identify all the RCM & SRCM **activities** that you have undertaken in your current capacity/role in the 2017/2018 biennium?

| Activity # | Brief Description | Location | Please state: Major task or Minor assignment for you |
|-------------------|--------------------------|-----------------|---|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

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|--|--|--|--|
| | | | |
| | | | |

11. Are the activities described in #10 above different or similar to those undertaken in the previous years? If different, please state the dissimilar activities undertaken in previous years.
12. Which of the following 6 functions do you think have been well performed by the RCM/SRCM to date?
13. Which of the following 6 functions do you think do not belong to the mandate of the RCM/SRCM now or in the future?

PART III: Partner Relationships

14. Which of the following Offices/officers do the RCM/SRCM relate to within their current role?
 - a. ECA Division (Please identify ALL)
 - b. AUC (Please state department/division/other of ALL)
 - c. UNDG (Please identify ALL insert rows if required)
 - d. UNCT (Please identify ALL insert rows if required)
 - e. CSO (Please provide names of the top 2-3)
 - f. Member States
 - g. Others (please identify)
 - i.
 - ii.
 - iii.
15. What activities have you undertaken with the above named offices in your current position in the 2017/2018 biennium? Please use the table below for your answers;
 - **Frequency** = number of times activities were taken in the last biennium (2017/18)
 - **Satisfaction** = How satisfied are you with this partner's engagement in the said activity? On a scale of 0 – 4 where; 0= No relationship. 1= Not sure; 2=very dissatisfied; 2=Satisfactory; 3=Very Satisfied
 - **Relationship (with partner) Quality**, On a scale of 0 – 4 where;0=NoRelationship; 1=Unsure; 2=Poor/Difficult; 3=Fair; 3=Very Good

| | Partner Name | Activity/ies List ALL | Frequency | Satisfaction | Relationship Quality |
|--|--|--------------------------|-----------|--------------|-------------------------|
| | ECA Division (Please identify) | | | | |
| | AUC (Please state department/division) | | | | |
| | UNDG (Please identify ALL insert rows if required) | | | | |
| | UNCT (Please identify ALL insert rows if required) | | | | |
| | Member State (Please identify) | | | | |
| | CSO -1 (Please identify.....) | | | | |

| | | | | | |
|--|-------------------------------|--|--|--|--|
| | CSO -2 " | | | | |
| | CSO -3 " | | | | |
| | Others (Please identify.....) | | | | |
| | Others (Please identify.....) | | | | |
| | Others (Please identify.....) | | | | |
| | " | | | | |
| | " | | | | |
| | | | | | |

16. Which of the above or other unnamed partners do you consider the 3 – 4 most important/ critical for the success of your/the work at the RCM/SRCM? **Please explain why.**
17. If you could, what would you change in your relationship with these 3-4 most important/ critical partners in order to improve the work of the RCM/SRCM?

| | Partner (Name) | What I would change | Reason for Change |
|----|----------------|---------------------|-------------------|
| 5. | ECA | | |
| 6. | UNDSG | | |
| 7. | AU | | |
| 8. | RECs | | |

PART IV: Monitoring, Documentation, Reporting & Evaluation

18. What and how do you monitor your work? ***If nothing is monitored, please continue/proceed to #23***
19. Do you monitor any other things or people? Yes/No ***If No please continue/proceed to #22***
20. What tools do you use for monitoring? Use table below for your response.
Please list and them and explain how you use them and how good i.e. effective they are for the function. On a scale of 0-3 where 0=Never Used; 1=Ineffective; 2=Fairly effective;3=Very effective.

| | Tool/Technique (Name) | How I use Tool | Effectiveness |
|----|-----------------------|----------------|---------------|
| 5. | | | |
| 6. | | | |
| 7. | | | |
| 8. | | | |

21. What would you change in your current monitoring practice or tools if anything? ***Please explain why.***
22. How does the RCM document or keep the results of the monitoring you undertake?
23. What happens to the documentation of the monitoring?
24. Do any of the RCM partners undertake any monitoring or documentation of your joint work? NO
Please explain. If No proceed to item #26

25. If your partners undertake any monitoring of your (joint) work how do you;
- Get their monitoring information/data?
 - Share their monitoring data/information?
 - Use their monitoring data/information?

26. Does the RCM produce reports of any kind for your RCM/SRCM work?

If Yes, please complete the table below

| Type of Report Produced | Frequency | Destination <i>i.e. Where does report go?</i> | Other Use? |
|-------------------------|-----------|--|------------|
| | | | |
| | | | |
| | | | |
| | | | |

27. Has there been any evaluation of the RCM/SRCM in the time that you have been working here?

Yes No

If Yes please state: type, date, rationale & your role in the evaluation.

PART IV: RCM & SRCM Structure & Performance

28. How well is the current structure of the RCM & SRCM working?

- Not Sure
- Poorly/Badly
- Fair/OK
- Very Well
- Excellently

Please explain your answer

The fact that it is part time is not good

29. Would you change any dimension of the structure of the RCM/SRCM? Yes/No

Please explain your answer

30. What results of your (the) RCM/SRCM work are you most proud of?

31. What dimension/s of your (the) RCM/SRCM engagement is/are most unpleasant/distasteful or difficult for you to date? Please explain your answer.

32. How successful has the management and coordination of the RCM/SRCM in the context of Agenda 2063 & Agenda 2030 (SDGs) been?

The fundamental question is do we really need the RCM?

33. What Monitoring priorities would you recommend for the RCM/SRCM in relation to the Agenda 2063 & Agenda 2030 (SDGs)?

34. What dimensions of the work of the RCM/SRCM would you like to see evaluated and why?
The most important thing is: Is this leading to change in lived lives?
35. What other questions would you like the study to pursue?
How is the relationship btw the SCM & SRCM?

2c. Protocol C

INTERVIEW GUIDE FOR ECA (Non RCM & SRCM) STAFF

Preamble: We are undertaking a study on *Enhancing Monitoring and Evaluation in the Regional Coordination Mechanism for Africa*. Your insights, observations, knowledge and opinions are valuable sources of information for the study. It is for this reason that we solicit your honest and open responses and suggestions to the questions in this Protocol. This is being treated as a pilot for the study design and methodology so please feel free to add or interrogate the items. We will use your responses to improve the online survey instrument. For which we will again seek your cooperation.

Thank you very much for your time and responses.

Research Team

PART 1: Biographic Information

1. Name ____
2. You are a Man Woman.....
3. Your Responsibility/Position is _____
4. Do you work in the RCM/SRCM Yes...../No..... (If Yes, please proceed to #6) NO
5. What is the nature of your relationship with the RCM/SRCM or their work? See text in #7 below
6. Are you a Junior/mid-career or senior staff member? Other? Please specify.....

PART II: Roles & Responsibilities

7. What is the nature of your relationship with the work of the;
RCM
8. What is your specific role or relationship with the;
RCM
SRCM?
9. When (Year? Month?) did you start this role or relationship with the
RCM
SRCM _____
10. How does your work relate to the work of the;

RCM
SRCM?

11. Would you please identify all the RCM & SRCM **activities** that you are aware of in the 2017/2018 biennium?

| Activity # | Brief Description | Location | Please state: Major task or Minor assignment for you |
|-------------------|--------------------------|-----------------|---|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

RCM activities? –

PART III: Partner Relationships

12. Which of the following Offices/officers do you know relate with the RCM & SRCM in their current role?

- a. ECA Divisions (Please identify ALL)
- b. AUC (Please state department/division/other of ALL)
- c. UNDG "
- d. UNCT "
- e. CSO (Please provide names of the top 2-3)
- f. Member State
- g. Others (please identify)
 - i.
 - ii.
 - iii.

13. What in your opinion is the nature the relationship between the RCM /SRCM and these partners in the 2017/2018 biennium? Please use the table below for your answers;

- **Frequency** = number of times activities were taken in the last biennium (2017/18)
- **Satisfaction** = How satisfied are you with this partner's engagement in the said activity? On a scale of 0 – 4 where; 0= No relationship. 1= Not sure; 2=very dissatisfied; 2=Satisfactory; 3=Very Satisfied
- **Relationship (with partner) Quality**, On a scale of 0 – 4 where;0=NoRelationship; 1=Unsure; 2=Poor/Difficult; 3=Fair; 3=Very Good

| | Partner Name | Frequency | Relationship Quality | Other Comment? |
|--|--|------------------|-----------------------------|-----------------------|
| | ECA Division (Please identify) | | | |
| | AUC (Please state department/division) | | | |
| | UNDG (Please identify ALL insert rows if required) | | | |

| | | | | |
|--|---|--|--|--|
| | UNCT (Please identify ALL insert rows if required | | | |
| | Member State (Please identify | | | |
| | CSO -1 (Please identify.....) | | | |
| | CSO -2 " | | | |
| | CSO -3 " | | | |
| | Others (Please identify.....) | | | |
| | Others (Please identify.....) | | | |
| | Others (Please identify.....) | | | |
| | " | | | |
| | " | | | |
| | | | | |

14. Which of the above or other unnamed partners would you consider the 3 – 4 most important/ critical for the success of the work at the RCM/SRCM? **Please explain why.**
15. What change/s would you recommend in the relationship with the 3-4 most important/ critical RCM/SRCM partners in order to improve their work?

| | Partner (Name) | What I would change | Reason for Change |
|----|----------------|---------------------|-------------------|
| 1. | | | |
| 2. | | | |
| 3. | | | |
| 4. | | | |

PART IV: Monitoring, Documentation, Reporting & Evaluation

16. Do you monitor the work of the RCM/SRCM? ***If No, please continue/proceed to #24***
17. Do you monitor any other things or people? Yes/No
18. Are you aware of any monitoring that the RCM/SRCM undertakes? Yes/No ***If No please continue/proceed to #22***
19. What tools do you use or do you know are used for monitoring the work of RCM/SRCM? Please
Use table below for your response. *Please list and*
them and explain how you use them and how good i.e. effective they are for the function. On a scale of 0-3
where 0=Never Used; 1=Ineffective; 2=Fairly effective;3=Very effective.

| | Tool/Technique (Name) | How I use Tool | Effectiveness |
|----|-----------------------|----------------|---------------|
| 1. | | | |
| 2. | | | |

| | | | |
|----|--|--|--|
| 3. | | | |
| 4. | | | |

20. How do you document or keep the results of the monitoring you undertake?
21. What happens to the documentation of the monitoring?
22. Do any other partners you know undertake any monitoring or documentation of the joint work of the RCM/SRCM? Please explain. If No proceed to #24
23. If RCM/SRCM partners undertake any monitoring of the (joint) work do you how they;
- Get their monitoring information/data?
 - Share their monitoring data/information?
 - Use their monitoring data/information?
24. Are you aware of ant reports for RCM/SRCM work?
If Yes, please complete the table below

| Type of Report Produced | Frequency | Destination <i>i.e. Where does report go?</i> | Other Use? |
|-------------------------|-----------|--|------------|
| | | | |
| | | | |
| | | | |
| | | | |
| | | | |

25. Are you aware of any evaluation of the RCM/SRCM in the time that you have been involved with them?
Yes No
- If Yes please state: type, date, rationale & your role in the evaluation.

PART IV: RCM & SRCM Structure & Performance

26. How well in your opinion is the current structure of the RCM & SRCM working?
- Not Sure
 - Poorly/Badly
 - Fair/OK
 - Very Well
 - Excellently
- Please explain your answer
27. Would you suggest any change/s in any dimension of the structure of the RCM/SRCM? Yes/No
Please explain your answer
28. What results of the work of the RCM/SRCM are you most happy with?
29. What dimension/s of the RCM/SRCM work are you most unhappy with?

30. How would you describe the management and coordination of the RCM/SRCM in the context of Agenda 2063 & Agenda 2030 (SDGs)?
31. What Monitoring priorities would you recommend for the RCM/SRCM in relation to the Agenda 2063 & Agenda 2030 (SDGs)?
32. What dimensions of the work of the RCM/SRCM would you like to see evaluated and why?
33. What other questions would you like the study to pursue?

2d: E-Survey Instrument

Survey of RCM & SRCM M&E Practices

Preamble: We are undertaking a study on *Enhancing Monitoring and Evaluation in the Regional Coordination Mechanism for Africa*. Your insights, observations, knowledge and opinions are valuable sources of information for the study.

We seek your honest and open responses, opinions and suggestions to the questions in this survey. We will use your responses to propose improvements for the monitoring, evaluation and reporting of the Regional and Sub-Regional Coordination Mechanism of the UNECA.

Your responses will be treated anonymously, with discretion and the utmost confidentiality.

Thank you very much for your time and responses.

PART 1: About You

1. I am a Man Woman.....
2. I work in the ECA, UN, AU, REC, IGO, Government, Other
Please specify
3. My Level is; P1-P2; P3-P4; P5-P6;D1 and above; Other please specify
4. I am familiar with what the UNECA's RCM/SRCM does Yes...../No
5. I have attended an activity organised by UNECA's RCM/SRCM this year Yes...../No
6. I work in/for the UNECA RCM/SRCM Yes...../No (If No, please proceed to Part IV question #23)
7. I started working for/with/in the RCM/SRCM in: Month Year.....
8. My work in the SCM/SRCM involves:
 - a. Planning meetings/
 - a. Convening Meetings
 - b. Preparing concept notes/
 - c. Preparing Reports
 - d. Presenting reports
 - e. Calling meetings/
 - f. Preparing meeting Notes/
 - g. Managing consultants/
 - h. Attending meetings/
 - i. Work planning/
 - j. Monitoring activities of partners/

- k. Other
9. Which 3 of these activities listed in #8 above are the most critical activities that you have undertaken in 2018? Please state them -

PART II: Partner Relationships

10. Which of the following Offices/officers have you worked with this year in your current role?
- a. ECA Division
 - b. AUC (Please identify division, section etc
 - c. UNDG (“)
 - d. UNCT (“)
 - e. REC (“)
 - f. Others Please specify –
11. What activities have you undertaken with the above named partners/offices this year
- a. Planning meetings/
 - b. Convening Meetings
 - c. Preparing concept notes/
 - d. Preparing Reports
 - e. Presenting reports
 - f. calling meetings/
 - g. preparing meeting Notes/
 - h. managing consultants/
 - i. attending meeting/
 - j. work planning/
 - k. monitoring activities of partners/
 - l. Other Please specify
12. How would you describe the nature of your working relationship with the AUC?
- a. Non existent
 - b. Poor
 - c. Fair
 - d. Good
 - e. Excellent
13. How would you describe the nature of your working relationship in 2017/2018 with ECA (Divisions)?
/UNDG/UNSDG/UNCT/Regional REC/Member State
14. How would you describe the nature of your working relationship in 2017/2018 with UN agencies?
ECA Divisions
15. How would you describe the nature of your working relationship in 2017/2018 with the UNDG/UNSDG?
16. How would you describe the nature of your working relationship in 2017/2018 with UNCT?
17. How would you describe the nature of your working relationship in 2017/2018 with the Regional REC?
18. How would you describe the nature of your working relationship in 2017/2018 with Member States
19. Which of the under mentioned or other unnamed partners do you consider the most important and critical for the success of your work at the RCM/SRCM?
ECA Divisions/AUC/UN agencies/UNDG/UNSDG/UNCT/Regional REC/Member State/other please specify and **explain why**

PART III: Monitoring, Documentation, Reporting & Evaluation

20. Do you plan joint work with your partners? Yes/No
21. If your response to #21 above is yes which partners do you currently have joint work plans with
22. What do you monitor in your work? ***If nothing i.e. none of the mentioned is monitored, please continue/proceed to #19***
- Planning meetings/
 - Concept notes prepared/
 - Meeting numbers/
 - Meeting quality/
 - Quality of meeting Notes/
 - Number of consultants/
 - Meeting attendance by partners/
 - Own work plans/
 - Partner work plans/
 - Partner activities/
 - Others please specify
23. What tools do you currently use for monitoring?
- Work Plan/
 - Logical Framework/
 - Monitoring Plan/
 - Business Plan/
 - Strategic Plan/
 - Activity Plan/ Other
24. What would you change in your current monitoring practice or tools if anything? ***Please specify and explain why.***
25. Do any of your partners undertake any monitoring or documentation of your joint work? YES/NO
26. If your partners undertake any monitoring of your (joint) work, how do you; Get
their monitoring information/data?
At meetings/they send or share reports/we have a joint reporting online platform/Other Please specify
27. What reports of your RCM/SRCM work have you produced in the 2016-2018 biennium?
- Annual report/
 - Meeting report/
 - Activity report/
 - Partner report/
 - Consultants' work reports/
 - Monitoring report/Evaluation Report/
 - Review report/
 - others Please specify
28. Has there been any evaluation of the RCM/SRCM in the time that you have been working here?
Yes No
- If Yes please state: type, date, & your role in the evaluation.

PART IV: RCM & SRCM Structure & Performance

29. How well is the current structure of the RCM & SRCM working?
- Not Sure

- Poorly/Badly
 - Fair/OK
 - Very Well
 - Excellently
 - Please explain your answer
30. What results of the RCM/SRCM work are you most proud of?
31. Would you change any dimension of the RCM/SRCM? Yes/No
32. What would you change in the RCM/SRCM?
The Structure/The Activities/Staffing level/Resources/Location/Mandate or Objective/Working modality/Monitoring/Reporting/Other
Please specify
33. Why would you change that specific dimension?
34. How would you describe the management and coordination of the RCM/SRCM in the context of Agenda 2063 & Agenda 2030 (SDGs)?
I am Not sure/It is Unclear/It is no-existent/It is weak/It is fair/It is excellent
35. What would you recommend for the RCM/SRCM as their primary responsibility?
36. What Monitoring priorities would you recommend for the RCM/SRCM in relation to the Agenda 2063 & Agenda 2030 (SDGs)?
37. What dimensions of the work of the RCM/SRCM would you like to see evaluated?

Annex 3: Interviewee List

| # | Name | Office Address | Email |
|----|--------------------|---|------------------------------|
| 1. | Daya Bragante | Eastern Africa SRCM | bragante@un.org |
| 2. | Edward Addai | UN Representative AU & UNECA | eaddai@unicef.org |
| 3. | Guiseppe D. Aronco | Central Africa SRCM | daroncoguiseppe@un.org |
| 4. | Ingrid Cyimana | Director, SPOQD | cyimana@un.org |
| 5. | Isatou Gaye | Chief of NEPAD RITD | gaye.uneca@un.org |
| 6. | Jacqueline Olweya | South and Eastern Africa Regional UNDG | Jacqueline.olweya@one.un.org |
| 7. | Joseph Atta-Mensah | PPA RCM | atta-mensahj@un.org |
| 8. | Marieme Bakeye | SRO Northern Africa UMA | bekaye@un.org |
| 9. | Nozipho Simelane | EAO, RITD | simelane@un.org |

Annex 4- List of Documents (Provided by UNECA)

1. A/RES/57/2
Fifty-seventh session
 Agenda item 41 (a)
 02 53800 30 September 2002
Resolution adopted by the General Assembly
[without reference to a Main Committee (A/57/L.2/Rev.1 and Add.1)]
57/2. United Nations Declaration on the New Partnership for Africa's Development
2. A/RES/61/229
Sixty-first session
 Agenda item 62 (a)
 06-50811 16 March 2007
Resolution adopted by the General Assembly on 22 December 2006
**61/229. New Partnership for Africa's Development: progress in
 Implementation and international support**
3. A/RES/61/296
Sixty-first session 5 October 2007

Agenda item 108 (a) 06-51213

Resolution adopted by the General Assembly on 17 September 2007

[without reference to a Main Committee (A/61/L.70 and Add.1)]

61/296. Cooperation between the United Nations and the African Union 71/254. Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027

4. African Union –UN framework for the implementation of agenda 2063 and 2030 agenda for sustainable development
5. Agenda 2063 the Africa we want –September 2015
6. Aide Momoire-19th session second joint meeting of the regional coordination mechanism for Africa and the regional UNDG Addis Ababa 14-12 April 2017
7. Arusha Outcome statement of stakeholder meeting on the SRCM for Eastern and Southern Africa
8. Avant –Project au troisieme programme commun indicative Proposed Agenda for SRCM CA Meeting Nov 2018
9. Cluster information brochure
10. Consolidated progress report for the period April 2017-March 2018
11. Djibouti SRCM outcome statement at stakeholders meeting on the SCRM for Eastern & southern Africa
12. Draft consolidated RCM Africa cluster joint work plan 2018-2019
13. Draft issues paper Strengthening the RCM –Africa and the UNDG in support of priorities of the AU in context of the AU and UN development system reform as well as AU – UN Frameworks
14. Draft paper towards a new strategic framework of SRCM for Eastern Africa and Southern Africa
15. Draft Regional Coordination Mechanism (RCM) Cluster Joint Work plan for 2018 & 2019
16. Draft report of the mapping partners focus, areas & project activities
17. Draft report on the regional coordination mechanism for Africa joint programming retreat 24-27 April 2018
18. ECA's positioning in the UN regional architecture in Africa
19. **Economic Commission for Africa-Africa Union**
Regional Coordination Mechanism for Africa 19 Session second joint coordination mechanism for Africa and United Nation Development Group Addis Ababa 12 and 13 May 2018
Report of the Nineteenth Session Regional Coordination Mechanism for Africa and Second joint meeting of the Regional Coordination Mechanism for Africa and the United Nations Development Group
20. **Economic Commission for Africa-Africa Union**
Regional Coordination Mechanism for Africa 19 Session second joint coordination mechanism for Africa and United Nation Development Group Addis Ababa 12 and 13 May 2018
Key Recommendations of session of the regional Coordination Mechanism for Africa 2006 -2017)
21. **Economic Commission for Africa-Africa –Union** Regional Coordination Mechanism for Africa 19 session second joint coordination mechanism for Africa and united Nation Development Group Addis Ababa 12 and 13 May 2018
Draft report on the regional coordination mechanism for Africa
22. Information note for participants
23. Integrating Agenda 2063 and 2030 agenda for sustainable development into national development plan
24. Integrating and tracking performance on the 2030 Agenda for sustainable development and agenda 2063 from theory to practice
25. Joint United Nation Africa Union Framework for enhanced partnership on peace and security
26. Key points for chairing of the session on key tool and instrument for the use and application of the SRCM
27. Letter from Secretary General to Regional Coordinators

28. Meeting report for sub regional coordination mechanism SRCM north Africa consultative regional meeting to support achievement of SDGs and strengthen partnership in North Africa- Rabat Morocco
29. Mobilizing efforts to make the Sahel driving force for the development of west Africa
Nineteenth session Second joint meeting of the Regional Coordination Mechanism for Africa and the United Nations Development Group Addis Ababa, 12 and 13 May 2018
30. Ordre du jour et programme de travail provisoires Réunion des Agences et Institutions Partenaires au Mécanisme Sous Régional de Coordination pour l'appui à la mise en œuvre du programme UA/NEPAD en Afrique central
31. PAIDA-General Assembly resolution on 23rd Dec 2016
32. Performance Management Dashboard
33. Provisional Agenda 19th session second joint meeting of the regional coordination mechanism for Africa and the regional undg Addis Ababa 12 & 13 May 2017
34. Provisional Annotated Agenda 19th session second joint meeting of the regional coordination mechanism for Africa and the regional undg Addis Ababa 12 & 13 May 2017
35. Provisional Programme of work 19th session second joint meeting of the regional coordination mechanism for Africa and the regional undg Addis Ababa 13 & 13 May 2017
36. RCM Africa Directory 2018 edition
37. Regional & sub-regional coordination mechanism handbook a Guidelines for enhancing coordination a compilation of programming tools for better development results
38. Report of the meeting of the sub regional coordination mechanism for West Africa
39. Report on enhancing M&E in the RCM coordination mechanism for Africa
40. Report on enhancing monitoring and evaluation in the Regional Coordination Mechanism for Africa
41. SPOQD Reporting format
42. Resolutions relevant to Section 11-sub programming 2
43. Session 5 coherent and integrated implementation of SDGs /Agenda 2063
- 44. Seventy-first session Agenda item 126 (a) 16-23019 (E) Resolution adopted by the General Assembly on 23 December 2016 30th January 2017 Framework for a renewed United Nations Africa Union Partnership on Africa's Integration and Development Agenda 2017-2027**
45. Sub regional coordination mechanism SRCM in Eastern & southern Africa Business Plan 2013-2017
46. The AU commission Agenda 2063 first implementation plan
47. Third triennial 2013-2016 and final (2006-2016) review and appraisal of the United Nations Ten Years capacity building programme for the African Union July 2017
48. Towards more Coherent United Nation System support to Africa
49. UN Ten Year Capacity Building Programme for the AU 2nd triennial review (2010-2012) final report April 2014
50. UN Coherence at the regional level synergies and complementarities between the regional coordination mechanism & regional Directors Team
51. UN Transforming our world the 2030 agenda for sustainable development
52. UNECA 2016-2017 Biennium Report
53. UNECA performance management dashboard

Annex 5: Organizations Associated with RCM-Africa

| No. | Organisation |
|-----|---|
| 1 | African Development Bank |
| 2 | African Union |
| 3 | African Union Commission |
| 4 | Corridor Transit Transport Facilitation Agency |
| 5 | Economic Community of Great Lakes Countries |
| 6 | Common Market for Eastern and Southern Africa East African Community |
| 7 | UN Development Operations Coordination Office |
| 8 | East Africa Community |
| 9 | Eastern Africa Sub-Regional Support Initiative for the Advancement of Women |
| 10 | Economic Commission for Africa |
| 11 | Economic Community of Central African States |
| 12 | Economic Social Council |
| 13 | Economic Community of West African States |
| 14 | European Union |
| 15 | Food and Agriculture Organization |
| 16 | International Fund For Agricultural Development |
| 17 | Intergovernmental Authority for Development |
| 18 | International Labour Organisation |
| 19 | International Monetary Fund |
| 20 | International Organization for Migration |
| 21 | International Red Cross and Red Crescent Movement |
| 22 | International Telecommunications Union |
| 23 | Nile Basin Initiative |
| 24 | New Partnership for Africa's Development |
| 25 | Organization of Africa Trade Unions |
| 26 | United Nations Office for the Coordination of Humanitarian Affairs |
| 27 | Office of the High Commissioner for Human Rights |
| 28 | United Nations Office of the Special Adviser on Africa |
| 29 | Ports Management Association of Eastern and Southern Africa |
| 30 | Regional Economic Communities |
| 31 | Southern African Development Community |
| 32 | Transit Transport Coordination Agency-Northern Corridor |
| 33 | Ten-Year Capacity-Building Programme to the AU |
| 34 | United Nations Programme on HIV/AIDS |
| 35 | United Nations Convention to Combat Desertification |
| 36 | United Nations Conference on Trade and Development |
| 37 | United Nations Development Assistance Frameworks |

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|----|--|
| 38 | United Nations Development Operations Coordination Office |
| 39 | United Nations Development Programme |
| 40 | United Nations Economic Commission for Africa |
| 41 | United Nations Environmental Programme |
| 42 | United Nations Educational, Scientific and Cultural Organization |
| 43 | United Nations Population Fund |
| 44 | United General Assembly |
| 45 | United Nations Group on the Information Society |
| 46 | United Nations Geospatial Information Working Group |
| 47 | United Nations Human settlement Programme |
| 48 | United Nations High Commissioner for Refugees |
| 49 | United Nations Children's Fund |
| 50 | United Nations Industrial Development Organization |
| 51 | United Nations Office for Disaster Risk Reduction |
| 52 | United Nations Office for West Africa and the Sahel |
| 53 | United Nations Sustainable Development Group |
| 54 | United Nations Entity for Gender Equality and the Empowerment of Women |
| 55 | United States Development Agency |
| 56 | West African Economic and Monetary Union |
| 57 | World Bank |
| 58 | World Food Programme |
| 59 | World Health Organization |
| 60 | World Intellectual Property Organization |
| 61 | World Meteorological Organization |