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# STRENGTHENING SUB-REGIONAL COORDINATION

*in support of the African Union and NEPAD*

# DRAFT REPORT

The African Centre for Institutional Development

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# ABBREVIATIONS AND ACRONYMS

| | |
|---|---|
| 2030 Agenda | 2030 Agenda on Sustainable Development |
| Agenda 2063 | Africa's Agenda 2063 |
| AU | African Union |
| AUC | African Union Commission |
| AUDA | African Union Development Agency |
| ECA | Economic Commission for Africa |
| ECA-SRO/CA | Economic Commission for Africa Subregional Office, Central Africa |
| ECA-SRO/EA | Economic Commission for Africa Subregional Office, East Africa |
| ECA-SRO/NA | Economic Commission for Africa Subregional Office, North Africa |
| ECA-SRO/SA | Economic Commission for Africa Subregional Office, Southern Africa |
| ECA-SRO/WA | Economic Commission for Africa Subregional Office, West Africa |
| ECOSOC | UN Economic and Social Council |
| IGO | Intergovernmental Organization |
| NEPAD | New Partnership for Africa's Development |
| NPCA | NEPAD Planning and Coordination Agency |
| PAIDA | UN-AU Framework for a Renewed Partnership on Africa's Integration and Development Agenda, 2017–2027 |
| RCM-Africa | Regional Coordination Mechanism - Africa |
| RECs | Regional Economic Communities |
| SRCM | Subregional Coordination Mechanism |
| SDGs | Sustainable Development Goals |
| UN | United Nations |
| UNDG | United Nations Development Group |
| UNCT | United Nations Country Team |

# EXECUTIVE SUMMARY

## I. INTRODUCTION

### I.1 Overview

This is the executive summary of the draft report of the study undertaken by the Secretariat of the Regional Coordination Mechanism for Africa (RCM-Africa) to put forward recommendations that could facilitate the strengthening of the UN subregional coordination in the context of the UN regional coordination in Africa in support of the African Union and the New Partnership for Africa's Development (NEPAD). To this end, it revisited the motivation behind the creation of the Africa Regional Coordination Mechanism (RCM-Africa) and the Subregional Coordination Mechanisms (SRCMs); their mandates, purpose, objectives and operational modalities; their performances and results thus far; their strengths, weaknesses, threats and opportunities for continuous improvement and innovation; commitment of the key stakeholders behind each mechanism; their capacity to effectively contribute to the implementation of the UN 2030 Agenda for Sustainable Development and Africa's Agenda 2063 within the framework of: i) the Framework for a Renewed Partnership on Africa's Integration and Development Agenda (PAIDA), ii) the Joint UN-AU Framework for an Enhanced Partnership in Peace and Security; and iii) the Framework for the Integrated Implementation of Agenda 20630 and the 2030 Agenda for Sustainable Development. It proposes reform options for the mechanisms to effectively support ongoing UN and AU reforms and provide for more effective and efficient operation.

### I.2 Objectives of the Study

This study was motivated by the need for continuous improvements in the UN System, which seeks innovations and efficiency in its delivery mechanisms, avoidance of overlaps, duplications and gaps among its agencies and programmes. The need has become increasingly compelling, given ongoing Secretary-General reforms aimed at repositioning the UN to effectively deliver on the 2030 Agenda on Sustainable Development, and partner effectively with the AU in the implementation of Africa's Agenda 2063. The aim of this study, primarily, has been to make recommendations on how the SRCMs in Africa can be strengthened to raise performance level and measurable impact in the implementation of subregional priorities in the context of the UN regional coordination mechanism. Additionally, the study sought to contribute fresh perspectives to reflections on strategies for reinforcing

synergies among country, subregional and regional actions and other cost-efficiency and rationalization measures with particular regard to RCM-Africa, SRCMs, regional UNDGs and UNCTs.

## I.3 Scope of Study – Tasks and Dimensions of Analysis

To achieve the above-stated objective, this study undertook data and information gathering; SWOT analysis of RCM-Africa and the SRCMs; appraised the 2030 Agenda for Sustainable Development and Africa's Agenda 2063 priorities; and assessed the effectiveness of the strategies, tools and mechanisms used by the SRCMs in support of implementation of the 2030 Agenda and Agenda 2063 and subregional priorities and programmes. In addition, it tested the case for the continuing need and relevance of RCM-Africa and the SRCMs and presented findings and recommendations for the effective and efficient functioning of the coordination mechanisms.

## I.4 Methodology and Approach

Data and information for the study were collected from three sources: 1) desk review of documentation on RCM-Africa, the SRCMs, from the UN on the regional and subregional coordination mechanisms and ongoing UN and AU reforms, among numerous others and as well as on the changes that have happened or are happening on the broader UN-Africa cooperation and sustainable development landscape that have implications for the future of the regional and subregional coordination mechanisms; 2) a survey of RCM-Africa and the SRCMs conducted through questionnaires; and 3) interviews of major stakeholders. A total of 104 questionnaires were sent out. By the time of this draft report, all the Secretariats of the SRCMs had responded, followed by detailed institutional responses from AUC (Infrastructure and Energy), NEPAD Agency, RECs and IGOs. Responses from UN agencies, including all the regional UNDGs were however yet to be received.

Follow-up interviews were held with key stakeholders to help clarify and deepen understanding of specific issues and areas of responses in the questionnaires. Skype and phone interviews were held with the Director for Strategic Planning and Operational Quality; the Principal Policy Adviser, Capacity Development Division; and the Chief, AU and NEPAD Support, Capacity Development Division at ECA; Director of Programme Implementation and Coordination Department, Head of Programme Development and Head of Capacity Development Division of NEPAD Agency to seek their perspectives on specific dimensions of the issues relating to the coordination mechanisms. AUC Deputy Chairperson and ECA Deputy Executive Secretary and other management staff were not available to offer their perspectives and guidance for the study. For the AUC, the timing of the study fell into the busy period of the 11$^{th}$ Extraordinary Session of the African Union Summit held from 5$^{th}$ -18$^{th}$ November 2018.

What follows is the presentation of the key findings and proposals of the study.

## II. ANALYSIS OF FINDINGS

The UN has a vast presence on the African continent with a multiplicity of programmes that are being implemented by its agencies. As much as these programmes have made very significant contributions to Africa's development, there seems to be some duplication among them, which leads to high transaction costs. Coordination and collaboration are key to addressing this challenge. To "Deliver as One" the UN system encourages its entities to coordinate their activities to ensure effective and efficient use of resources for the delivery of results. This, as indicated in ECOSOC resolution of 1998 and RCM-Africa May 2018 meeting, gave rise to the setting up of the Regional (RCM-Africa) and Subregional Coordination Mechanisms (SRCMs) in Africa.

It is worthy of note that by resolution 32/197 (paragraph 20) of 20 December 1977, the United Nations General Assembly (UNGA) mandated the Regional Commissions, including ECA to take up the leadership and responsibility for the cooperation and coordination of UN activities at the regional level, taking into account the special needs and conditions of their respective regions. This role assigned to the Regional Commissions naturally calls for the holding of regular meetings among UN organizations and agencies with a view to improving the coordination of UN activities in their respective regions. The UN Economic and Social Council, in its resolution 1998/46 took this further by recognizing "the team leadership role of the regional commissions calls for their holding regular inter-agency meetings in each region with a view to improving coordination among the work programmes of the organizations of the United Nations system in that region. In this respect, the Economic and Social Council welcomes the efforts by the Secretary-General to improve coordination within the United Nations system, including his proposal of yearly meetings, to be chaired by the Deputy Secretary-General in each geographical area, among the relevant entities of the United Nations system engaged in regional and inter-country activities." Hence the birth of the Regional Coordination Mechanism for Africa. The first series of regional consultation meetings were held in 1999 in the five regions, chaired by the Deputy Secretary-General of the UN. Subsequently, the UNGA by its resolutions 57/2 of 16 September 2002 and 57/7 of 04 November 2002 made NEPAD the framework within which the international community, including the UN system, should concentrate its efforts for Africa's development and mandated the United Nations system, within respective mandates, to align its activities in Africa with the priorities of NEPAD as well as scale up resources for this purpose, (article 24), enhance its advocacy role and public information activities in support of Africa's development (article 25), coordinate activities at the national, regional and global levels to foster a coherent response (article 26). It is in the context of this background that the survey on which this report is based was carried out.

The regional and subregional mechanisms have been in operation over varying periods of time since their launch. This survey of their effectiveness, the findings of which are presented in Section III of this report, found both very positive results and equal amount of challenges.

On the positive side, there is a high level of awareness of the mandates of these mechanisms (70 per cent); the assessment in section III points to the continuing relevance of their mandates (60 per cent), provided they are refreshed to take on changes on the continent's development landscape; and there is appreciable level of satisfaction with the results so far achieved by RCM-Africa (60 per cent). The findings confirm that RCM-Africa has been most effective (65 per cent) in organizing high-level policy forums and providing platforms for exchange of lessons and best practices. It has also demonstrated effectiveness in the planning (identification) of projects (70 per cent) and the programming of their implementation (60 per cent)[1]. To its credit, is the finding RCM-Africa's priorities are very relevant to those of the continent's Agenda 2063 by 85 per cent and to the UN 2030 Agenda for Sustainable Development by 80 per cent. With respect to its relevance to the immediate priorities of the African region, this was assessed as 80 per cent.

Strong engagement of all major stakeholders through the annual meetings of RCM-Africa and the SCRMs has been a very positive achievement of the mechanisms. In this regard, the SRCMs have demonstrated strategic collaboration with RECs since their establishment. For the SRCMs several very encouraging dimensions of their successful performance emerged from the survey results. It is worthy of note that their priorities are highly reflective of the priorities of their subregions (73 per cent) and are within the priorities of the UN 2030 Agenda for Sustainable Development and the African continent's Agenda 2063. The level of awareness of their vision, mandate, purpose and objectives ranges between 67 per cent (mandate and purpose) and 75 per cent (vision and objectives) and there is 60 per cent level of satisfaction in their location in ECA/SROs.

Other elements that point to what is working well in the activities of the SRCMs include the very high level at which UN agencies, RECs and other partner organizations participate at the annual meetings; the emerging "task-leader" role of the RECs; the effective working relationship between the SRCMs and the RECs rated at 80 per cent; and the quality of communication (about 67 per cent).

## III. SUMMARY OF CHALLENGES FACING RCM-AFRICA AND THE SRCMs

Despite these very encouraging results, overwhelmingly however, both the RCM-Africa and the SRCMs have been seen to be very ineffective. Level of awareness of RCM-Africa's functions, continuing relevance of these functions and the extent to which they have been delivered is at average level (55 per cent); actual implementation of planned activities is weakly at 44 per cent; and the mechanism has not been effective in providing opportunity to stakeholders to engage after the annual meetings (45 per cent). Availability and access to project/programme management staff, opportunity by stakeholders to provide feedback to the mechanism are poor. The extent to which stakeholder organizations are active on the RCM-Africa is 44 per cent. Participating organizations in these mechanisms concluded that both the RCM-Africa and the SRCMs are only about 55 per cent effective in their performances, especially in the delivery of their core mandates and functions.

[1] AUC rating for these is however much lower than the average score.

Some of the major challenges facing both the RCM-Africa and the SRCMs consist of the following, among others:

1) *Outdated Mandate*: The AU and NEPAD context in which the RCM-Africa and the SRCMs were set up has changed significantly. The mandates need to be revisited.
2) *Not Delivering as One:* This is illustrated by lack of coordination and synergy between SRCMs and RCM-Africa and among the SRCMs as well as poor participation and ownership by UN agencies and programmes, AUC and RECs. Extent of programmes coordination is 33 per cent. Poor participation of UN agencies, other than ECA, means the mechanisms are lagging in the implementation of their mandates.
3) *Poor Financing and Staffing of SRCMs*: SRCMs do not have dedicated resources and have no full-time staff responsible for their activities.
4) *Lack of Legal Framework:* There is no binding operational legal framework to enable commitment and ownership of the SRCMs by UN agencies and programmes. This is notwithstanding the fact that the mandates are derived from ECOSOC 1977 and 1998 resolutions in respect of RCM-Africa to which the SRCMs are decentralized structures.
5) *Lack of Structured Activities and Work Programmes:* RCM-Africa and SRCMs are seen as **one-off annual events** without well-articulated work programmes and implementation plans. This is beginning to change. For instance, in April 2018, four out of nine RCM-Africa clusters prepared joint work plans.
6) *Very Poor Local Ownership of RCM-Africa and the SRCMs:* This is reflected in limited real participation of the African constituencies – participation that is beyond attending the high-profile annual meetings.
7) *Absence of Joint Planning:* The mechanisms have not given rise to joint planning of programmes by UN agencies and with RECs, NEPAD and other stakeholders, given the imperative following the launch of both the 2030 Agenda on Sustainable Development and Africa's Agenda 2063.
8) *Enormous Information-Sharing Gap:* The mechanisms lack targeted and friendly systems to share timely planning and evaluation information among partners. This challenge is being addressed at present. RCM-Africa is at an advanced stage in the development of an RCM portal and collaboration system.
9) *Absence of Tasks Sharing Among Organizations:* Which tasks for whom and why and to achieve which targets and by when is an important guide to implementation programming, which is not practised by the mechanisms.
10) *Lack of Monitoring and Evaluation Framework:* RCM-Africa and the SRCMs do not have a monitoring and evaluation framework to facilitate the tracking of implementation of agreed actions. Their performance reporting is heavily activity-based. Their effectiveness and contributions should be measured in terms of outputs and outcomes and not activities undertaken. This should be the basis for defining the expected results from the strategic and business plans. RCM-Africa/ECA is currently addressing the issue of the M&E system for the RCM-Africa and SRCMs.
11) *Weak Reporting System*: Other than minutes of meetings and annual reports, the SRCMs do not have effective reporting systems in respect of their activities and performance. The minutes shared do not inform the planning of new activities.
12) *Lack of Clarity of Roles and Responsibilities Among RCM-Africa, SRCM, UNDGs and UNCTs:* Despite resolutions, there seems to exist a marshy terrain of unclear boundaries

of roles and responsibilities and thus duplication in activities across the Regional and Subregional Coordination Mechanisms and UNDGs and to some extent UNCTs, which need to be addressed.

Operationally, the SRCMs network of focal points is barely 17 per cent functional; the SRCMs have no implementation guide, regularity of oversight by ECA-SRO is weak (40 per cent) and ineffective (27 per cent). There is no formal institutional process by which the activities of SRCMs are approved for implementation other than by adoption at the annual meetings. The SRCMs have been relatively more effective in supporting the RECs in the subregions than other stakeholders (67 per cent). For AU programmes in the subregions, the quality of support was 47 per cent and for other IGOs it was 40 per cent. With respect to timeliness of support provided to all stakeholders, the effectiveness of the SRCM stood at 40 per cent. With no dedicated staff assigned to SRCM activities, person-day equivalent amounts to between 10 per cent and 30 per cent of assigned staff time (less than one third of full-time equivalent). Other operational challenges include quality of secretariat infrastructure and facilities, which are placed at 40 per cent and 47 per cent adequacy level, respectively. With working relationship between SRCMs and RCM-Africa placed at 25 per cent, UNCTs 25 per cent and UNDGs 7 per cent, and 0 per cent among the SRCMs themselves, it is abundantly evident that coordination and collaboration are a reasonable stretch away.

## IV. STRATEGIC DIRECTION FOR RCM-AFRICA AND THE SRCMs

The problem therefore is that unless the Regional and Subregional Coordination Mechanisms are reformed to address the foregoing challenges, the ineffectiveness will persist and the vitally important task of coordinating programmes and projects across the UN system on the African continent will remain a mere aspiration.

Going forward, the strategic direction for the RCM-Africa and the SRCMs is open to several possible options. Stakeholders put forward several areas for improvements. Tables 1 and 2 present some of the recommendations:

Table 1: Potential Areas for Improvement

| | Potential Areas for Improvement | Recommended Improvements |
|---|---|---|
| 1 | Projects and programmes activities | • RCM-Africa and the SRCMs should identify and work on only a few initiatives at a time with greater focus. Work programmes are very often unrealistic<br>• RCM-Africa should take cognizance of the existence of other coordination mechanisms on the continent |
| 2 | Partnerships development in support of program delivery | • Institutionalize partnerships through memoranda between participating organizations<br>• Each SRCM should have a framework for collaboration with the RECs, identifying only a few key areas of support for each UN agency to contribute to in a very coherent manner. In this regard, the SRCMs and the UNDGs on the one hand and |

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| | | the RECs on the other should have joint multi-year programme of works.<br>• RCM-Africa and the SRCMs should set up steering committees that should follow up closely the implementation of agreed commitments |
| 3 | Financial resources for project implementation | • RCM-Africa and the SRCMs should be adequately funded. To start with, they should have dedicated budget lines at the level of the UN system[2]<br>• Stakeholder organizations should provide in their annual budgets for their participation in RCM-Africa and the SRCMs |
| 4 | Governance and management of SRCM | • A clear working relationship between RCM-Africa and the SRCMs should be established, for instance along the lines of redefined thematic clusters<br>• There is need to clarify roles and responsibilities between the SRCMs and the UNDGs in the subregions |
| 5 | Achievement of concrete results | • An M&E framework should be developed immediately to guide all the SRCMs and RCM-Africa.<br>• The M&E framework should present a clear results framework for the SRCMs with expected results. Planning, implementation and coordination of activities should be built around these results<br>• Reporting on the 2030 Agenda and Agenda 2063 should be harmonized under one set of key performance indicators |
| 6 | Administrative support services for the operation of SRCMs | • Strengthen SRCM secretariats with dedicated staff. In the interim, the staffing process could draw on UN Volunteer, Young Professional Development and other related Programmes, including secondment of staff by participating agencies |
| 7 | Advocacy and communication | • A common advocacy and communication strategy and implementation plan are needed for RCM-Africa and the SRCMs to enhance visibility and stakeholder engagement |

Table 2: Some Considerations for the Future

| S/N | Issues for the Future of the SRCMs | Stakeholders' Recommendations |
|---|---|---|
| 1 | Kind of institutional set-up or arrangement to further enhance | 1) An institutional arrangement based on coordination and collaboration between SRCMs and RCM-Africa |

[2] There is however a hurdle here that will need to be cleared. This relates to the mismatch of programming cycles of UN agencies. It has a bearing on the availability of funding from the agencies. Alignment of programming cycles and availability of joint work plans ahead of the development of work programmes of individual agencies could ensure that the latter cater to the joint work plans. This has been a long-standing challenge that is yet to be resolved. The reforms should take this into account.

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|---|---|---|
| | the performance of the functions of the SRCM | 2) A set-up with clarified roles and responsibilities between SRCMs and UNDGs |
| 2 | Extent of continuing relevance of the SRCM in the decade ahead | 1) SRCM remains very relevant. However, if the RECs are not operationally committed the SRCMs will become increasingly less relevant |
| 3 | Changes or areas of emphasis required to strengthen effectiveness of SRCMs | 1) Institutionalize RCM-Africa and the SRCMs and integrate into the programmes of the UN system<br>2) The necessity for regional coordination and the roles and responsibilities of the coordination mechanisms should be prominently highlighted in the UN reforms and provided legal backing to enhance commitment of UN agencies[3]. |
| 4 | Conditions and innovations needed for continuation of the SRCM | 1) Adequate funding for coordination activities and for the mechanisms<br>2) Adequate staffing for the secretariats<br>3) Robust M&E framework for the mechanisms with harmonized KPIs for the two agendas<br>4) The UN should put in place a legal framework for effective establishment of the mechanisms<br>5) UN agencies should integrate SRCM activities into their work programmes and commit to their implementation. This will require alignment of programming cycles and joint planning<br>6) An institutional framework should be put in place that makes it compelling for effective participation of UN agencies and programmes in RCM-Africa and the SRCMs<br>7) A knowledge and information sharing platform should be developed for RCM-Africa and the SRCMs that is accessible to all UN agencies, AU organs and agencies, the RECs and other IGOs and stakeholders so that they are aware of ongoing projects and programmes in order to facilitate coordination and avoid duplication of activities.<br>8) Need for clear division of labour between SRCM and UNDG |

## IV. POSSIBLE REFORM OPTIONS

Guided by the foregoing, the Regional and Subregion Coordination Mechanisms face three possible paths to reform for effective operation. These are as follows:

### 1) RETENTION OF THE STATUS QUO, BUT WITH ENHANCED VISIBILITY AND CLOUT FOR THE REGIONAL AND SUBREGIONAL COORDINATION MECHANISMS:

The first option to put RCM-Africa and the SRCMs on the path of institutional effectiveness is to retain the present institutional setting consisting of joint secretariat for RCM-Africa co-hosted by ECA and AUC and the secretariats of the SRCMs hosted by ECA/SROs and RECs. For clout and visibility, RCM-Africa should however be moved to the Office of the Executive Secretary of ECA and regarded as a strategic intervention. This will give RCM-Africa some clout and enhanced institutional presence among stakeholders.

[3] The envisaged merger of RCM-Africa and the UNDGs in 2020 will be a most welcome development. However, the coverage of the entity that will result from the merger will have to be within the geographical boundaries defined by the AU.

It will also allow for meaningful involvement of all Departments at ECA[4]. The current loose arrangement of the RCM-Africa secretariat within the Capacity Development Division of ECA, with staff engaged in other activities of that Division, and the soon to be confirmed location of the secretariat as a Unit of a Section within the Regional Integration and Trade Division of the newly restructured ECA, does not make for effectiveness. The institutional responsibility for making the RCM-Africa and the SRCMs work lies with ECA that was entrusted with the responsibility for establishment of the mechanisms. This responsibility does not seem to have come with the required complementary resources. The ECA and its Subregional Offices that host the secretariats of the SRCMs should be appropriately resourced to implement the mandates of the mechanisms. At present, RCM-Africa is supported by four professional staff (1 P5, 2 P4 and 1 P3) and one local staff, a staff strength that does not translate to its full-time equivalent due to duties they undertake. This contrasts sharply, for instance, with the better resourced New York-based UN global advocacy and support for NEPAD. The UN system at the highest level, possibly at the level of the Deputy Secretary General, will need to take this disparity under review.

The administrative relocation of the mechanisms to the Office of the Executive Secretary under this option can be considered a small step towards future institutionalization of the mechanisms.

While being operational under the Office of ECA Executive Secretary, both RCM-Africa and the SRCMs should be integrated and recognized as structures within the UN system.

### 2) INSTITUTIONALIZATION OF THE COORDINATION MECHANISMS:

The second option is the institutionalization of RCM-Africa and the SRCMs. In the spirit of the UN reform, which encourages *shared services*, institutionalization in this context will involve the following, among other possible configurations:

a) Transformation of RCM-Africa into a UN specialized Centre hosted by ECA. The Centre could be called the UN Regional Coordination Centre for Africa (RCC-Africa). RCC-Africa will have all the present SRCMs as its Subregional Centres for Coordination (SRCC). In essence, there will be one UN entity called the UN Regional Coordination Centre for Africa, which has Subregional Centres. The SRCMs should be merged with the regional UNDGs to form the SRCCs.
b) RCC-Africa and the SRCCs should be integrated into the UN administrative structures with overall oversight provided by the Office of the Executive Secretary of ECA.
c) The SRCC should be operationally autonomous with direct management by ECA/SROs Directors, reporting to the Office of the Executive Secretary through RCCA.

### 3) CO-CONVENING OF RCM-AFRICA BY AU DEVELOPMENT AGENCY:

[4] Currently, the process of initiating a focal point system for interface between Departments and RCM-Africa Secretariat is in progress.

Lastly, there is potentially a third option. This is the co-convening of RCM-Africa by the AU Development Agency. On 17th-18th November 2018, the Heads of State and Government of the African Union held the 11th Extraordinary Summit of the African Union. One of the Decisions of the Summit was the approval of the mandate of the AU Development Agency (AUDA). With this endorsement, the emerging Agency effectively takes responsibility for "*…serving as the African continent's technical interface with all Africa's development stakeholders and development partners*"[5]. Technically, this implies that the ECA-AUC Joint Secretariat could become the ECA-AUDA Joint Secretariat that will then be responsible for implementation of the regional coordination mechanism under the tutelage of ECA. It is envisaged that the role will extend beyond co-convening to participation in oversight of the overall operations of RCM-Africa.

## V. FUNDAMENTAL STAPLES IRRESPECTIVE OF PREFERRED OPTION

Irrespective of the option that is considered, the following fundamental staples will need to be addressed as a matter of urgency:

1) *Revision of Mandates of Regional and Subregional Coordination Mechanisms:* There is a need to refresh the mandates of the Regional and Subregional Coordination Mechanisms, given the enormous developments that have taken place on the African continent's landscape since the launch of the mechanisms. For the revision of the mandates, a broader spectrum of stakeholders' participation is strongly encouraged. These will consist of UN agencies and programmes, AU organs and agencies, RECs, NEPAD agency/AUDA, IGOs and other stakeholders. This will endear a greater sense of ownership and commitment.
2) *Oversight and Accountability for Results*: The ECA, through its headquarters and the Subregional Offices, should continue to provide guidance and oversight for the operation of the coordination mechanisms. The regularity and quality of oversight will however need to be substantially improved, just as much as the quality of infrastructure and facilities provided for the secretariats. Additionally, lines of reporting through ECA to the UN General Assembly on the performances of RCM-Africa and the SRCMs need some improvement, as part of ownership and commitment strengthening. A high-level oversight committee, which represents the highest level of accountability for results should be constituted. Its membership should consist of the UN, AU, RECs, Country representatives, selected IGOs and representatives of CSOs. Enhanced RCM-Africa must provide very clear arrangements for reporting to all national, subregional and regional stakeholders on coordination efforts in respect of the 2030 Agenda for Sustainable Development and Africa's Agenda 2063. Also required required in the structure of RCM-Africa and the SRCMs are Technical Advisory Committees to provide technical guidance to the development of programmes

[5] The AU Assembly approved the mandate of the African Union Development Agency (AUDA) as follows: i) To coordinate and execute priority regional and continental projects to promote regional integration towards the accelerated realisation of Agenda 2063; and ii) To strengthen capacity of African Union Member States and regional bodies; advance knowledge-based advisory support, undertake the full range of resource mobilisation, and serve as the continent's technical interface with all Africa's development stakeholders and development partners.

and the approval of work programmes and budgets. At present, no clear approval processes exist.

3) *Provision for Dedicated Staff for RCM-Africa and the SRCM*: This is one of the most significant challenges facing the effectiveness of RCM-Africa and the SRCMs. They are poorly staffed. Dedicated full-time staff are needed for the mechanisms. An institutional development assessment should be undertaken to determine the appropriate staffing requirements, based on a thorough assessment of expected outputs and outcomes from the functions, guided by a workload analysis. The size and seniority of staff will depend partly on the weight of the portfolio of activities of RCM-Africa and the SRCMs, the financial and technical resources commitments being made to coordinated projects and programmes and the degree of functionality of the mechanisms. They are only functional to the extent that the key stakeholders such as the UN agencies and programmes, AU organs and agencies, the RECs and other IGOs demonstrate a strong ownership and commitment to the mechanisms.
4) *Availability of Dedicated Financial Resources for RCM-Africa and the SRCMs:* The coordination mechanisms at both regional and subregional levels are poorly funded. The present budgetary allocation should be increased in line with the responsibilities and expected outcomes. These are valuable UN mechanisms and should be adequately funded directly from the UN budget. The structure of the financing provided should consist of the following components:

    a) *A Core Annual Budget* that is approved by the UN General Assembly and administered by RCM-Africa and the SRCMs with accountability through ECA Executive Secretary.
    b) *A Secretariat-Administered Fund (SAF)* that enables RCM-Africa or the SRCMs to directly approve and provide funding up to a defined threshold with prior approval by ECA Executive Secretary.
    c) *A Collaborative Project Fund* that accrues to a regional or subregional project or programme through coordinated support by UN agencies and programmes.

5) *Legal and Administrative Reforms:* There is an urgent need to develop clear operational processes and procedures as well as rules of procedures for RCM-Africa and the SRCMs and committees or/and forums supporting their operations. RCM-Africa should evolve to become a central forum that member countries could use to lodge requests for technical assistance for sustainable development, and together all UN agencies and the institutions and parties involved could coordinate their activities and collaborate towards finding solution for countries that approach RCM-Africa and the SRCMs for assistance.
6) *A UN Legal Backing for Coordination Mechanisms and Credit Scores for Coordination*: Given the failure by UN agencies and programmes to take ownership of, and demonstrate commitment to, the Regional and Subregional Coordination Mechanisms, it will be desirable for the UN to provide a legal framework to ensure all UN entities comply with the coordination mandates of RCM-Africa and the SRCMs. This will enforce a commitment to attend meetings and collaborate to deliver common projects and programmes. Under the credit score system, UN agencies that fail to work through the Coordination Mechanisms, where absolutely necessary, could stand to lose credit scores. This could in turn affect their annual budgets. The UN Secretary-General is invited to include the issue of participation of UN agencies as a visible and enforceable aspect of the ongoing reforms.
7) *Institutional Framework for Collaboration and Cooperation between RCM-Africa and the SRCMs and Among the SRCMs:* At present, there is no working relationship between RCM-Africa and the SRCMs. There is also no working relationship among the SRCMs themselves. There is an urgent need to develop an institutional framework for collaboration among these mechanisms. Participation in each other's meeting is a basic starting point. Elsewhere in this report, a number of

proposals have been put forward to foster synergistic working relationships. These include joint planning and programming of activities, a common information and communication strategy, a common knowledge and information sharing system, among others.

8) *Further In-depth Review of Mandates of the Regional and Subregional Coordination Mechanisms vis-à-vis those of UNDGs and the UNCTs*: A more detailed review of the roles and responsibilities of the Coordination Mechanisms vis-à-vis those of UNDGs and the UNCTs is required to streamline the mandates. However, considering the planned merger of RCM-Africa and the UNDGs by 2020, this issue will have been resolved. What needs further rethinking is whether the merger should be at the level of RCM-Africa or the SRCMs and the merits of the proposal to transform the SRCMs after merger with the regional UNDGs to become SRCCs. The point must be underscored that the essence of the merger is simply to explore more effective and efficient ways by which UN agencies operating at the regional and subregional levels could work better with ECA structures to avoid overlaps and duplication of activities. This report is duly aware that ECA's mandate is more at the regional and subregional levels, while that of the UNDP is primarily at the national level.
9) *Promotion of Ownership and Participation:* To further promote ownership of, and participation in, the coordination mechanisms, it is proposed that:
    a) SRCM meetings be held in rotation among countries as host – but jointly organized by the RECs, SRCM Secretariat or ECA sub-regional office. Representatives of the UNDGs, UNCTs, RCM-Africa and AUC should participate in such meetings.
    b) Provision be made for one annual meeting involving the UN/ECA, RCM-Africa, the SRCMs, AUC, NEPAD/AUDA, the RECs and the UNDGs at very senior levels to review performance and related issues. The meeting should be co-chaired by the UN and AUC.
    c) All regional organizations requesting support from the UN system up to an agreed minimum threshold should be required to submit proposals through the SRCM or RCM-Africa or at least provide information on the joint planning (One Plan) framework of the coordination mechanisms that is accessible to all stakeholders.

8) *Strengthening of Coordination and Collaboration:* The enhancement of coordination and collaboration among UN agencies in support of the activities of RCM-Africa and the SRCMs will benefit immensely from alignment of programming cycles, joint planning, and a common framework with harmonized KPIs for the two agendas for review of progress in implementation of projects and programmes and the reporting of performance. Also, Countries' involvement in setting priorities for RCM-Africa and the SRCMs is of vital importance. This emphasizes the need for better collaboration between SRCMs and the UNCTs, which at present is poor.
9) *Advisory Support to UNCTs:* The strengthening of RCM-Africa and the SRCMs should involve advisory support by RCM-Africa and the SRCMs to the UNCTs in the domestication of the 2030 Agenda on Sustainable Development and Agenda 2063 implementation frameworks.

## VI. THIS STUDY's PROPOSAL

The UN Secretary General's reform to reposition the UN development system to deliver on the 2030 Agenda for Sustainable Development includes three very important components:

1) A global service delivery model
2) A restructuring of the United Nations peace and security pillar
3) The shifting of the management paradigm in the United Nations

These components of the reform, directly and indirectly, underscore the importance of RCM-Africa and the SRCMs, as they are vital for responding to the duplicative nature of UN programmes. The need for *shared services* under the Global Service Delivery Model points to the urgency for shared secretariat services for RCM-Africa and the SRCMs. Responsiveness to regional needs with differentiated capacity level accentuates the desirability for the SRCMs to focus on their subregional priorities. The need to differentiate between strategic and policy guidance, on the one hand, and operational responsibility, on the other, points to the important benefits of the planned merger of the UNDGs and RCM-Africa through the provision of strategic and policy guidance and oversight. Based on the ongoing UN and AU reforms, this study proposes the following sequence for the reform of RCM-Africa and the SRCMs:

1) Relocation of RCM-Africa and the SRCM from the present Capacity Development Division/Regional Integration and Trade Division to the Office of ECA Executive Secretary to give the role and responsibilities of the coordination mechanisms the required visibility, political and professional clout and operational effectiveness.
2) Implementation of all the proposed fundamental staples in subsection V above.
3) Development of strategies and instruments for promoting effective ownership and participation by UN agencies and programmes as well as the African constituency in the Regional and Subregional Coordination Mechanisms.
4) Institutionalization of the coordination mechanisms in Africa through the establishment of RCC-Africa and SRCC. This will create a common secretariat for *shared services* for the coordination mechanisms and foster collaborative working relationship. Part of the institutionalization process should involve integrating into the mechanisms the 2030 Agenda on Sustainable Development and Agenda 2063's Common Monitoring Framework – RCM-Africa as the intraregional coordination mechanism for SDG implementation; and the SRCMs linked to national frameworks for implementation of the 2030 Agenda for Sustainable Development and Agenda 2063.
5)

At the programmatic level,

6) RCM-Africa and the SRCMs must always agree with the RECs and regional stakeholders the sets of priorities that they should focus on. The implementation of these priorities should be guided by annual or biennial work programmes guided by a responsive and monitorable results framework and performance reporting system.
7) The UN and AU, at very senior management levels, should review performance and progress of the RCM-Africa and the SRCMs biennially.
8) RCM-Africa programme clusters should be revisited and aligned to the approved priorities under the AU reforms. A special cluster in support of implementation of AU reforms should be constituted. It should provide for coordinated support to facilitate the transition of NEPAD Agency into the AU Development Agency.
9) While retaining the programme clusters approach in the delivery of its activities, RCM-Africa and the SRCMs core operation should include the following:
    a) An annual forum
    b) Joint programs

c) Capacity development program
d) Knowledge-based activities (e.g., supporting development of implementation guidelines for policies and strategies, etc)
e) Monitoring, evaluation and reporting on the implementation of the 2030 Agenda and Agenda 2063 priorities

10) There is no clarity as to what is expected from the SRCMs in terms of outputs and outcomes. These need to be clearly defined within the emerging M&E framework,
11) Well-defined support within in the context of the Renewed Partnership on Africa's Integration and Development Agenda and the Joint UN-AU Framework for an Enhanced Partnership in Peace and Security provide good entry points for coordinated assistance. This should continue to be one of the modalities for coordinating support to the AU, NEPAD/AUDA and the RECs.
12) SRCM should serve as an additional mechanism for monitoring progress in the implementation of regional priorities by the RECs.

## VII. SEQUENCING OF IMPLEMENTATION

RCM-Africa Secretariat in collaboration with the SRCMs should classify the recommended proposals into immediate, medium and long-term actions to sequence implementation. One possible classification could be as follows:

### (a) Immediate Actions

1) Relocate RCM-Africa into the Office of ECA Executive Secretary, which should also provide oversight for SRCMs
2) Assign dedicated full-time staff to RCM-Africa and SRCMs secretariats
3) Provide RCM-Africa and the SRCMs with dedicated budgets, which cater for the first two components – a core budget and a secretariat administered fund
4) Develop clear processes, procedures and practices – improved work planning process, M&E and reporting frameworks, communication strategy, institutional framework for collaboration between RCM-Africa and the SRCMs and among the SRCMs; institutionalization of rotation of hosting of SRCM meetings among countries in the subregion, among others
5) Refresh RCM-Africa and SRCM mandates and revisit their functions for alignment with UN and AU reforms priorities
6) Launch stakeholder engagement process for revitalized RCM-Africa and SRCMs
7) Identify areas for engagement with AUC and NEPAD Agency for the facilitation of approved AU reforms, including transition of NEPAD Agency into AU Development Agency

### (b) Medium Term Actions

1) Seek UN legal backing for RCM-Africa and the SRCMs beyond approved mandates
2) Integrate RCM-Africa and the SRCMs into the structures of the UN system

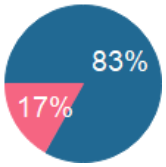
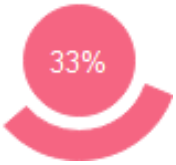
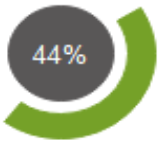
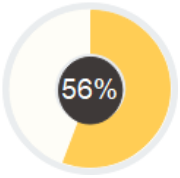
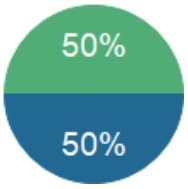
3) Institutionalize the coordination mechanisms by transforming RCM-Africa to become Africa's Regional Coordination Centre and the SRCMs as Subregional Coordination Centres
4) Merge SRCMs and the UNDGs
5) Encourage participation of UNCTs in activities of the SRCMs
6) Implement credit scores to compel UN agencies and programmes to raise level of presence and participation on the mechanisms
7) Implement process of submission of proposals through RCM-Africa and SRCMs
8) Liaise with NEPAD/AUDA for enhanced role and responsibility in RCM-Africa and the SRCMs
9) Commence a biennial performance review meeting comprising UN/ECA, RCM-Africa, SRCMs, AUC, NEPAD/AUDA, RECs, UNDGs and representatives of UNCTs

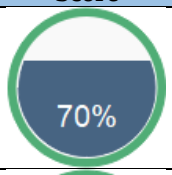
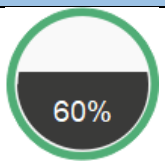
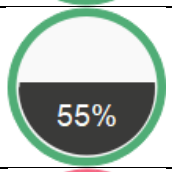
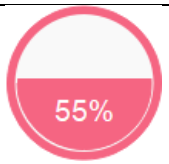
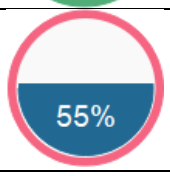
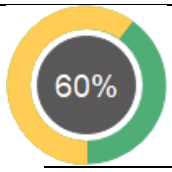
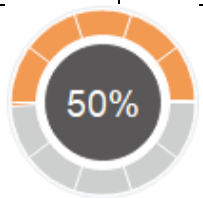
## VII. NEXT STEPS

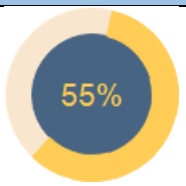
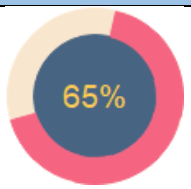
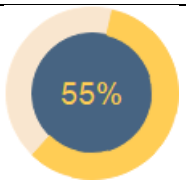
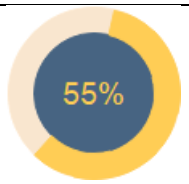
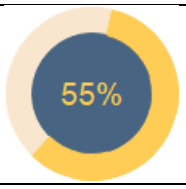
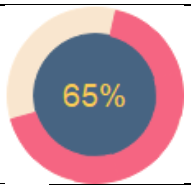
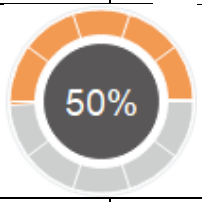
Going forward, the following actions constitute some of the immediate next steps that could be considered, among others:

1) Subject study report proposals to a review by an Experts Group Meeting (EGM)
2) The EGM should make submission to the Office of the Executive Secretary
3) A debriefing session be held with senior management on EGM recommendations
4) RCM-Africa secretariat seeks approval and authorization by Office of Executive Secretary to proceed with implementation
5) RCM-Africa secretariat develops implementation plan with time lines
6) Launch of implementation of approved recommendations with direct oversight by the Office of the Executive Secretary.

Fig. 1: Assessment of RCM-AFRICA and SRCMs – Summary of Survey Findings

| S/N | Performance Measure | Score | Performance Measure | Score |
|---|---|---|---|---|
| 1 | Gender distribution of respondents to survey of RCM-Africa/SRCMs |  | Extent to which respondent organizations' programmes are coordinated through RCM-Africa or SRCM |  |
| 2 | Extent to which respondent organizations are active in RCM-Africa/SRCM activities |  | Rate of performance effectiveness of RCM-Africa/SRCM respondent organizations are associated with |  |
| 3 | Extent to which respondent organizations see duplication among the activities of RCM-Africa, SRCMs, UNDGs and UNCTs | |  | |
| | | | | |

| RATING OF THE CONTINUING RELEVANCE OF THE MANDATE AND FUNCTIONS; QUALITY OF RESULTS; AND EFFECTIVENESS OF RCM-AFRICA/SRCM BY RESPONDENT ORGANIZATIONS | | | | |
|---|---|---|---|---|
| **S/N** | **Performance Measure** | **Score** | **Performance Measure** | **Score** |
| 1 | Level of awareness of the Mandate of RCM-Africa/ SRCM; 70% level of awareness |  | Extent of continuing relevance of the mandate of RCM-Africa/SCRMs |  |
| 2 | Level of awareness of the functions expected of RCM-Africa/SCRMs |  | Extent of continuing relevance of the functions of RCM-Africa/ SCRM |  |
| 3 | Level of effectiveness of RCM-Africa/SRCM in delivery of functions |  | Level of satisfaction with RCM-Africa/ SRCMs results so far |  |
| 4 | Level of effectiveness of strategies, implementation frameworks, tools and mechanisms used by RCM-Africa/ SRCMs in support of implementation of the 2030 Agenda on Sustainable Development and Agenda 2063 | |  | |

| RATING OF THE EFFECTIVENESS OF RCM-AFRICA/ SCRM IN THE DELIVERY OF THE FOLLOWING FUNCTIONS | | | | |
|---|---|---|---|---|
| **S/N** | **Performance Measure** | **Score** | **Performance Measure** | **Score** |
| 1 | Coordinating UN system interaction with AU organs and agencies, including the regional economic communities |  | Providing high-level policy forums for exchanging views on major strategic developments and challenges |  |
| 2 | Devising coherent regional or subregional policy responses to selected regional and global priorities and initiatives |  | Promoting policy coherence and joint programming in support of regional and subregional integration efforts and initiatives. |  |
| 3 | Promoting inter-agency and inter-organization coordination and collaboration |  | Providing the forum for exchange of best practices and lessons learned |  |
| 4 | Achieving concrete results that further the advancement of the region or subregion | |  | |
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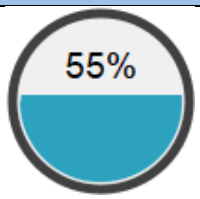
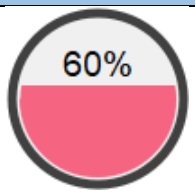
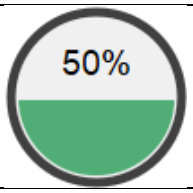
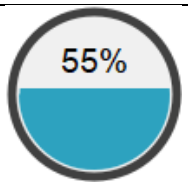
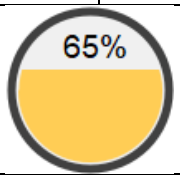
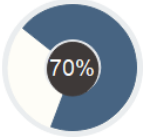
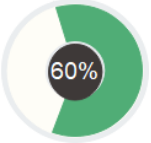
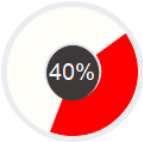
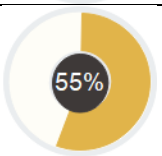
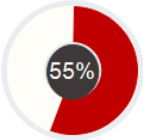
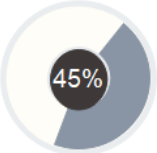
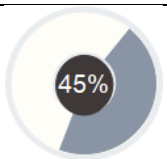
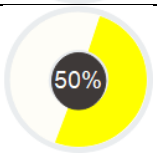
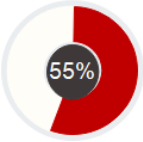
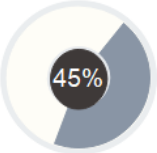
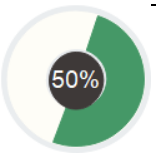
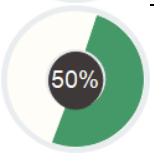
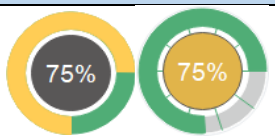
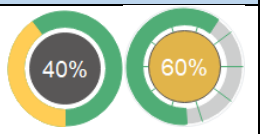
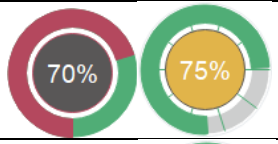
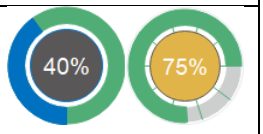
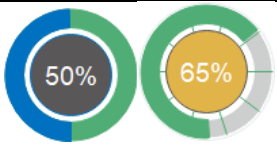
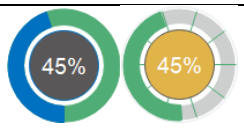
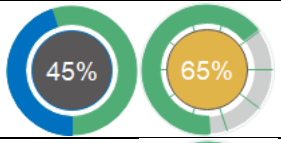
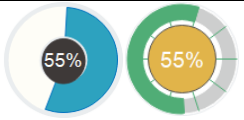
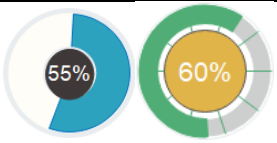
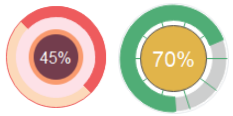
| RATING OF EFFECTIVENESS OF RCM-Africa/ SCRM ON COMMUNICATION and VISIBILITY OF THE MECHANISM AMONG STAKEHOLDER OR PARTICIPATING ORGANIZATIONS | | | | |
|---|---|---|---|---|
| **S/N** | **Performance Measure** | **Score** | **Performance Measure** | **Score** |
| 1 | Frequency of communication from RCM-Africa/SRCM Secretariat to AU, NEPAD, RECs and other stakeholders or participating organizations to follow up on meeting decisions and program implementation |  | Quality of pre-meeting communication – timeliness of response to enquiry |  |

| | | | | |
|---|---|---|---|---|
| 2 | Ease of access to information about the activities of RCM-Africa/SRCM |  | Program support system to RECs, AU and NEPAD stakeholders |  |
| 3 | Information provided to new participants attending meetings for the first time | | |  |

| EFFECTIVENESS OF RCM-AFRICA/SRCM PROGRAM IMPLEMENTATION: RATING EFFECTIVENESS OF RCM-AFRICA/SCRM ON IMPLEMENTATION/ DELIVERY OF ANNUAL WORK PLAN/PROGRAMME | | | | |
|---|---|---|---|---|
| **S/N** | **Measure** | **Score** | **Measure** | **Score** |
| 1 | Effectiveness in planning of coordinated projects |  | Programming of implementation of activities |  |
| 2 | Actual implementation of projects |  | Knowledge of RCM-Africa/ SCRM Program Management Staff to contact and engage on activities |  |
| 3 | Knowledge of the channels through which to communicate requests |  | Opportunity to engage RCM-Africa/ SCRM Program Management Team after an annual meeting |  |
| 4 | Access to RCM-Africa/ SCRM Program Management Staff |  | Communication with RCM-Africa/ SRCM Program Management Staff |  |
| 5 | Relationship with RCM-Africa/ SCRM Program Management Staff |  | Opportunity to provide feedback to RCM-Africa/ SCRM Program Management Staff |  |
| 6 | Treatment of feedback you provided to RCM-Africa/ SCRM Program Management Staff |  | Extent to which you would say your organization's priorities and voice are taken into consideration in RCM-Africa/ SCRM program management or priority setting |  |

| RATING LEVEL AND VALUE OF COLLABORATION WITH UN ORGANIZATIONS, AU, NEPAD AGENCY, REGIONAL ECONOMIC COMMUNITIES AND OTHER IGOs | | | | |
|---|---|---|---|---|
| S/N | Measure | Score | Measure | Score |
| 1 | Collaboration with African Union Commission – Level and Value |  | Collaboration with NEPAD Agency – Level and Value |  |
| 2 | Collaboration with Regional Economic Communities – Level and Value |  | Collaboration with RCM-Africa – Level and Value |  |
| 3 | Collaboration with SRCM in the subregion – Level and Value |  | Collaboration with UNDG in the subregion – Level and Value |  |
| 4 | Collaboration with UNCTs in the subregion – Level and Value |  | Collaboration with the African Development Bank – Level and Value |  |
| 5 | Collaboration with the World Bank – Level and Value |  | Collaboration with other Inter-governmental organizations – Level and Value |  |

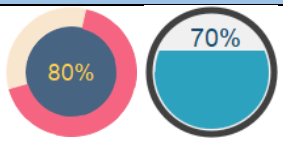
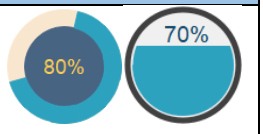
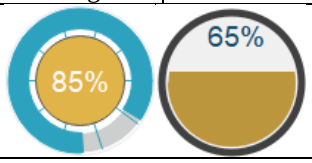
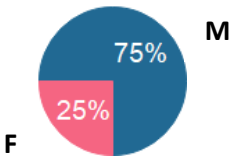
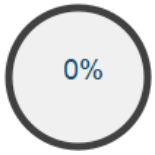
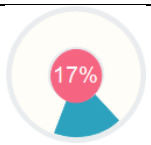
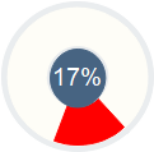
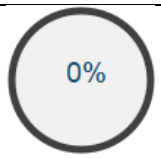
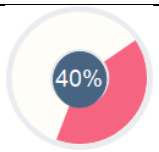
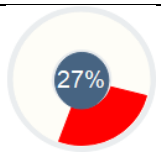
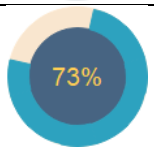
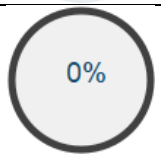
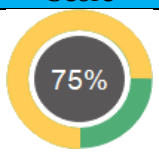
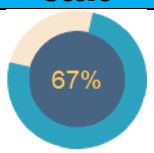
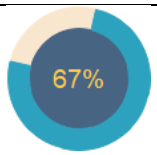
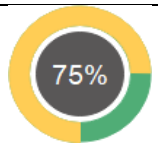
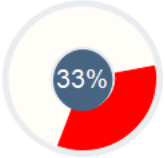
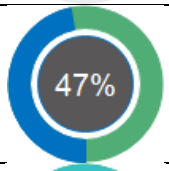
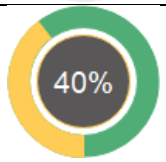
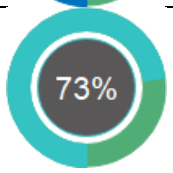
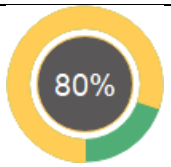
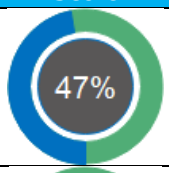
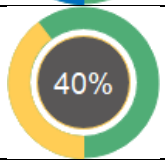
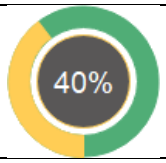
| RATING OF RELEVANCE AND POTENTIAL OF RCM-AFRICA/SRCM ACTIVITIES TO PRIORITIES OF THE REGION AND SUBREGIONS VIS-À-VIS 2030 AGENDA ON SUSTAINABLE DEVELOPMENT AND AFRICA's AGENDA 2063 | | | | |
|---|---|---|---|---|
| S/N | Measure | Score | Measure | Score |
| 1 | Relevance and potential of RCM-Africa/SRCMs Activities to regional/ subregional priorities |  | Relevance and potential to achieve 2030 Agenda on Sustainable Development for the continent or subregion |  |
| 2 | Relevance and potential to achieve Africa's Agenda 2063's priorities for the continent or subregion where respondent organization is active | |  | |

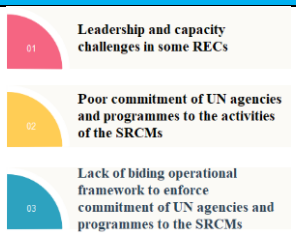
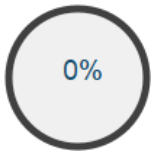
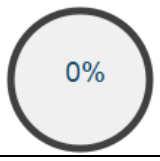
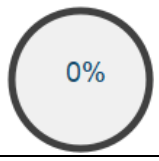
Fig. 2: Summary of Survey Findings - SRCMs

| ABOUT RESPONDENTS AND THE SRCMs | | | | |
|---|---|---|---|---|
| S/N | Measure | Score | Measure | Score |
| 1 | Gender distribution of respondents |  | E-mail, website contact details and social media presence of SRCM |  |
| 2 | Number of Active Focal Points | | Extent of Effectiveness of the Focal Points |  |
| 3 | Effectiveness of the link of the Focal Points to SRCM Secretariat |  | Number of SRCMs with an Operational Guide or an Operational Manual or Handbook of Procedures |  |
| 4 | Regularity of oversight provided on SRCM activities by ECA/SRO |  | Effectiveness of the oversight provided on SRCM activities by ECA/SRO |  |
| 5 | Extent SRCMs' priorities reflect needs of the subregions vis-à-vis 2030 Agenda and Agenda 2063 |  | Extent of SRCMs participation in the AU Ten-Year Capacity Building Program |  |

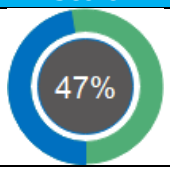
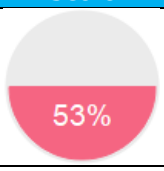
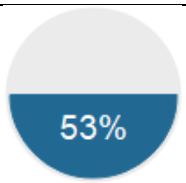
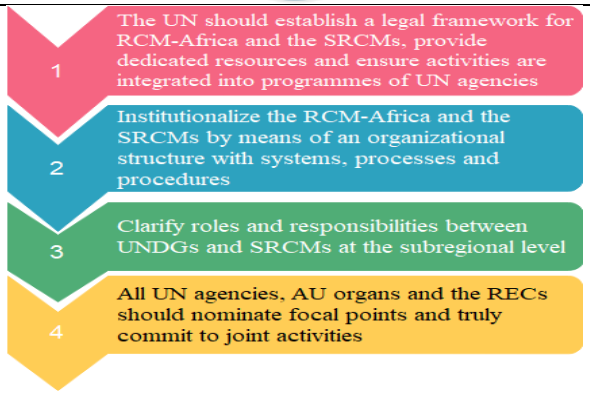
| RATING OF AWARENESS OF THE VISION, PURPOSE AND OBJECTIVES OF THE SRCM | | | | |
|---|---|---|---|---|
| S/N | Measure | Score | Measure | Score |
| 1 | Extent of SRCMs' awareness of the vision behind the coordination mechanism |  | Extent of SRCMs' awareness of the mandate of the coordination mechanism |  |
| 2 | Extent of SRCMs' awareness of the purpose of the coordination mechanism |  | Extent of SRCMs' awareness of the objectives of coordination mechanism |  |

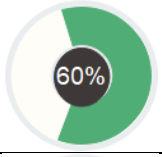
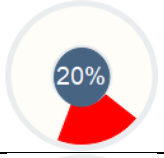
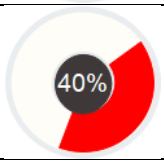
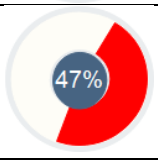
| RATING OF SRCMs' SYSTEMS, PROCESSES, PROCEDURES AND PRACTICES | | | | |
|---|---|---|---|---|
| S/N | Measure | Score | Measure | Score |
| 1 | Number of SRCMs with strategic business or operational plans | | Number of SRCMs with annual work programme |  |
| 2 | Adequacy of the frequency of the meetings on SRCM activities |  | Usefulness of SRCM annual meetings |  |
| 3 | Quality of representation of stakeholders at SRCM annual meetings |  | Level of representation (positions) of RECs, UN agencies, IGOs and other stakeholders at the annual meetings |  |

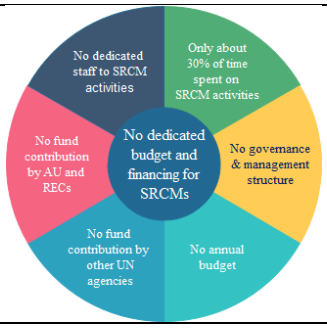
| RATING EFFECTIVENESS OF IMPLEMENTATION OF SRCM ACTIVITIES | | | | |
|---|---|---|---|---|
| S/N | Measure | Score | Measure | Score |
| 1 | Quality of support offered by SRCMs to programs of AU organs and agencies in the subregion |  | Quality of support offered by SRCMs to RECs in the subregions | |
| 2 | Timeliness of support by SRCMs offered to all stakeholders |  | Quality of support by SRCMs offered to other stakeholders - IGOs |  |

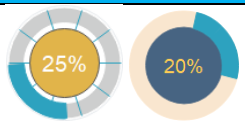
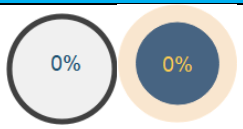
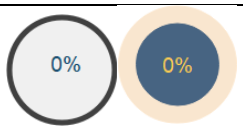
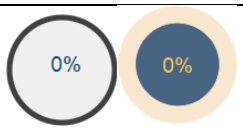
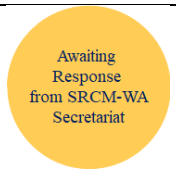
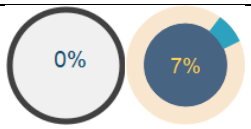
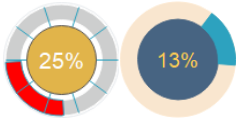
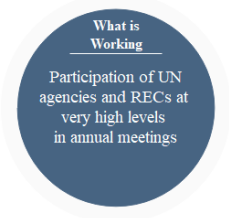
| ASSESSMENT OF IMPACT OF SUB-REGIONAL CONTEXT ON IMPLEMENTATION OF SRCMs' ACTIVITIES | | | | |
|---|---|---|---|---|
| S/N | Measure | Score | Measure | Score |
| 1 | Extent of sub-regional context's influence on the activities of the SRCM |  | Extent to which SRCMs have entered into collaboration with other institutions within the sub-region to advance SRCMs objectives and goals |  |
| 2 | Extent to which UN agencies and programmes in the subregion are committed to and demonstrate ownership |  | Extent to which the RECs in the subregion are committed to and demonstrate ownership of the |  |

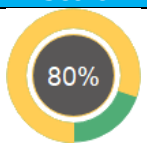
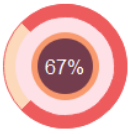
| | | | | |
|---|---|---|---|---|
| | of the SRCM process (excluding ECA) | | SRCM process beyond annual meetings | |

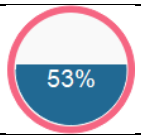
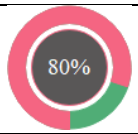
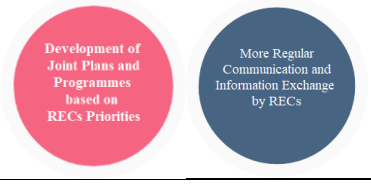
| ASSESSMENT OF THE EFFECTIVENESS OF SRCM IN STAKEHOLDER ENGAGEMENT | | | | |
|---|---|---|---|---|
| S/N | Measure | Score | Measure | Score |
| 1 | Extent of responsiveness of SRCMs to RECs needs |  | Extent and quality of SRCMs communication with RECs |  |
| 2 | Quality of support provided by SRCMs to facilitate RECs' participation at meetings |  | | |
| 3 | Key responses proposed by SRCMs for improvements in participation by stakeholder organizations and agencies |  | | |

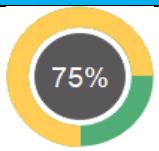
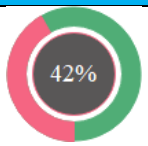
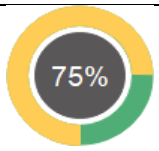
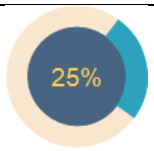
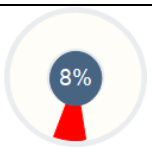
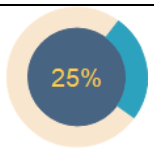
| ASSESSMENT OF CAPACITY OF SRCM SECRETARIAT FOR PROGRAM DELIVERY: STAFFING, INFRASTRUCTURE AND FACILITIES AVAILABLE FOR THE DELIVERY OF SRCM ACTIVITIES | | | | |
|---|---|---|---|---|
| S/N | Measure | Score | Measure | Score |
| 1 | Adequacy of the location of SRCM Secretariat |  | Adequacy of SRCM staff strength |  |
| 2 | Adequacy of SRCM office infrastructure |  | Quality of SRCM office facilities |  |

| | | |
|---|---|---|
| 3 | Some critical administrative and financial challenges facing SRCM Secretariats |  |

| ASSESSMENT OF EXTENT OF COORDINATION AND VALUE OF COLLABORATION IN ACTIVITIES AMONG SRCMs AND WITH OTHER ORGANIZATIONS AND AGENCIES IN THE SUBREGIONS | | | | |
|---|---|---|---|---|
| S/N | Measure | Score | Measure | Score |
| 1 | Extent of SRCMs Coordination with RCM-Africa and Value of Collaboration |  | Extent of SRCM – Central Africa's Coordination with other SRCMs and Value of Collaboration |  |
| 2 | Extent of SRCM – East and Southern Africa's Coordination with other SRCMs and Value of Collaboration |  | Extent of SRCM – North Africa's Coordination with other SRCMs and Value of Collaboration |  |
| 3 | Extent of SRCM – West Africa's Coordination with other SRCMs and Value of Collaboration |  | Extent of SRCMs Coordination with UNDGs and Value of Collaboration |  |
| 4 | Extent of SRCMs Coordination with UNCTs in the Subregions and Value of Collaboration |  | |  |

| ASSESSMENT OF THE EFFECTIVENESS SRCMs' WORKING RELATIONSHIP WITH REGIONAL ECONOMIC COMMUNITIES | | | | |
|---|---|---|---|---|
| S/N | Measure | Score | Measure | Score |
| 1 | Effectiveness of the general working relationship with RECs |  | Quality of communication between SRCMs and RECs' Program Management Teams |  |

| | | | | |
|---|---|---|---|---|
| 2 | Timeliness of responses from RECs to SRCM's activities |  | Extent of mutual respect between RECs and SRCM Program Management Teams |  |
| 3 | What SRCMs would like improved in relationship and communication with RECs | |  | |

| ASSESSMENT OF LEVEL OF CLARITY OF ROLES AND RESPONSIBILITY BETWEEN SRCMs AND OTHER AGENCIES IN PROGRAMME IMPLEMENTATION | | | | |
|---|---|---|---|---|
| S/N | Measure | Score | Measure | Score |
| 1 | Extent of Clarity of Role and Responsibilities between SRCMs and ECA/SROs |  | Extent of Clarity of Role and Responsibilities between SRCMs and RCM-Africa |  |
| 2 | Extent of Clarity of Role and Responsibilities between SRCMs and RECs |  | Extent of Clarity of Role and Responsibilities between SRCMs and UN agencies and programmes |  |
| 3 | Extent of Clarity of Role and Responsibilities between SRCMs and UNDGs |  | Extent of Clarity of Role and Responsibilities between SRCMs and UNCTs in the subregion |  |

# INTRODUCTION

## I. BACKGROUND AND CONTEXT

### I.1 Overview

This is the draft report of the study undertaken by the Secretariat of the Regional Coordination Mechanism for Africa (RCM-Africa) to put forward recommendations that could facilitate the strengthening of the UN subregional coordination in the context of the UN regional coordination in Africa in support of the African Union and the New Partnership for Africa's Development (NEPAD). To this end, it revisited the motivation behind the creation of the Africa Regional Coordination Mechanism (RCM-Africa) and the Subregional Coordination Mechanisms (SRCMs); their mandates, purpose, objectives and operational modalities; their performances and results thus far; their strengths, weaknesses, threats and opportunities for continuous improvement and innovation; commitment of the key stakeholders behind each mechanism; their capacity to effectively contribute to the implementation of the UN 2030 Agenda for Sustainable Development and Africa's Agenda 2063 within the framework of: i) the Framework for a Renewed Partnership on Africa's Integration and Development Agenda (PAIDA), ii) the Joint UN-AU Framework for an Enhanced Partnership in Peace and Security; and iii) the Framework for the Integrated Implementation of Agenda 20630 and the 2030 Agenda for Sustainable Development. It proposes reform options for the mechanisms to effectively support ongoing UN and AU reforms and provide for more effective and efficient operation.

It will be recalled that UN Resolution 1998/46, ECOSOC mandated the Regional Commissions to hold inter-agency meetings in each region to improve coordination among organizations of the UN system in the *Delivery as One*. As a result, for about two decades, the Commissions have been convening regional meetings focussing on policy and programming issues of regional nature, guided by regional priorities. The framework under which this has been done is the regional coordination mechanism. Hence the aim of RCM-Africa in the Africa region has been to ensure effective coordination, complementarity and synergy among all UN agencies and organizations working on the continent in support of the priorities of the AU and

its organs and the NEPAD programme, as well as the regional economic communities (RECs) and other intergovernmental organizations (IGOs). The RCM-Africa, which is a joint mechanism of the AU and the UN has been the framework for the implementation of global, continental and subregional programmes and priorities such as the Agenda 2030 on Sustainable Development, NEPAD, Africa's Agenda 2063, the Ten-Year Capacity-Building Programme for the African Union and its successor, PAIDA 2017-2027.

In the African region, the UN coordination mechanism operates at two levels, namely, continental or regional and the subregional. The regional coordination mechanism (RCM-Africa) operates at the continental or regional level, while the subregional coordination mechanisms (SRCMs) are at the sub-regional level. RCM-Africa started operation in 1999. Its Secretariat is jointly hosted by the African Union Commission (AUC) and ECA. For the SRCMs, four of them are currently operational. These are SRCM-Central Africa (SRCM-CA), SRCM-Eastern and Southern Africa (SRCM-ESA), SRCM-North Africa (SRCM-NA), and SRCM-West Africa (SRCM-WA). SRCM-CA commenced operation in 2009, while SRCM-ESA became operational in 2013. SRCM-NA has been active but not yet effectively established. It held its inaugural meeting in 2015. As regards SRCM-WA it was launched in 2013. All the SRCMs operate from ECA Subregional Offices (ECA/SROs), which provide them with secretarial, staffing and modest financial support for their operations. Their meetings are held annually and are very well attended.

In August 2018, RCM-Africa Secretariat launched the process of evaluating the performance of both RCM-Africa and the SRCMs and to this end commissioned this study. Recent assessments point to the very important role and successes of the mechanisms. Among the successes have been the deepening of consultations and refocusing on ways of strengthening UN-AU partnership as well as the scaling up of UN support for the AU and its agencies and organs, including the RECs. The annual meetings of RCM-Africa and SRCMs provide opportunity to take stock of achievements during the year, share experiences and good practices, identify and address challenges, and agree on ways to further improve UN support to the AU and its organs and agencies.

There have equally been challenges faced by the SRCMs. Significant questions still remain as to their effectiveness and the quality of the results so far achieved; the effectiveness with which decisions and projects are implemented and performance monitored; the extent to which the mechanisms have led to coordination of implementation and coherence among UN agencies and organizations as well as with other development partners and the achievement of concrete results; the extent of their geographical coverage relative to that of the RECs; and the nature of progress that has been achieved as a result of the mechanism, among others.

Other challenges include: ineffective leadership and weak capacities in some RECs, limited contributions by some of the RECs to AU development frameworks and programmes; lack of ownership of the SRCM by UN agencies and programmes; difficulty of undertaking jointly identified activities related to subregional priorities due to lack of dedicated resources; and the need for geographical coverage of each SRCM to be matched with the SROs' or the RECs' coverage.

It is in this context that this study was undertaken by the RCM-Africa Secretariat. It provides findings and recommendations that will assist to strengthen effectiveness and efficiency of the SRCMs in aid of ongoing UN and AU reforms and to reposition them in the implementation of the 2030 Agenda on Sustainable Development and Africa's Agenda 2063 and subregional priorities and development frameworks.

## I.2 Objectives of the Study

This study was motivated by the need for continuous improvements in the UN System, which seeks innovations and efficiency in its delivery mechanisms, avoidance of overlaps, duplications and gaps among its agencies and programmes. The need has become increasingly compelling, given ongoing Secretary-General reforms aimed at repositioning the UN to effectively deliver on the 2030 Agenda on Sustainable Development, and partner effectively with the AU in the implementation of Africa's Agenda 2063. The aim of this study, primarily, has been to make recommendations on how the SRCMs in Africa can be strengthened to raise performance level and measurable impact in the implementation of subregional priorities in the context of the UN regional coordination mechanism. Additionally, the study sought to contribute fresh perspectives to reflections on strategies for reinforcing synergies among country, subregional and regional actions and other cost-efficiency and rationalization measures with particular regard to RCM-Africa, SRCMs, regional UNDGs and UNCTs.

The specific objective is to undertake an assessment, based on survey and review of documentation, and produce a robust, analytical, and well-informed report that will, among others:

1) Provide practical solutions to the identified issues and challenges facing the SRCMs, as well as emerging ones in the light of ongoing reforms at the UN and AU levels in order to ensure their efficient and effective functioning.
2) Promote the achievement of intended results and impacts in the UN support to RECs and IGOs.
3) Propose solutions to enhance the contribution of the RECs to the implementation of AU development frameworks and programs.
4) Contribute to the strengthening of policy coherence and cost-effectiveness of UN development operations at national, subregional and regional levels.
5) Promote a more unified UN presence at the subregional and country levels that effectively links with regional level mechanisms.
6) Contribute to the thinking towards reinforcing synergies between country, subregional and regional actions and other cost-efficiency and rationalization measures.
7) Offer solution to improve the relationship between the RCM-Africa and the SRCMs.
8) Contribute to the UN Secretary-General's drive in leading the process of change and instituting sound management throughout the UN System.

## I.3 Scope of Study – Tasks and Dimensions of Analysis

To achieve the above-stated objectives, this study carried out the following tasks, among others:

Table 1: Study Tasks and Dimensions of Analysis

| S/N | Study Tasks | Dimensions of Analysis |
|---|---|---|
| 1 | Data and information gathering | The study undertook extensive consultations that involved desk review of documentation, survey and interviews to collect data and information. Consultations were held with numerous institutions, which included AUC Departments, NEPAD Agency, the RECs, RCM-Africa and SRCM Secretariats, the regional UNDGs, UN agencies and IGOs |
| 2 | SWOT analysis of SRCMs | The study carried out extensive review of each of the four SRCMs with a view to identifying and analysing issues pertaining to their mandate; functions; programs; organizational structure, staffing for the functions they are to perform, systems, processes, procedures and practices; financing for their operations; monitoring and evaluation of performance; advocacy and communication; the process by which learning experience and knowledge are shared for continuous improvement and innovation. Essentially, the analysis examined the strengths, weaknesses, gaps, challenges and opportunities for optimal functioning and delivery of results by the SRCMs, considering linkages with the RCM-Africa, UNDGs and UNCTs. |
| 3 | Appraisal of 2030 Agenda on Sustainable Development and Africa's Agenda 2063 subregional priorities | The study appraised priorities of each subregion in relation to the goals and targets of the 2030 Agenda on Sustainable Development, Africa's Agenda 2063 and other related subregional development frameworks and priorities. These were mapped against subregional priorities that form the content of the programs and projects of the SRCMs to establish extent of alignment and responsiveness of the SRCMs to both agendas. |

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| 4 | Assessment of effectiveness of strategies, approaches, tools and mechanisms used by SRCMs in support of implementation of the 2030 Agenda on Sustainable Development and Agenda 2063 in the context of subregional priorities and programmes | There was an identification and analysis of the strategies, approaches, tools and mechanisms used by each SRCM to promote and support the implementation of the 2030 Agenda on Sustainable Development and Africa's Agenda 2063 as well as other related subregional development frameworks. Implementation frameworks were compared across all the SRCMs to examine the extent of shared learning and best practices among them. |
| 5 | Rigorous examination of the case for the continuing need and relevance of the SRCMs in the implementation of the 2030 Agenda on Sustainable Development and Agenda 2063 in the context of subregional priorities and programmes | The study tested the continuing validity of the need for, and relevance of, RCM-Africa and the SRCMs as regional and subregional coordination frameworks in the context of the 2030 Agenda on Sustainable Development and Africa's Agenda 2063. It to this end, analysed and presented evidence-based case on the role of the SRCMs in promoting coherent and coordinated design, implementation, as well as monitoring and evaluation of the two agendas and other related subregional development frameworks and priorities. This considered the need for further enhancement of the coordination and collaborative arrangement of the UN system and linkages with regional and national level mechanisms. Opportunities for win-win improvements, trade-offs for optimal performance and challenges were analysed |
| 6 | Presentation of findings and recommendations for effective and efficient functioning of the SRCMs, including linkages with Africa-RCM, UNDGs and UNCTs for implementation of the 2030 Agenda on Sustainable Development and Agenda 2063 | Based on the findings, this study drew conclusions and made robust action-oriented recommendations on the efficient and effective functioning of the SRCMs, including their linkages with RCM-Africa, the regional UNDGs and UNCTs in promoting coherent and coordinated design, implementation, and monitoring and evaluation of the 2030 Agenda on Sustainable Development and Africa's Agenda 2063, as well as other related subregional development frameworks and priorities. |
| 7 | Preparation and submission of a draft report titled "Strengthening Sub-regional Coordination in Support of the African Union and NEPAD" with key messages | This study prepared and submitted for review by ECA and partners this report titled "*Strengthening Subregional Coordination in Support of the African Union and NEPAD".* The report covers the issues identified above, presents an executive summary and provides key messages. |

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| 8 | Revision of draft report based on ECA and other stakeholders' feedback | This report will be appropriately revised to incorporate comments, inputs and observations that will be provided by ECA, partners and other key stakeholders after their review |
| 9 | Provision of necessary support for the organization of an Experts Group Meeting on the draft report | As it relates to the production and review of the report of this study, this assignment will involve support to ECA in the organization of an Experts Group Meeting in December 2018 that will provide feedback on the document. |
| 10 | Preparation and presentation of the draft report at the Experts Group Meeting | This assignment will prepare a PowerPoint presentation that will be made at the Experts Group Meeting in December 2018. |
| 11 | Preparation and submission of final report incorporating feedback from the Experts Group Meeting | The report of this study this assignment will finalize the report based on comments and recommendations of the Experts Group Meeting as guided by ECA. |

## I.4 Methodology and Approach

Data and information for the study were collected from three sources: 1) desk review of documentation on RCM-Africa, the SRCMs, from the UN on the regional and subregional coordination mechanisms and ongoing UN and AU reforms, among numerous others and as well as on the changes that have happened or are happening on the broader UN-Africa cooperation and sustainable development landscape that have implications for the future of the regional and subregional coordination mechanisms; 2) a survey of RCM-Africa and the SRCMs conducted through questionnaires; and 3) interviews of major stakeholders.

### (a) Desk review

The desk review covered a range of documents: internal documents on RCM-Africa and the SRCMs provided through RCM-Africa Secretariat and ECA Subregional Offices, which host the SRCMs and others obtained directly from public domain sources, including the web; and documents by stakeholder institutions which described their interactions, including collaboration or other forms of engagement, with RCM-Africa and the SRCMs. Documents included minutes and reports of meetings, UN-AU Partnership Frameworks, numerous UN General Assembly Memoranda and those in respect of the role and responsibilities of UNDGs.

### (b) Surveys through questionnaires

Three sets of questionnaires were developed (see Annex II): the first sought information on RCM-Africa from key stakeholders, which comprised AUC Departments, UN agencies, Clusters Coordinators, NEPAD Agency, IGOs active on the RCM-Africa and coordinators of the AUC-ECA Joint Secretariat of RCM-Africa. The second targeted the Secretariats of all the four SRCMs: SRCM-Central Africa; SRCM-Eastern and Southern Africa; SRCM-North Africa; and SRCM-West Africa and all the RECs and IGOs that were active on the subregional

coordination mechanism. The third questionnaire specifically sought responses from the Secretariat of RCM-Africa.

Respondents filled out the questionnaires sent by email in Word version. The Word option was particularly helpful in facilitating responses from stakeholders with internet access challenges that could have affected web-based questionnaires.

By the time of this draft report, all the Secretariats of the SRCMs had responded, followed by detailed institutional responses from AUC (Infrastructure and Energy), NEPAD Agency, RECs and IGOs. Responses from UN agencies, including all the regional UNDGs were however yet to be received. Also, among the 8-AU Recognized RECs only IGAD responded. This provided the very first test of the extent to which UN agencies, AUC organs and the RECs are committed to the Regional and Subregional Coordination Mechanisms beyond the often very impressive gatherings for the annual meetings.

### (c) Follow-up interviews with key stakeholders

Follow-up interviews were held with key stakeholders to help clarify and deepen understanding of specific issues and areas of responses in the questionnaires. Skype and phone interviews were held with the Director for Strategic Planning and Operational Quality; the Principal Policy Adviser, Capacity Development Division; and the Chief, AU and NEPAD Support, Capacity Development Division at ECA; Director of Programme Implementation and Coordination Department, Head of Programme Development and Head of Capacity Development Division of NEPAD Agency to seek their perspectives on specific dimensions of the issues relating to the coordination mechanisms. AUC Deputy Chairperson and ECA Deputy Executive Secretary and other management staff were not available to offer their perspectives and guidance for the study. For the AUC, the timing of the study fell into the busy period of the 11th Extraordinary Session of the African Union Summit held from 5th -18th November 2018. The questions for the interviews were shared well in advance with the officials interviewed. They sought responses to the following questions:

**I. Your Personal Experience with RCM-Africa or the SRCMs**

1) What would you consider as 3 concrete and measurable achievements of RCM-Africa and the SRCMs to date?
2) If you are to rank the challenges facing RCM-Africa and the SRCMs, which 3 will you consider your top priority? What will be your proposals for addressing these?
3) On a scale of 0-5: How well will you say RCM-Africa and the SRCMs have provided desired UN support to AU, NEPAD and the RECs?
4) Are you happy with their contributions thus far in strengthening policy coherence and cost-effectiveness of UN development operations within the region and subregions?
5) Are you satisfied with the contributions thus far in promoting unified UN presence at the subregional level through coordination of programs?
6) Do the results thus far point towards reinforcing synergies across country, subregional and regional actions and cost efficiency and rationalization measures?
7) Briefly highlight some of the contributions so far made by RCM-Africa and the SRCM to the UN S-G's drive in respect of ongoing reforms for change and sound management throughout the UN system.
8) Were there *Implementation Guides* for the establishment of RCM-Africa and the SRCMs?

9) Progress in the setting up and operation of RCM-Africa and the SRCMs varies - what would be your overall assessment of their effectiveness thus far on a scale of 0-5?

**II. Your Reform Proposals**

What would be your proposals for addressing the following issues?

1) Ownership and leadership by the principal stakeholders – AU, RECs and UN agencies?
2) Weak coordination of activities among UN agencies, given level of participation in RCM-Africa and SRCM meetings
3) Weak linkages between RCM-Africa and the SRCMs
4) Resource constraints facing R/SRCMs
5) Ineffective planning, monitoring and evaluation framework
6) Weak information and communication strategy

**III. Additional Comments and Observations**

These interviews were conducted after receipt of some of the responses to the questionnaires, and the discussions helped to clarify and deepen understanding of specific areas of the responses.

## I.5 Main Deliverables

This study delivered the following outputs:

a) An Inception Note, which was revised and approved by RCM-Africa on 26th October 2018
b) An Annotated Outline of the Report to be produced that was endorsed along with the Inception Note
c) This draft report titled "*Strengthening Subregional Coordination in Support of the African Union and NEPAD*"
d) Infographs summarizing key findings from the survey.
e) A PowerPoint presentation that will be made at the Experts Group Meeting (EGM) in December 2018.
f) Inputs and support for the organization of the EGM as they relate to the presentation of this draft report.
g) Finalized report based on comments and inputs provided at the EGM as guided by ECA.

## I.6 Analysis and Reporting

Data and information gathered were analysed qualitatively and quantitatively. These were presented by means of infographs, boxes, figures and tables. The qualitative aspect was based on SWOT analysis, while the quantitative analysis drew on scores from the rating scales of the questionnaires. Percentages were computed to determine level of effectiveness in a number of cases based on quantitative and qualitative ratings scales.

## I.7 Main Limitations

*Definitional Limitation:* An assessment of the effectiveness of RCM-Africa and the SRCMs is an analysis in the field of institutional analysis. In such context, the challenge is how to identify and measure institutional effectiveness given the myriad of factors that form the matrix in which their performance takes place. It is often argued that institutions are fundamentally shared concepts, and they exist in the minds of people and sometimes are shared as implicit knowledge rather than in an explicit and written form. In identifying and measuring level of institutional effectiveness and institutional persona, one could stress (as one should) the concept of rules-in-use or focus on rules-in-form (REF). Rules-in-use are referred to whenever someone new (such as a new employee) is being socialized into an existing rule-ordered system of behaviour. There are the dos and don'ts that one learns on the ground that may not exist in any written document. In some instances, they may actually be contrary to the dos and don'ts that are written in formal documents. Being armed with a set of questions concerning how X is done here and why Y is not done here is a useful way of identifying rules-in-use, shared norms, and operational strategies. Unfortunately, the time available for this study could not allow for a deeper analysis that would have helped us to understand conceptual differences underlying the perspectives of the various stakeholders consulted.

*Complexity of Institutional Effectiveness Assessment Itself:* Assessing institutional effectiveness is, by its nature, a complex task. Effectiveness is influenced by numerous factors, many of which are beyond the control of the teams overseeing the activities of RCM-Africa and the SRCMs and the outputs may be very different from those envisaged at the conception and design stages. Moreover, the results may be intangible or may impact in totally unrelated areas. The associated outcomes and impacts may not occur in the short or medium term, results may be unexpected, and some explorative study may yield no impressive outcomes although this in itself may be a valid learning opportunity. Importantly, linking causality and some change in institutional practice is often fraught with difficulty, including the dilemma of contribution versus attribution. These are some of the reasons why there are limitations to any analysis of the actual contributions that RCM-Africa and the SRCMs may have made and not sufficiently captured in the survey conducted and the results reported.

*Institutional History/Memory and Evaluability:* RCM-Africa and the SRCMs have been around for varying lengths of time and are products of differing point of commencement and establishment trajectories. RCM-Africa is well established and operational. Among the SRCMs, SRCM-Central Africa has been in operation for much longer. This is followed by SRCM-WA and SRCM-Eastern and Southern Africa. SRCM-North Africa is on track to becoming operational. A challenge facing the analysis process was the fact there is no clear leader among any of these mechanisms. Consequently, the perspectives shared may not necessarily have been based on hard conviction anchored on solid experience. In addition, for the newly emerging SRCM, there was no sufficient historical data and information to inform useful interrogation on critical aspects of their operations.

'Evaluability' is the extent to which an activity, project or programme can be evaluated in a

reliable and credible fashion. The concept of evaluability is often used in two different but complimentary ways. One is "*in principle*" evaluability, which looks at the nature of a project or institutional design, including its theory of change and asks if it is possible to evaluate it as it is described at present. The second is *"in practice"* evaluability, which looks at the availability of relevant data, as well as systems and capacities which make that data available. A common extension of evaluability is an inquiry into the practicality and usefulness of doing an evaluation through discussions with stakeholders. This is the context in which evaluability is relevant in relation to institutional analysis – that is, the extent to which consultations with stakeholders (especially done under time constraint) is useful for purposes of the analysis.

*Time limitation for the Study:* This study benefited from some pre-analysis undertaken on the activities of the SRCMs, which provide some guides to their strengths, weaknesses and opportunities. Reports of previous evaluations were however not available. The time available – just under four weeks – to conduct this study was quite short and presented a major challenge. The survey tools had to be developed within a very short time frame in order to have responses and to do the analysis and write-up within the assignment period. Reviews, testing, validation and revision were limited as the questionnaires had to go out within a matter of days. Because of the limited time, the response time was short and many respondents were unhappy with the pressure put on them. A number of them responded, but some critical ones particularly from UN agencies and programmes, including all the Regional UNDGs, and some AUC Departments were still not in at the time this draft report was prepared.

## I.8 Structure of Report

This report consists of eight sections. The first, section I, is the introductory section, which presents the background, justification, objectives, scope, methodology and approach to the study. The section also outlines the main deliverables of the assignment and highlights some of the main limitations of the analysis. Section II examines the context of UN-Africa's development cooperation and partnership. It reviews Africa's development environment, UN presence in the region, its programmes and current priorities as well as UN-AU cooperation and partnership frameworks. In section III, the findings of the survey of RCM-Africa and the SRCMs among stakeholders are presented and analyzed with a view to identifying improvement opportunities in the strengthening of the mechanisms. Section IV proposes strategic direction for RCM-Africa and the SRCMs and puts forward proposals for the operationalization of interventions to strengthen RCM-Africa and the SRCMs. Section V addresses issues in the monitoring and evaluation of activities and programmes of strengthened RCM-Africa and the SRCMs, while Section VI identifies and assesses potential risks facing RCM-Africa and the SRCMs. The section presents risks management strategies in response to the identified risks. And lastly, section VII brings up conclusions, presents the recommendations of the study and proposes possible immediate next steps.

# II

# CONTEXT OF UN-AFRICA's DEVELOPMENT COOPERATION AND PARTNERSHIP

## II.1 INTRODUCTION

For the past thirty years, the UN General Assembly has consistently accorded special attention to the needs of Africa. Prior to that, through the report of the Secretary-General to the 61st session of the General Assembly, the Assembly authorized ECA to set up the regional coordination mechanism for the UN system. This is to serve as a platform for interinstitutional dialogue to harmonize UN assistance to AU organs, NEPAD and the RECs. The mechanism is also an instrument for strengthening cooperation between the United Nations and other Africa's continental organizations such as AfDB and IGOs supporting development works at the regional and the subregions levels. The UN coordination and partnership framework requires UN entities, participating in the Regional Coordination Mechanism and the Subregional Coordination Mechanism to harmonize their programme planning and budgeting cycles and (to the extent possible) have them aligned with those of the AU. This is to make for greater synergy and coherence in the delivery of support.

## II.2 UN PRESENCE IN AFRICA

On 23rd December 2016, the UN General Assembly adopted a resolution, which provided for a Framework for a Renewed UN-AU Partnership on Africa's Integration and Development Agenda 2017–2027. This takes forward the strong presence of the UN on the continent and its continued special response to Africa's needs and consolidates its collaboration with the AU. The UN's concern and responses over the plight of the African continent have remained consistent over decades. The developmental impact has been enormously beneficial. This became even more pronounced in the 1980s when the continent was hit by a series of adverse events that led to serious social and economic crises of unprecedented proportions.

On 3 December 1984, and at the request of the then Organization of African Unity (OAU), the UN adopted resolution A/RES/39/29 on the Declaration on the Critical Economic Situation in Africa. A year later, as the conditions continued to deteriorate, it decided, by its resolution

A/RES/40/40 to convene a special session "to focus, in a comprehensive and integrated manner, on the rehabilitation and medium-term and long-term development problems and challenges facing African countries..." That decision was prompted by a 1985 initiative of the OAU, in which it spelled out, Africa's Priority Programme for Economic Recovery, 1986-1990. The Priority Programme not only reaffirmed the primary responsibility of African Governments for the social and economic development of their people, but also stressed that the socioeconomic crisis that had gripped the continent called for concerted action by the international community in support of the efforts of African countries.

The nature of the crisis had been thoroughly analysed, the result being – an unfavourable external environment caused by a global economic recession, the collapse of commodity prices, adverse terms of trade, severely reduced financial flows, high interest rates and increased protectionism, a heavy debt burden and debt servicing obligations, all combined to retard Africa's growth and development. To further compound matters, the African region had experienced a long period of drought, which worsened the desertification situation in a good portion of the continent and exacerbated the problems of hunger and famine in the Horn of Africa and some parts of the Sahel.

The UN General Assembly, in response, decided to institute a programme of support for Africa's economic recovery, the United Nations Programme of Action for African Economic Recovery and Development, 1986-1990. The Programme was the response from the international community to Africa's declared commitment to mitigating the adverse effects of the crisis and forging a path for its transformation and sustained development. A number of actionable measures were agreed upon to be undertaken by African Governments and by the international community in the key sectors of the African economy. These included: farming and food security; trade and finance; human resources development; economic management, among others. The financial requirement for the implementation of the programme by the international community over a five-year period was estimated at $128 billion.

In 1991, the UN General Assembly, at its forty-sixth session, conducted an assessment of the Programme. It concluded that it had by and large, achieved only very limited results: Sharp export price falls, real interest rate increases and declines in private sector investment and loans, all severely limited the positive effects of efforts made by Africa and its development partners.... none of the goals of the Programme of Action was fully realized. Targets for growth, food security, human investment and debt reduction were missed, so declines rather than hoped for increases were recorded. A review of the prevailing social and economic conditions on the continent revealed that economic performance during the period of programme implementation "...was not satisfactory...The human condition of millions of Africans continued to worsen. Absolute poverty rose on the continent."

The assessment concluded that the conditions that had given rise to the institution of the United Nations Programme of Action for African Economic Recovery and Development 1986-1990, still persisted. It therefore called for the international community to renew its support to Africa in the decade of the 1990s, and so decided to adopt a new programme – the United Nations New Agenda for the Development of Africa in the 1990s (UN-NADAF) – whose objectives were: "The accelerated transformation, integration, diversification and growth of the African

economies in order to strengthen them in the world economy, reduce their vulnerability to external shocks and increase their dynamism, internalize the process of development and enhance self-reliance."

The UN General Assembly went on to explain the role of the United Nations in the implementation of the UN-NADAF. It called upon all UN entities operating in Africa to design special programmes of support that would be consistent with the objectives and strategies of the Programme and ensure that adequate resources were dedicated towards their implementation. Priority would be accorded to integration and infrastructure projects and programmes, and to the continent's industrialization needs. It then laid down a monitoring and evaluation timetable, which culminated in a final review and appraisal of the Programme in 2000.

That review revealed that the UN-NADAF had also not achieved its desired results. It demonstrated clearly that, perhaps with the exception of one or two countries, Africa as a region, had honoured its commitments to reform and adjustment. The same could not be said of its partners in the international donor community in respect of their pledges of support to the Programme. It stated that "components of the New Agenda were partially implemented by African Governments and hardly at all by the donor community". That was why the Programme failed. It found that the official development assistance promised was not provided at the levels agreed upon. Earnings from exports had declined as a result of unfavourable terms of trade. Support for adjustment came along with conditionalities that had a deflationary effect on African economies; weakened development structures, institutions and overall capacities; eroded the skills base through brain drain; greatly increased poverty; and reversed much of the gains made in growth and development. Furthermore, the review concluded that "none of the countries that faithfully implemented market-based structural adjustment had progressed in the manner anticipated...poverty increased substantially as did the disparity between the rich and the poor".

In the circumstances, the UN General Assembly decided to continue its special programme of support to African development by adopting a new, home-grown African initiative that had been put out the year before, the New Partnership for Africa's Development (NEPAD). At its fifty-seventh session on 20 November 2002, UNGA called upon the agencies of the UN system, in their respective mandates, to "align their activities in Africa within the priorities of the New Partnership" and to "organize the activities of the UN system around clusters covering the priority areas of the New Partnership". It also "urged the UN system to work closely with the African Union and other regional and subregional intergovernmental organizations to ensure the implementation of the programme and priorities of the New Partnership."

In order to provide institutional support for the new programme, the UN General Assembly endorsed the creation of the Office of the Special Adviser on Africa (OSAA), whose mandate, as outlined in the Secretary-General's bulletin ST/SGB/2003/6 of April 2003, was to coordinate "global advocacy in support of NEPAD" and be the NEPAD focal point at the United Nations Headquarters. Regional coordination of support to NEPAD was assigned to ECA and the mandate for public information on NEPAD went to the Department of Public Information. Provision was also made to finance that support in section 11 of the United Nations programme

budget, which from 2003 to 2014 provided almost $80 million in budget support to the programme.

In 2005, the African Union approached the UN with a request for assistance with its capacity-building requirements. In responding to the request, the UN General Assembly adopted resolution A/RES/60/1 in which it approved the formulation and implementation of a Ten-Year Capacity-Building Plan for the African Union. The objective, focus and areas of priority of such a plan, were subsequently elaborated in the Declaration entitled, "Enhancing UN-AU Cooperation: Framework for the Ten-Year Capacity Building Programme for the African Union", which was signed in November 2006, by the heads of the two organizations. It took into consideration the new, broadened mandate of the African Union and sought to reinforce the partnership between the United Nations and the African Union to strengthen the latter's institutions and build its capacities in order to empower it to better carry out its objectives and goals in peace and security, governance, human rights, conflict prevention, development and integration.

By executive decision, the Ten-Year Capacity-Building Programme for the African Union was to be implemented through the work of the Regional Coordination Mechanism, which had been established by the General Assembly in 2001 to enhance consultation on, and coordination of, activities of the UN entities operating at the regional level in Africa. The thematic clusters of the Regional Coordination Mechanism were required to use the Ten-Year Capacity-Building Programme as the framework for cooperation with the African Union. They were also expected to "increase focus on, and align activities with, the Ten-Year Capacity-Building Programme" taking into consideration "...the programmes and strategic plans of the African Union Commission and the NEPAD secretariat, relevant decisions of the African Union and the regional economic communities, as well as the African Union sectoral ministerial bodies".

It is in that way, that the United Nations system working at the regional level in Africa, has ordered its capacity-building support to the African Union in implementing the Ten-Year Capacity-Building Programme for the African Union which came to an end in 2016. In its place, on 23 December 2016, UNGA adopted a resolution on the Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017-2027.

The foregoing demonstrates the strength of the commitment and presence that the UN has had on the African continent. The results of this presence so far, however, have been mixed.

Box 1: UN Resolutions to Strengthen Regional Coordination, including Regional Coordination of, and Support for the New Partnership for Africa's Development

1) Resolution 32/197, Restructuring of the economic and social sectors of the United Nations (paragraph 20), 20 December 1977 (para 20)

*The United Nations General Assembly decided that the regional commissions should take leadership and responsibility for enhancing cooperation and coordination of UN activities*

*at the regional level, taking into account the special needs and conditions of their respective regions.*

2) RES/ 1998/46 Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields, 31 July 1998

   *The UN Economic and Social Council, in its resolution 1998/46 (annex III paragraph 13), took this further by recognizing:*

   *"The team leadership role of the regional commissions calls for their holding regular inter-agency meetings in each region with a view to improving coordination among the work programmes of the organizations of the United Nations System in that region.*

   *"In this respect, the Economic and Social Council welcomes the efforts by the Secretary-General to improve coordination within the United Nations System, including his proposal of yearly meetings, to be chaired by the Deputy Secretary-General in each geographical area, among the relevant entities of the United Nations System engaged in regional and inter-country activities."*

3) A/RES/57/2, United Nations Declaration on the New Partnership for Africa's Development, 16, September 2002
4) A/RES/57/7, Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development, 4 November 2002
5) A/RES/61/296, Cooperation between the United Nations and the African Union, 17 September 2007
6) A/RES/61/229, New Partnership for Africa's Development: progress in implementation and international support, 22, December 2006
7) A/RES/71/254, Framework for a Renewed United Nations - African Union Partnership on Africa's Integration and development Agenda 2017-2027, 23 December 2016
   Annual resolutions on NEPAD and causes of conflict (peace and development)
8) A/RES/71/315, Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa, 19 July 2017
9) A/RES/71/320, New Partnership for Africa's Development: progress in implementation and international support, 8 September 2018
10) A/RES/72/311, Implementation of the recommendations contained in the report of the Secretary-General on the causes of conflict and the promotion of durable peace and sustainable development in Africa, 10 September 2018
11) A/RES/72/310, New Partnership for Africa's Development: progress in implementation and international support- 10 September 2018

# III. AFRICA's REGIONAL COORDINATION MECHANISMS

## III.1 Establishment

By resolution 32/197 (paragraph 20) of 20 December 1977, the United Nations General Assembly decided that its regional commissions should take leadership and responsibility for enhancing cooperation and coordination of UN entities and activities at the regional level, considering the special needs and conditions of their respective regions. The UN Economic and Social Council, in its resolution 1998/46 (annex III paragraph 13), took this further by recognizing: *"The team leadership role of the regional commissions, calls for their holding regular inter-agency meetings in each region with a view to improving coordination among the work programmes of the organizations of the United Nations System in that region. "In this respect, the Economic and Social Council welcomes the efforts by the Secretary-General to improve coordination within the United Nations System, including his proposal of yearly meetings, to be chaired by the Deputy Secretary-General in each geographical area, among the relevant entities of the United Nations System engaged in regional and inter-country activities."*

Hence the RCM came into existence. It is thus a mechanism for enhancing UN system-wide coherence, coordination and cooperation of UN agencies working on the continent at the regional and sub-regional levels to 'deliver as one' in support of African Union (AU) and its New Partnership for Africa's Development (NEPAD) programme. As offshoots of the RCM at the subregional level, ECA has established the Subregional Coordination Mechanisms (SRCMs) to assist with coordination at that level.

### III.2 RCM-Africa Thematic Cluster System

Under the RCM-Africa, UN agencies working in Africa and other organizations are organized into a system of thematic clusters. Within some of these clusters, sub-clusters exist for sharpened focus and greater effectiveness. Membership is open and UN agencies participate in cluster activities according to their specialization and interest. A designated agency or organization serves as Coordinator/Co-Chair to organize the cluster members and their activities. The AUC and the UN agencies, including the ECA Secretariat serve as co-chairs of each cluster. The cluster system is currently structured around thematic areas covering the priorities of NEPAD, namely: infrastructure development; governance; social and human development; environment; population and urbanization; agriculture food security and rural development; science and technology; advocacy and communication; peace and security; industry, trade and market access; and regional integration.

The secretariat of RCM-Africa is jointly hosted by the African Union Commission and the United Nations Economic Commission for Africa, while those of the SRCMs are located in ECA-SROs.

RCM-Africa became operational in 1999 and has since held 19 annual sessions. The 19th session was in May 2018. Thus far, it has evolved to become an instrument for coordinating United Nations System support to Africa, including on the Ten-Year Capacity-Building Programme that was implemented over the period 2006-2016. Following the expiration of the Ten-Year Capacity-Building Programme in 2016, RCM-Africa developed a framework for a renewed UN-AU Partnership on Africa's Integration and Development Agenda (PAIDA) 2017-2027. This framework was endorsed by the UNGA in January 2017.

## III.3 Mandate of RCM-Africa and the SRCMs

The mandate of RCM-Africa and the SRCMs is to:

1) Promote strategic coordination and information sharing at the regional and sub-regional levels among UN entities and other regional and sub-regional partners.
2) Promote and maximize collective action, through the use of thematic clusters and other working groups, on a limited number of regional or sub-regional initiatives, particularly those of a trans-boundary nature or emerging global issues that require coordinated efforts by multiple agencies.
3) Ensure thematic and policy coherence across UN agencies on the continent and support the alignment of operational work with analytical and normative work, and cooperation between the UN system, the AU, RECs and other IGOs.

## III.4 Objectives and Functions of RCM-Africa and the SRCMs

### (a) Objectives

The objectives of RCM-Africa and the SRCMs are to:

1) Facilitate and ensure the achievement of effective coordination among UN agencies and programmes a view to enhancing coherence, complementarity and consistency of activities in the implementation of the 2030 Agenda for Sustainable Development and Africa's Agenda 2063.
2) Optimize benefits from effective and efficient use of available human, financial and other resources within the UN system for the achievement of sustainable development goals and the aspirations of AU development frameworks within the continent and at the subregions.
3) Assist in the mobilization of additional resources, through collaborations and partnerships for the achievement of sustainable development
4) Promote awareness at all levels of the 2030 Agenda for Sustainable Development and Africa's Agenda 2063 and assist to develop a common implementation framework.

### (b) Functions of RCM-Africa and the SRCMs

RCM-Africa and the SRCMs are expected to deliver the following functions, among others:

1) Coordinating UN system interaction with AU organs and agencies, including the Regional Economic Communities.
2) Providing high-level policy forum for exchanging views on major strategic developments and challenges faced by the subregion, and interaction at the regional and global levels.
3) Devising coherent subregional policy responses to selected regional and global priorities and initiatives and providing subregional perspectives to global-level issues.
4) Promoting policy coherence and joint programming in support of regional and subregional integration efforts and initiatives such as NEPAD, APRM, AU Agenda 2063, etc.

5) 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.
6) Providing forum for exchange of best practices and lessons learned and for inter-agency and inter-organization analysis and elaboration of normative and analytical frameworks.

### III.5 The Regional Coordination Concept – Some Fundamentals for Continuing Relevance and Effectiveness

The intent of RCM-Africa and the SRCM is to encourage collaboration among UN agencies and programmes towards the implementation of the 2030 Agenda for Sustainable Development and Africa's Agenda 2063. The establishment of the RCM-Africa and the SRCMs places ECA in a pivotal role, both in terms of their initiation and long-term operation. This is consistent with the mandate given to the regional commissions by the United Nations General Assembly.

Since the launch of RCM-Africa in 1999, there have been a great deal of changes in the development landscape - the elaboration and finalization of the Post-2015 Development Agenda, with the adoption of the 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals in 2016; the development and adoption of Africa's Agenda 2063 as a framework for the transformation of the continent; and the signing in 2015 of the United Nations Framework Convention on Climate Change (UNFCCC) Paris climate accord which deals with greenhouse gas emissions mitigation, adaptation and finance starting in the year 2020, among others. A number of subregional level visions and development priorities have equally emerged ever since. All these go to question the continuing validity of the original concept on which RCM-Africa was built (which focused on the AU and NEPAD) and thus the continuing relevance of its mandate and functions. These and related questions and issues will be addressed in Section III of this report based on stakeholder surveys.

Suffice to say for now that there is continuing need for the mechanisms, but their continuing existence may only be tenable or justified in the context of a refreshed mandate, functions, institutional arrangements and operational modalities. For instance, the l**egal and administrative context of the mechanisms** remain unclear. In order to remain relevant, a renewed operational framework should clearly articulate the specific legal and administrative arrangements necessary for efficient functioning of the mechanisms. In this regard, among the elements for which clarity and certainty would be critical are revised mandates, reporting mechanisms, accountability frameworks (including lines of reporting), the need for formal operational guidelines and rules of procedure for managing their operations. Not least is effective institutional establishment and financing arrangements.

Otherwise, thus far, both RCM-Africa and the SRCMs have operated largely on the basis of precedence, assumptions and expediency, with legitimacy based on ECA's oversight. This mode of operation will need to be revisited to allow for effective institutionalization of the mechanisms, as they at present rely on the goodwill and motivation of interested UN organizations for their functioning. These are aspects of the critical legal and administrative inadequacies that must be addressed in any future incarnation of both RCM-Africa and the SRCMs.

# IV. UN REFORMS AND IMPLICATIONS FOR REGIONAL COORDINATION

## (a) Focus of Reforms

Improvement of the effectiveness and efficiency of the UN system has been the subject of reforms over the years[6]. And significant progress has been made to make the UN system more responsive to and to track regional-specific and global development challenges. Building on best practices and lessons learned through previous and ongoing reform measures, these management reform proposals maintain the overarching goal of bringing decision-making closer to the point of delivery, simplifying rules, policies and procedures, decentralizing authority and enabling interoperability across the United Nations system to enhance the impact and effectiveness of our efforts.

The most recent set of reforms by the Secretary General seeks to make the UN system deliver on the 2030 Agenda for Sustainable Development. As part of the series of reforms, the UN cooperation frameworks with the AU and regions across the world have equally evolved overtime[7]. Quite rightly, the UN has consistently expressed the view embedded in its reforms that strengthening cooperation between the United Nations and the African Union will contribute to the advancement of the principles of the Charter of the United Nations, the principles of the Constitutive Act of the African Union and the development of the African region.

The present cooperation framework is defined by the PAIDA. This followed the ten-year capacity building programme for the African Union that was set out in the declaration on enhancing United Nations-African Union cooperation, signed in Addis Ababa on 16th November 2006 by the Secretary-General and the Chairperson of the African Union Commission. This highlighted key areas for cooperation, which consisted of institution-building, human resources development, youth unemployment, financial management, peace and security issues, political, legal, social, economic, cultural and human development and food security and environmental protection.

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[6] See ECOSOC, 1998/46 Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields

[7] See UN General Assembly, Resolution adopted by the General Assembly on 17 September 2007, 61/296. Cooperation between the United Nations and the African Union
Seventy-first session Agenda item 126 (a)
See Resolution adopted by the General Assembly on 23 December 2016
[without reference to a Main Committee (A/71/L.50 and Add.1)]
71/254. Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027

UN Assembly, Resolution 32/197, Restructuring of the Economic and Social Sectors of the UN System, 107th Plenary Meeting, 19th December 1977

Within the cooperation framework between the UN and AU, the UN requests all relevant United Nations agencies, funds and programmes to intensify their efforts to support cooperation with the African Union, including through the implementation of the protocols to the Constitutive Act of the African Union and the Treaty establishing the African Economic Community, and to assist in harmonizing the programmes of the African Union with those of the African regional economic communities with a view to enhancing regional economic cooperation and integration.

### (b) Dimensions of UN Reforms

The current reforms by the UN Secretary General include a **Global Service Delivery Model for the UN Secretariat**, and a set of administrative and financial management reforms under the rubric, **Shifting the Management Paradigm in the United Nations: Implementing a New Management Architecture for Improved Effectiveness and Strengthened Accountability**[8]. These reforms build on the achievements of past and ongoing reform efforts, as well as the lessons learned from their implementation.

[8] UN General Assembly, United Nations reform: measures and proposals - Review of the efficiency of the administrative and financial functioning of the United Nations - Programme budget for the biennium 2018–2019; Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations, 21 March 2018

## Box 2: UN Global Service Delivery Model

The Global Service Delivery Model was developed pursuant to the UN General Assembly resolution 71/272 A, in which the Assembly requested the Secretary-General to prepare a comprehensive proposal for a global service delivery model to be implemented in two phases, 2018-2019 and 2020-2021. In brief, the vision of the delivery model for the United Nations Secretariat is to provide administrative support services that effectively enable the fulfilment of the mandates of the United Nations. The global service delivery model will consolidate fragmented administrative structures within and across duty stations with the goal of improving service delivery. This will include realigning the Secretariat's administrative architecture to better distinguish strategic from operational activities and strategic oversight from administrative service delivery.

The UN Secretariat will begin the transition to the new global service delivery model in January 2019. A key element of this model is the establishment of shared service centres from January 2019. This holds some implications for a possible direction for the reform of the RCMs.

The global service delivery model is a key enabler of the Secretary-General's reform agenda and is fully aligned with the redesigned organizational architecture and operating framework envisaged in his proposed management reform. The global service delivery model will consist of integrated services across the following functions:

a) **Headquarters functions:** These focus on the provision of strategic direction, formulation of policy, oversight and leadership of stakeholder engagement;
b) **Hub functions**: These are location-independent functions that are performed locally, with potential to partially or fully consolidate, simplify, specialize and/or automate processes in a shared service environment, or functions that are led by United Nations Headquarters or offices away from Headquarters and missions but can be performed in other locations;
c) **Local functions**: These are location-dependent, non-transferable processes.

**Shifting the management paradigm in the United Nations:** implementing a new management architecture for improved effectiveness and strengthened accountability[9]

The reforms are targeted at lifting enhanced functioning and effectiveness of the UN system. The Secretariat's centralized and cumbersome management structure and administrative framework. They seek to bring solutions to challenges, which include: slow, unresponsive service delivery, fragmentation in management structures, inadequate resourcing, ineffective mandate delivery and a lack of transparency and accountability. Based on sound management principles, these reforms seek to make the UN system more nimble, effective, transparent, accountable, efficient, pragmatic and decentralized to better support its normative and

[9] Shifting the United Nations management paradigm requires considerable effort to develop simplified, common sense policies, procedures and processes; a rationalized delegation of authority framework that achieves a proper segregation of roles and responsibilities and aligns programme/mandate delivery and managerial responsibilities and accountabilities; and data-based business intelligence and analysis to support management decisions and enable effective and timely monitoring and robust compliance and accountability measures. Work is progressing in all these areas.

operational activities. To this end, the new management paradigm will empower managers to determine how best to use their resources to support programme delivery and mandate implementation. This will also mean transferring greater responsibility to managers and holding them accountable for the programme and financial performance of their programmes.

An important element in the management reforms is the elimination of duplicative functions, the establishment of a clearer division of roles and responsibilities and segregation of duties, and the assurance of appropriate checks and balances. The elimination of duplicative functions is at the centre of the utility of the RCMs.

### (c) Implications of UN Reforms for Regional Coordination in Africa

The UN Secretary General's reforms to reposition the UN system to deliver on the 2030 Agenda for Sustainable Development underscore the importance of RCM-Africa and the SRCMs as they are vital for reducing transaction costs across UN agencies and programmes through efficiency gains resulting from coordination and collaboration. Potential benefits of shared services under the Global Service Delivery Model point to the need for shared secretariat service for RCM-Africa and the SRCMs. Responsiveness to regional needs with differentiated capacity level reinforces the need for SRCMs to focus on their subregional priorities. The need to harness strategic and policy guidance and operational responsibility points to the desirability of merging role and responsibilities of the UNDGs with those of the Regional and Subregional Coordination Mechanisms. It is to this end that this study proposes the following:

1) Establishment of a common secretariat for shared services for RCM-Africa and the SRCMs, as an element in an institutionalization process in the strengthening of the mechanisms
2) Provision of incentives for UN agencies and programmes to use the coordination mechanisms more effectively
3) RCM-Africa and the SRCMs to ensure consultation with the RECs and regional stakeholders on the sets of priorities that they should focus on, and implementation should be guided by work programmes backed by results measurement and reporting frameworks based on clearly defined and monitorable indicators
4) Establishment of effective institutional frameworks for effective monitoring and review of performance

### (d) Dimensions of AU Reforms and Implications for Regional Coordination

Table 2 sets out the main dimensions of the ongoing reforms at the AU and possible implications for the regional and subregional coordination mechanisms.

Table 2: Summary of Dimensions of AU Reforms and Implications for Regional Coordination

| | Dimensions of AU Reforms | |
|---|---|---|

| | | Implications for RCM-Africa and SRCMs |
|---|---|---|
| | 1) Based on Paul Kagame Report of 29 January 2018 on Recommendations for the Institutional Reform of the African Union<br>2) Guided by the Decision of the AU Assembly, Assembly/AU/Dec.606 (XXVII)<br>3) The need for the AU to be made fit for purpose to effectively respond to current and unfolding challenges<br>4) Previous reviews: 2007 Adedeji Report; 2016 Mekelle Report<br>5) Challenges:<br>o Constant failure to see through AU Decisions – implementation crisis; perception of limited relevance to African citizens; fragmented organization with a multitude of focal areas; overdependence on partner funding<br>o Underperformance of some organs and agencies due to unclear mandates and chronic underfunding<br>o Limited managerial capacity<br>o Lack of accountability for performance at all levels<br>o Unclear division of labour among the AUC, RECs and other regional mechanisms and member states<br>o Inefficient working methods within the AUC and Assembly<br>6) More than 1500 resolutions adopted without ways of monitoring what has been implemented<br>7) A dysfunctional organization in which member states see limited value, global partners find little credibility and citizens have no trust<br>8) Strengthening the AU to address 4 action areas:<br>o Focus on key priorities with continental scope<br>o Realign African union institutions to deliver against these priorities<br>o Manage the AU efficiently at both political and operational levels<br>o Finance the AU ourselves and sustainably<br>9) Need to deliver early results on Agenda 2063 to enable the AU to connect with citizens<br><br>**Recommendations:**<br>10) Focus on key priorities with continental scope:<br>• The AU should focus on a fewer number of priority areas, such as political affairs; peace and security; economic integration (including the CFTA); Africa's global representation and voice<br>• There should be a clear division of labour among – AU, RECs, Regional Mechanisms, member states and other continental institutions in line with the principle of subsidiarity<br>11) Realign the AU institutions to deliver on key priorities<br>• There are 8 Commissions Directorates; 31 Departments and Offices; 11 Organs; 31 Specialized Technical Agencies (STAs); and High-Level Committees.<br>• Conduct an audit of bureaucratic bottlenecks and inefficiencies and act on the report without delay<br>• Re-evaluate and right-size the AUC structures<br>• AUC senior leadership should be lean and performance-oriented<br>• The following organs and agencies to be reviewed and updated:<br>o NEPAD – fully integrate into AUC as AUDA with enhanced results monitoring framework | RCM-Africa Thematic Clusters should be aligned with the key priorities of the AU:<br>1) Political affairs<br>2) Peace and security<br>3) Economic integration<br>4) Africa's global representation and voice<br><br>• A special cluster – support to Implementation of AU reforms be established – it should provide coordinated support for:<br>o Conduct of institutional effectiveness assessments and reforms in AU organs and agencies for repositioning<br>o Development of performance management systems<br>o Development of harmonized KPIs for the 2030 UN Agenda for Sustainable Development and Africa's Agenda 2063 to avoid dual reporting<br>o Facilitate the transition of NEPAD Agency into the AU Development Agency<br>o Assist in the development of reforms implementation frameworks for affected AU agencies and organs<br>o Update of implementation frameworks, AU Staff Regulations and Rules, among others to include the approved new initiatives:<br>▪ Establishment of women and youth quotas across all AU institutions and for private sector representatives |

| | | |
|---|---|---|
| | ○ APRM – strengthen to track implementation and oversee monitoring and evaluation in key governance areas<br>○ Judicial and Legislative Organs – review and clarify the roles of the African Court of Justice of the AU, the African Court of Human and Peoples' Rights and the Pan African Parliament. Address challenges impeding the merger of the African Court of Justice and the African Court of Human and Peoples' Rights. Address why the PAP protocol is not being ratified – should it have legislative powers? What should be the mode of election of its MPs? Resolve these questions.<br>○ Peace and security – reform the Peace and Security Council (PSC) – role, working methods and membership of the Council<br>○ Permanent Representatives Committee – It has taken on unwarranted role in decision-making process. PRC should exercise the role defined in the Constitutive Act and serve advisory body to the Executive Council and facilitate communication between the AUC and national capitals. It should not be functioning as the supervisory body of the AUC<br>○ Specialized Technical Agencies – review and streamline. Retain only those that fall within the recommended priority areas<br>○ Increase relevance of AU by launching the following initiatives:<br>▪ Establish women and youth quotas across all AU institutions and for private sector representatives<br>▪ Establish an African Volunteer Corps<br>▪ Facilitate cultural and sports exchange among member states<br>▪ Make African passport available to all eligible citizens as soon as possible<br>▪ Identify and provide a set of 'common services' valued by member states and citizens<br>12) Efficient Management of the AU at Political and Operational Levels:<br>○ Political: Assembly agendas too heavy and lacking in focus on strategic issues; inadequate time for leaders to consult; poor consultation of RECs; no enforcement mechanism to back implementation of Assembly decisions<br>**Recommendations:**<br>13) AU summit should focus on 3 strategic agenda items at a time. Delegate any other business to the Executive Council (c.f. Mekelle Report)<br>14) Convene one summit per year, except for extraordinary sessions<br>15) Review summit rules and regulations, including acceptable level of representation – only presidents, vice presidents or prime ministers<br>16) A second summit for the year should focus on coordination with the RECs – participation should include Bureau of the AU Assembly, RECs Chairpersons and Regional Mechanisms<br>17) External parties should be invited to the summits on exceptional basis for specific purposes only<br>18) Summits by Africa's partners should be reviewed. Africa should be represented not by all countries, but by the following:<br>○ AU chairperson<br>○ Previous chairperson of the AU<br>○ Incoming chairperson of AU<br>○ Chairperson of AUC<br>○ Chairperson of RECs<br>19) Ensuring continuity in Assembly decisions implementation – put in place a Troika Arrangement consisting of outgoing, current and incoming chairpersons of the AU. This will require the incoming chair to be selected a year in advance. Clarify the role of the chair.<br>20) Strengthen current sanction mechanism – participation in AU deliberations to be contingent on adherence to summits decisions | ▪ Establishment of an African Volunteer Corps<br>▪ Facilitation of cultural and sports exchange among member states<br>▪ Facilitation of the process of immediate access to the African passport by all eligible citizens<br>▪ Identification of, and facilitation of the process of providing a set of 'common services' valued by member states and citizens<br>▪ Facilitation of the strengthening of sanction mechanisms |

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|---|---|---|
| | 21) Operational Level: there are management challenges facing the AU:<br>22) Poor leadership accountability<br>23) Inadequate supervision and coordination<br>24) Weak staff recruitment and performance management systems<br>25) Inadequate process for selection of top Commissioner leaders<br><br>**Recommendations:**<br>26) Robust and transparent process for selection of the chairperson of the AUC<br>27) Deputy chairperson and the commissioners to be competitively recruited and accountable to the AUCP taking into account gender, regional diversity, etc as criteria<br>28) DCP to focus on efficient administration of the AUC<br>29) Change title of DCP to Secretary General or Chief Operating Officer<br>30) Review organizational structure, staffing needs and conditions of service to align with the recommended priorities<br>31) Finance the AU Ourselves and Sustainably<br><br>**Recommendations:**<br>32) Implement the Kigali Financing Decision<br>33) Current scale of assessment should be reviewed based on the following principles:<br>o Ability to pay<br>o Solidarity<br>o Equitable burden sharing<br>34) The committee of 10 Ministers of Finance set up under the Kigali Financing Decision of 2017 should assume responsibility for oversight of AU budget and finances<br>35) The committee should develop new set of golden rules for clear financial management and accountability principles<br>36) Implement the Johannesburg Decision what requires the AU to finance 100% of its operating budget, 75% of programme budget and 25% of peace support operations as a starting point<br>37) Penalties for failure to honour assessed contributions should be reviewed and tightened. Membership could lapse for failure to meet obligations within 18 months. Resumption of membership should require full payment of arrears plus additional charges<br>38) Reform Implementation Arrangements – Dedicated oversight, implementation and change management structures are required at both Assembly and AUC levels to ensure implementation.<br><br>**39) Recommendations:**<br>40) A High-Level Panel of Heads of State and Government should be put in place to supervise implementation process<br>41) A Reforms Implementation and Change Management Unit should be established in the office of the chairperson of AUC to drive day-to-day implementation of the reforms in line with agreed timelines<br>42) A legally binding mechanism should be established to ensure member states honour their commitments to implement these reforms<br>**Timeline for implementation of reforms: 1-2 years, starting from 2017** | |

# III

# A SURVEY OF EFFECTIVENESS OF RCM-AFRICA AND SRCMs: KEY FINDINGS AND IMPLICATIONS



## III.1 SURVEY FINDINGS ON RCM-AFRICA

### III.1.1 Overview

The assessment of the effectiveness of the Regional and Subregional Coordination Mechanisms (RCM-Africa and the SRCMs) drew heavily on the survey that was conducted among stakeholders. For the survey, three sets of questionnaires were sent out using Word files to allow for personalized follow-ups. One set was specific to the SRCMs. The second set was sent to stakeholders directly responsible for the operations of the Joint Secretariat of RCM-Africa. The third set went to all organizations participating in the activities of both RCM-Africa and the SRCMs at regional and subregional levels. These included all the 8-AU Recognized RECs, NEPAD Agency, all UN agencies on the RCM-Africa platform, the regional UNDGs and IGOs. A total of 104 questionnaires were sent out. These were followed by Skype and telephone interviews with ECA and NEPAD Agency.

By the time of this report, all four SRCMs currently operational responded to the questionnaires. AUC, NEPAD Agency, IGAD and IGOs provided very detailed institutional level responses. Other than ECA, there was no response from other UN agencies and programmes, including the regional UNDGs to the questionnaires. The response rate particularly among UN agencies was therefore poor, despite reminders and follow-ups by ECA and the consultant. The inadequate responses from UN agencies and programmes tended to confirm the shared concern and observation that there is weak commitment by UN agencies to the coordination mechanisms. This could turn out to be the weakest link in the coordination chain. Also, of concern was the AUC and the RECs. Though they are very more visible in annual meetings, this study failed to detect a strong sense of commitment to the Regional and Subregional Coordination Mechanisms. Of the AU organs and agencies, AUC departments and

NEPAD Agency are the key players in the RCM-Africa. Only one AUC Department responded, albeit a very significant one. Meanwhile, NEPAD Agency provided a very robust response to the questionnaire and its management staff offered considerable additional insights. Among the 8-AU Recognized RECs, only IGAD responded to the questionnaire with far-reaching and enlightening performance-improving proposals. In all responses received on the effectiveness of RCM-Africa and the SRCMs, one common theme ran through, and that is the ineffectiveness of both the RCM-Africa and the SRCMs. RCM-Africa and the SRCM were seen as a **one-event function** – an annual meeting with less concrete results. A streak of common issues and concerns runs through RCM-Africa and the SRCMs.

What follows is an analysis of the responses through the questionnaires and interviews conducted.

### III.1.2 Participating Institutions' Assessment of RCM-AFRICA

The findings reported here are based on the consolidated responses provided by the participating organizations, which responded to the survey instrument administered. The organizations consisted of the following:

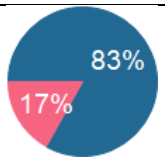
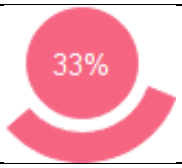
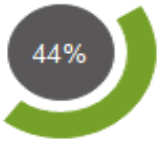
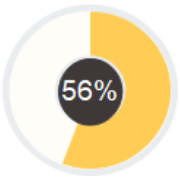
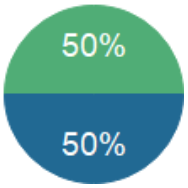
1) African Union Commission
2) The Intergovernmental Agency for Development (IGAD)
3) NEPAD Planning and Coordinating Agency (NPCA)
4) International Conference on the Great Lakes Region (ICGLR)
5) The Eastern African Sub-regional Support Initiative for the Advancement of Women (EASSI)
6) SDGs Centre for Africa (SDG Centre)

#### (a) Gender and Positions of Respondents

One, out of the six institutional responses, was coordinated by a female respondent. The rest were males. A gender distribution of 17 per cent to 83 per cent, respectively (Fig.1). During the interviews, however, more females responded and exercised greater flexibility in accommodating interview appointments and further discussions than males. The gender distribution was 80 per cent for females and 20 per cent for males. For both coordinators and interviewees, the gender distribution of respondents came to 45% for females and 55% for males. The positions of respondents consisted of Board Chairperson, Directors, Heads of Programmes, Principal Officer, Division Chief and Senior Economist.

Fig.1: Gender Distribution of Respondents and Basic Performance Indicators

| S/N | Performance Measure | Score | Performance Measure | Score |
|---|---|---|---|---|
| 1 | Gender distribution of respondents to survey of RCM-Africa/SRCMs | | Extent to which respondent organizations' | |

| | | | | |
|---|---|---|---|---|
| | |  | programmes are coordinated through RCM-Africa or SRCM |  |
| 2 | Extent to which respondent organizations are active in RCM-Africa/SRCM activities |  | Rate of performance effectiveness of RCM-Africa/SRCM respondent organizations are associated with |  |
| 3 | Extent to which respondent organizations see duplication among the activities of RCM-Africa, SRCMs, UNDGs and UNCTs | |  | |

### (b) Extent to which Responding Organization is Active on RCM-Africa

On average, the organizations that responded to the question were **44 per cent active** on the RCM-Africa (Fig. 1). They expressed the concern that the Regional and Subregional Coordination Mechanisms were one-off annual platforms that had little or no follow-up on activities after the annual meetings.

### (c) Extent to which Responding Organizations' Programmes are coordinated through RCM-Africa

Responding organizations expressed the view that the extent to which their programmes is coordinated through the RCM-Africa platforms is about **33 per cent** (Fig.1). This is an indication that the Regional Coordination Mechanism is yet to emerge as an effective instrument for coordination of UN agencies and programmes' support to regional or continental organizations. The mechanism is therefore lagging in the implementation of this core objective of its mandate.

### (d) Overall Level of Effectiveness of RCM-Africa and the SRCMs

Responding regional and continental organizations concluded that both the RCM-Africa is only about **56 per cent effective** in its performance, especially in the delivery of its core mandates and functions (Fig.1). The level of effectiveness is only slightly above average level of institutional effectiveness.

### (e) Projects and Programmes Coordinated through the RCM-Africa Platforms

Among some of the projects that have been successfully facilitated through RCM-Africa are the following:

1) The Programme for Infrastructure Development in Africa (PIDA)

2) Agenda 2063 infrastructure flagship projects: INGA III, High Speed Train Network, Cyber security, SAATM
3) Policy advocacy with the East African Community (EAC), which resulted in the process that led to the EAC Gender Equality and Development Bill involving eight countries.
4) Development of the EAC Pilot Gender Barometer.
5) Implementation of the program on Engendering Small Arms in the Great Lakes Region, the Horn of Africa and bordering States.
6) Campaign on gender-based violence and Female Genital Mutilation (FGM) in EAC and the Horn of Africa.
7) Alignment of SDG Centre's activities to the clusters and pillars of RCM-Africa, which overlap with the 2030 Agenda for Sustainable Development and Africa's Agenda 2063.

### (f) Projects and Programmes being currently undertaken through RCM-Africa

Due to the limited responses by RECs and other IGOs that actively participate on the RCM-Africa, the list of current activities is not exhaustive. The indications, however, are that RCM-Africa has not significantly influenced growth of coordinated projects portfolio despite their alignment and synergy with regional priorities. Based on responses received so far, the following are projects that are currently being implemented by IGOs as a result of the coordination mechanisms:

1) The Programme for Infrastructure Development in Africa (PIDA)
2) Agenda 2063 infrastructure flagship projects: INGA III, High Speed Train Network, Cyber security, SAATM
3) Information sharing with the regional women's movement and other civil society networks
4) Policy advocacy with the EAC
5) Civil society engagement to transform borderlands in Africa by strengthening information and knowledge capacities about the African Union and IGAD in collaboration with Life and Peace Institute, Ethiopia (LPI); Inter-Africa Group (IAG); and Act, Change, Transform, Kenya (ACT)

### (g) Major Challenges Facing the Regional Coordination Mechanism

The indications from the responses by some of the major stakeholder organizations pointed to the following as some of the challenges facing RCM-Africa and to some extent, the SRCMs:

1) **Inadequate Financial and Technical Resources** facing the Regional and Subregional Coordination Mechanisms' effective operation and for the facilitation of participation of some of IGOs.
2) **Poor Local Ownership of RCM-Africa** reflected in limited real participation of the African constituencies – participation that is beyond attending the high-profile annual meetings. This led to all the respondents to regard the RCM-Africa as a one-off annual meeting with limited operational value as against a real coordination mechanism.
3) **Outdated Mandate and Purpose of RCM-Africa**, given current geo-political developments, which require the RCM-Africa and the SRCMs to reinvent themselves in the context of present pressures on multilateralism and reforms in the UN and AU systems.

4) **Poor Joint Planning**, as RCM-Africa has not given rise to joint planning of programmes by UN agencies and with RECs, NEPAD and other stakeholders, given the imperative following the launch of both the 2030 Agenda for Sustainable Development and Africa's Agenda 2063.
5) **Information-sharing Gap:** Using websites is undoubtedly useful, however, a targeted and friendly system to share timely planning and evaluation information among partners is necessary. It is through this system that joint monitoring of achievements of yearly targets can reasonably be done.
6) **Inadequate Tasks Sharing:** which tasks for whom and why and to achieve which targets and by when is an important guide to programme planning. This should be addressed quickly so that all partner institutions contribute effectively to assisting the continent in achieving the targets for the 2030 Agenda for Sustainable Development and the aspirations of Africa's Agenda 2063.
7) **Poor Grassroots Participation Strategies:** there are no clear strategies to involve grassroots community and ensure people's participation in the implementation of the Agenda 2063 and the SDGs targets for 2030.
8) **Lack of Monitoring and Evaluation Framework:** RCM-Africa does not have results monitoring and evaluation frameworks for implementation of agreed actions. Efforts to commission important studies on specific themes, disseminate results in stakeholder-friendly formats is not obvious.
9) **Weak Performance Reporting System:** Other than minutes of meetings and annual reports, RCM-Africa does not have effective reporting systems in respect of its activities and performance. The minutes shared do not seem to inform the planning of new activities.
10) **Inadequate Visibility:** The Regional Coordination Mechanism has inadequate visibility among stakeholders. There is need to step up access to information and documentation on its programmes and activities.

### (h) Duplication Among Activities of RCM-Africa, SRCM, UNDGs and UNCTs

Half of the respondents expressed the view that duplication exists among the mandates and activities of the various coordination entities in the UN system. The other half was not convinced duplication exists but would like an extensive review of their mandates and a re-delineation of roles and responsibilities. It is in this context that the planned merger between the regional coordination mechanisms and UNDGs by 2020 is a welcomed development.

### (i) Priority Activities Not Being Adequately Addressed by RCM-Africa

Respondents would like RCM-Africa to prioritize the following activities or areas of intervention, which are not being adequately addressed:

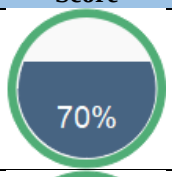
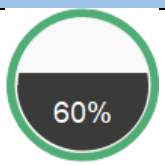
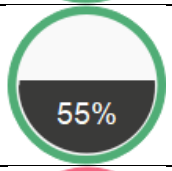
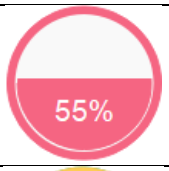
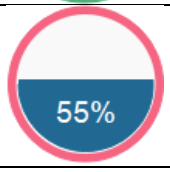
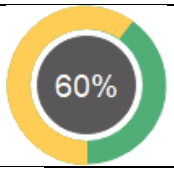
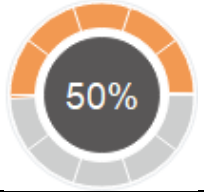
1) Capacity building support to participating regional and subregional organizations
2) Assistance to participating organizations in the mobilization of resources
3) Greater emphasis on outputs and outcomes rather than activities. The purpose should be clear and compelling at the level of results
4) Programmes to strengthen process of regional economic integration
5) Programmes to deepen and expand market development and trade

6) Improvement in the quality and relevance of education and training
7) Conduct of an annual review of the extent of domestication of the various AU frameworks and progress in the achievement of targets set in the first ten-year implementation plan (2014-2023) of Africa's Agenda 2063 and regularly share findings with all partners to learn lessons from results and identify gaps to be filled before 2023.
8) Promotion and popularisation of continent-wide technologies to reduce the burden of reproduction work on women and by so doing free time for them to engage in production and strategic work.
9) Scaling up at least one good practice in development and/or in peace building to ensure its sustainability.
10) Acceleration of implementation of the programme for infrastructure development in Africa (PIDA) to cut down on travel time within the continent and empower women for trade.

## (j) Issues in the Strengths, Weaknesses, Gaps, Challenges and Opportunities of RCM-AFRICA

Fig.2 presents assessments as to the extent to which the mandate and functions of RCM-Africa are still valid, given developments since its launch, the quality of results so far achieved and the effectiveness of the mechanism.

Fig. 2: Ratings of The Continuing Relevance of the Mandate and Functions; Quality of Results; and Effectiveness of RCM-Africa by Respondent Organizations

| S/N | Performance Measure | Score | Performance Measure | Score |
|---|---|---|---|---|
| 1 | Level of awareness of the Mandate of RCM-Africa/ SRCM; 70% level of awareness |   | Extent of continuing relevance of the mandate of RCM-Africa/SCRMs |   |
| 2 | Level of awareness of the functions expected of RCM-Africa/SCRMs |   | Extent of continuing relevance of the functions of RCM-Africa/ SCRM |   |
| 3 | Level of effectiveness of RCM-Africa/SRCM in delivery of functions |   | Level of satisfaction with RCM-Africa/ SRCMs results so far |   |
| 4 | Level of effectiveness of strategies, implementation frameworks, tools and mechanisms used by RCM-Africa/ SRCMs in support of implementation of the 2030 Agenda on Sustainable Development and Agenda 2063 | |   | |

1. **Level of Awareness of the Mandate of RCM-Africa**: the organizations which responded to the survey placed their level of awareness of the mandate of RCM-Africa at **70 per cent**. This represents a strong indication of their knowledge of what is expected of the regional coordination mechanism.

2. **Extent of Continuing Relevance of the Mandate of RCM-Africa:** respondents placed the level of the continuing relevance of RCM-Africa's mandate at **60 per cent**. While this represents a good score, it equally means that the mandate is becoming obsolete or needs refreshing. This is due to the rapidly changing development context that has seen the advent of the 2030 Agenda for Sustainable Development and Agenda 2063 and other regional and subregional development frameworks and, not least, issues like the declining popularity of multilateralism.

3. **Level of Awareness of RCM-Africa Functions:** Respondents showed slightly above average knowledge of the functions that RCM-Africa is expected to deliver. They turned up a **55 per cent** level of awareness of these functions, an indication that knowledge of what RCM-Africa was set up to undertake is not very well known among stakeholders and across the continent.

4. **Extent to which RCM-Africa Functions are still Relevant**: In the assessment of the extent to which the functions of RCM-Africa are still relevant, given developments since the launch of NEPAD, the 2030 Agenda for Sustainable Development and Agenda 2063, among others, respondents expressed the view that the functions are currently about **55 per cent** relevant. This is an indication of the need to revisit the functions to make them more relevant to the present development environment, challenges and priorities.

5. **Extent to which RCM-Africa has Delivered its Functions:** Respondents were **55 per cent** satisfied at the effectiveness with which RCM-Africa has delivered its functions. This points to a slightly above average level of effectiveness of the Regional Coordination Mechanism.

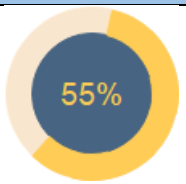
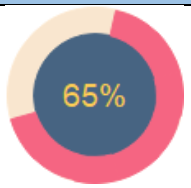
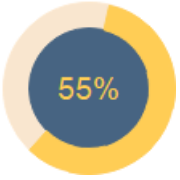
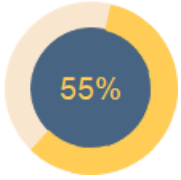
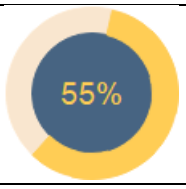
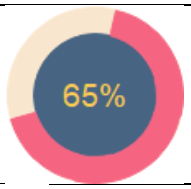
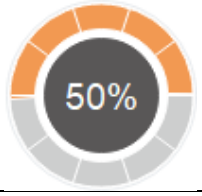
6. **Level of Satisfaction with RCM-Africa's Results:** On average, respondents expressed the view that they were **60 per cent** satisfied with the results (outputs, outcomes and impacts) so far achieved by RCM-Africa. At individual institutional level, the ratings for AUC and NEPAD were much lower than the average.

7. **Effectiveness of RCM-Africa's strategies, implementation frameworks, tools and mechanisms in support of implementation of the 2030 Agenda on Sustainable Development and Agenda 2063**: Respondents expressed the view that the tools and instruments were **50 per cent** effective.

8. **Effectiveness of RCM-Africa in the delivery of Specific Functions**: Fig.3 provides a list of the functions and respondents' assessment of the effectiveness with which they have been delivered. The Regional Coordination Mechanism has been most effective (**65 per cent**)

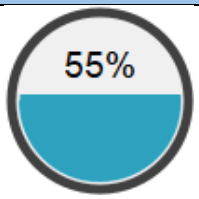
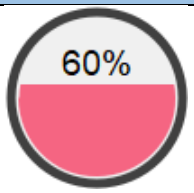
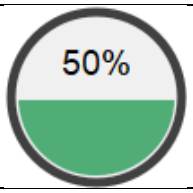
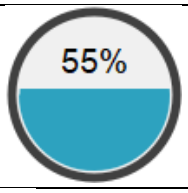
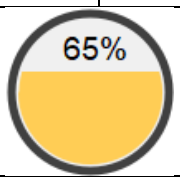
in holding high-level policy forums and providing a platform for exchange of lessons and best practices. Beyond both functions, it is slightly above average level of effectiveness (**55 per cent**) in other functions. Relatively, it is weakest in achieving concrete results (**50 per cent**).

Fig. 3: Level of Effectiveness in Delivery of Functions by RCM-Africa

| S/N | Performance Measure | Score | Performance Measure | Score |
|---|---|---|---|---|
| 1 | Coordinating UN system interaction with AU organs and agencies, including the regional economic communities |  | Providing high-level policy forums for exchanging views on major strategic developments and challenges |  |
| 2 | Devising coherent regional or subregional policy responses to selected regional and global priorities and initiatives |  | Promoting policy coherence and joint programming in support of regional and subregional integration efforts and initiatives. |  |
| 3 | Promoting inter-agency and inter-organization coordination and collaboration |  | Providing forum for exchange of best practices and lessons learned |  |
| 4 | Achieving concrete results that further the advancement of the region or subregion | |  | |

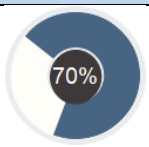
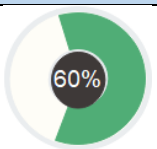
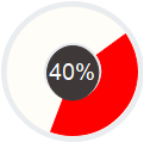
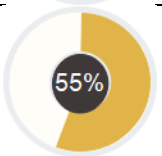
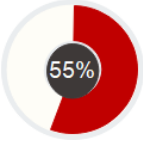
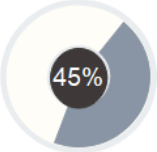
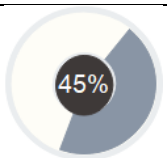
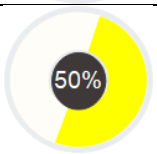
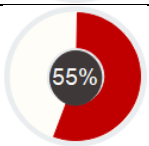
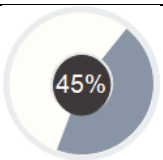
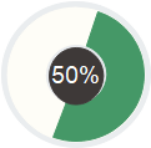
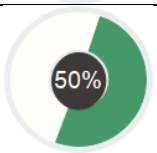
1) **Level of Effectiveness of RCM-Africa in terms of Communication and Visibility of the Mechanism among Stakeholder or Participating Organizations**: Fig. 4 presents responses by respondents on the effectiveness of RCM-Africa's communication and visibility effectiveness. While very effective in providing information to participants attending the annual meetings for the first time (**65 per cent**) and pre-meeting communication (**60 per cent**), RCM-Africa is relatively less effective in providing easy access to information about its activities (**50 per cent**). It is also slightly above average (**55 per cent**) in frequency of communication and programme support to stakeholders.

Fig. 4: Rating of Effectiveness of RCM-Africa on Communication and Visibility of the Mechanism among Stakeholder or Participating Organizations

| S/N | Performance Measure | Score | Performance Measure | Score |
|---|---|---|---|---|
| 1 | Frequency of communication from RCM-Africa Secretariat to AU, NEPAD, RECs and other stakeholders or participating organizations to follow up on meeting decisions and program implementation |  | Quality of pre-meeting communication – timeliness of response to enquiry |  |
| 2 | Ease of access to information about the activities of RCM-Africa |  | Program support system to RECs, AU and NEPAD stakeholders |  |
| 3 | Information provided to new participants attending meetings for the first time | |  | |

3. **Effectiveness of RCM-Africa in Program Implementation - Delivery of Annual Work Plan/Programme:** Fig. 5 presents respondents' assessment of level of effectiveness in twelve areas of activities ranging from project planning, through actual implementation to priorities setting. RCM-Africa is very effective in the planning (identification) of projects (**70 per cent**) and the programming of implementation (**60 per cent**). But in actual implementation it is relatively weak (**44 per cent**). It is slightly above average (**55 per cent**) in terms of availability of programme staff that stakeholders can contact to follow up on activities, the channels through which communication can be made and relationship with programmes management staff of stakeholder organizations. RCM-Africa has average level of effectiveness (**50 per cent**) in communicating with, providing feedback to, and taking into consideration priorities of, stakeholder organizations participating in the mechanism. Besides actual project implementation where it is relatively weak, RCM-Africa is equally below average (**45 per cent** level of effectiveness) in providing opportunity to stakeholders to engage after the annual or special meetings, availability and access to project/programme management staff, opportunity by stakeholders to provide feedback to the mechanism.

Fig.5: Effectiveness of RCM-Africa Program Implementation

| S/N | Measure | Score | Measure | Score |
|---|---|---|---|---|
| 1 | Effectiveness in planning of coordinated projects |  | Programming of implementation of activities |  |
| 2 | Actual implementation of projects |  | Knowledge of RCM-Africa/ SCRM Program Management Staff to contact and engage on activities |  |
| 3 | Knowledge of the channels through which to communicate requests |  | Opportunity to engage RCM-Africa/ SCRM Program Management Team after an annual meeting |  |
| 4 | Access to RCM-Africa/ SCRM Program Management Staff |  | Communication with RCM-Africa/ SRCM Program Management Staff |  |
| 5 | Relationship with RCM-Africa/ SCRM Program Management Staff |  | Opportunity to provide feedback to RCM-Africa/ SCRM Program Management Staff |  |
| 6 | Treatment of feedback you provided to RCM-Africa/ SCRM Program Management Staff |  | Extent to which you would say your organization's priorities and voice are taken into consideration in RCM-Africa/ SCRM program management or priority setting |  |

6. **Level and Value of Collaboration between RCM-Africa and Participating Stakeholder Organizations**: Fig.6 presents ratings for level and value of collaboration among organizations on the Regional Coordination Mechanism. Stakeholder organizations collaborated more with the AUC (**75 per cent** ), which is also seen as the most valued organization for collaboration (**75 per cent**), followed by RECs (**70 per cent** for level of collaboration and **75 per cent** for value of collaboration), AfDB (**55 per cent and 55 per cent**), World Bank (**55 per cent and 60 per cent**) and the SRCM in the subregion (**50 per cent and 65 per cent**). Collaboration is less effective or very

weak with UNDGs (**45 per cent and 45 per cent**), UNCTs (**45 per cent and 65 per cent**), and IGOs (**45 per cent and 70 per cent**) and much less with NEPAD (**45 per cent and 60 per cent**) and RCM-Africa (**40 per cent and 50 per cent**). To this end, RCM-Africa has not been very effective in building institutional coalitions around programmes and projects. It is worth noting that while current level of collaboration with NEPAD Agency, UNCTs and other IGOs is low, such collaboration is highly valued given the ratings of **60 per cent, 65 per cent** and **70 per cent**, respectively. Collaboration with the World Bank is relatively more valued than with AfDB. Collaboration with the UNDGs (**45 per cent**) and RCM-Africa (**50 per cent**) are apparently least valued.

With AUC collaboration has been in areas, which include the following:

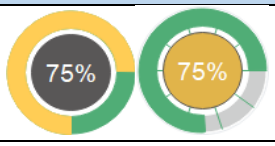
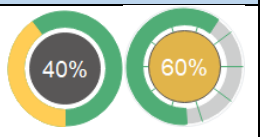
a) Peace and Security
b) Custodian of AU policy formulation processes and convener of member states' platforms and meetings
c) Civil Society Engagement to Transform Borderlands in Africa by Strengthening information and knowledge capacities about the African Union and IGAD in collaboration with Life & Peace Institute, Ethiopia (LPI), InterAfrica Group (IAG), and Act, Change, Transform! Kenya (ACT,
d) A partner of the International Action Network on Small Arms (IANSA), the International Conference on the Great Lakes Region (ICGLR), The Intergovernmental Authority on Development (IGAD, AU on peace and security issues.
e) Follow up on AU 2063 agenda

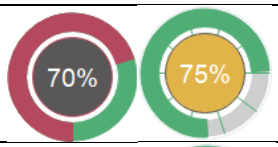
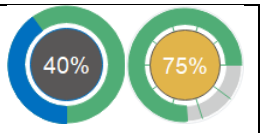
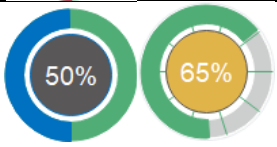
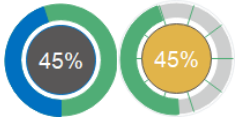
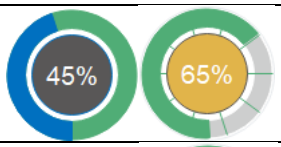
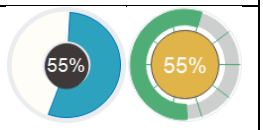
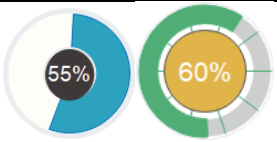
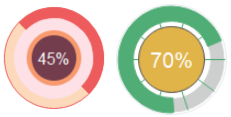
Collaboration with RECs is taking place in programmes centred around the following:

a) Technical and policy partnership and collaboration within the context of regional integration goals
b) Policy advocacy and information sharing
c) Pursuit and strengthening of South-South Cooperation

With regard to RCM-Africa, collaboration with the mechanism by stakeholder organizations has largely been through participation in the annual meetings.

Fig. 6: Rating Level and Value of Collaboration with UN Organizations, AUC, NEPAD Agency, RECs and other IGOs

| S/N | Measure | Score | Measure | Score |
|---|---|---|---|---|
| 1 | Collaboration with African Union Commission – Level and Value |   | Collaboration with NEPAD Agency – Level and Value |   |

| | | | | |
|---|---|---|---|---|
| 2 | Collaboration with Regional Economic Communities – Level and Value |  | Collaboration with RCM-Africa – Level and Value |  |
| 3 | Collaboration with SRCM in the subregion – Level and Value |  | Collaboration with UNDG in the subregion – Level and Value |  |
| 4 | Collaboration with UNCTs in the subregion – Level and Value |  | Collaboration with the African Development Bank – Level and Value |  |
| 5 | Collaboration with the World Bank – Level and Value |  | Collaboration with other Inter-governmental organizations – Level and Value |  |

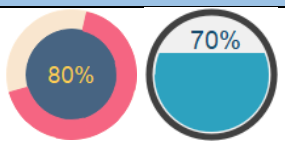
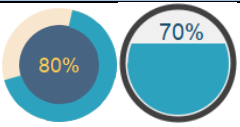
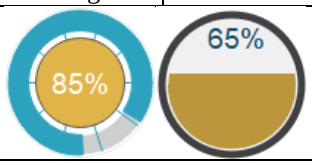
7. **Nature of Strategic Priorities**: Table 3 provides an indication of the nature of the strategic priorities of RCM-Africa stakeholder organizations in the context of the 2030 Agenda for Sustainable Development and Africa's Agenda 2063 as they relate to the programming of operations by RCM-Africa. For respondent stakeholders, current priorities consist of the following:

Table 3: Priorities vis-à-vis 2030 Agenda and Agenda 2063

| Agenda 2030 on Sustainable Development | Africa's Agenda 2063 |
|---|---|
| 1) Gender Equality<br>2) Governance, Politics, and Citizenship<br>3) Regional Economic Development and integration<br>4) Sustainable environment and Resource Management<br>5) Social and Demographic Trends<br>6) Monitoring of SDGs<br>7) Monitoring of Agenda 2063<br>8) Monitoring of SDG Index | 1) Wealth Creation<br>2) Inclusive Prosperity<br>3) Gender Equality<br>4) Governance, Politics, and Citizenship<br>5) Regional Economic Development and Integration<br>6) Sustainable Environment and Resource Management<br>7) Social and Demographic Trends<br>8) Monitoring of SDGs<br>9) Monitoring of Agenda 2063<br>10) Monitoring of SDG Index |

**8.** **Extent to which current work program of RCM-Africa reflect strategic priorities of the region vis-à-vis the 2030 Agenda on Sustainable Development and Agenda 2063:** There was a strong consensus of views by respondents that the activities of the Regional Coordination Mechanism reflect the continent's priorities under the two agendas as they aim to promote sustainable development. Relevance to Agenda 2063 was rated **85 per cent,** relevance to the 2030 Agenda for Sustainable Development was placed at **80 per cent** and relevance to immediate priorities of the African region was assessed as **80 per cent**. Correspondingly, the potential of RCM-Africa to contribute to effective implementation of the 2030 Agenda and Agenda 2063 was rated **70 per cent** in both cases, while the potential to contribute to effective implementation of other regional development frameworks was rated **65 per cent** as reported in Fig.7.

Fig. 7: Rating of Relevance and Potential of RCM-Africa Activities to Priorities of the Region vis-à-vis 2030 Agenda on Sustainable Development and Africa's Agenda 2063

| S/N | Measure | Score | Measure | Score |
|---|---|---|---|---|
| 1 | Relevance and potential of RCM-Africa Activities to regional/ subregional priorities |   | Relevance and potential to achieve 2030 Agenda on Sustainable Development for the continent or subregion |   |
| 2 | Relevance and potential to achieve Africa's Agenda 2063's priorities for the continent or subregion where respondent organization is active | |   | |

**9.** **RCM-Africa - what has worked well – and needs to be retained as is:** Box 4 presents stakeholders' feedback on what has worked well with RCM-Africa.

Box 3: What is Working

1) Consistent engagement of all stakeholders through RCM-Africa has been a positive trend. So more of the collaboration, and potentially looking at how to strengthen the member organizations of the regional mechanisms to enhance their capacity to deliver on the collective agenda.
2) As a platform, it is useful to share, learn and network
3) Strategic collaboration with RECs on the various issues.

10. **RCM-Africa - what has not worked well – and needs to be changed:** In the same vein, stakeholders identified what has not worked well with RCM-Africa that requires attention (Box 5).

Box 4: What is Not Working Well

1) Organizations are generally constrained financially and technically to optimally follow up on what was agreed within the regional forum, but avenues to address these deficiencies are scarce within the RCM-Africa framework.
2) Issue of fostering real coherence and alignment as well as genuinely coordinated programmes has been weak
3) Availability and access to information on RCM-Africa is still a big challenge

## 10. Issues on Strategies for Strengthening RCM-Africa

Stakeholder organizations responded to questions and issues regarding strategies for strengthening effectiveness of RCM-Africa and put forward the following proposals:

Table 4: Proposals for Improvement or Reform of RCM-Africa

| s/n | Issues | Summary of Proposals/Recommendations by Respondents |
|---|---|---|
| 1 | Kinds of changes required to bring about improvement in leadership and ownership of RCM-Africa by AU, NEPAD, the RECs and subregional IGOs | 1) Re-examine and refine/adapt specific (focused and measurable) value of the RCM mechanism to implementation of Agenda 2063<br>2) Beyond just alignment of the Agenda 2063 and SDG goals and indicators, concreteness should be brought out on the linkages of the implementation instruments (there is more talk about alignment, than is actually reflected in the actual implementation and implementation support tools and mechanisms).<br>3) Each entity should be concretely tasked with SMART targets and to account for their achievement every year.<br>4) A rigorous monitoring and evaluation framework followed by a good and friendly reporting system to all stakeholders. |
| 2 | Strategies and instruments RCM-Africa should deploy to enhance coordination of activities among UN agencies and programmes in the region | 1) Build into RCM-Africa reporting system some accountability scorecard with all UN agencies as well as with African organizations (at the level of AUC, NEPAD and RECs) to ensure they are subjected to oversight and account for performance and results<br>2) Effective cooperation among RCM-Africa and the SRCMs and all the stakeholders |
| 3 | Proposals for rationalizing roles, responsibilities and functions among UN agencies and programmes with overlapping functions | 1) Build into RCM-Africa reporting system some accountability scorecard with all UN agencies as well as with African organizations (at the level of AUC, NEPAD and RECs) to ensure they are subjected to oversight and account for performance and results<br>2) Strengthen effective cooperation between RCM-Africa and the SRCMs and all the stakeholders |
| 4 | Proposals on strategies and instruments for building strong linkages between AU, NEPAD and RECs on the one hand and RCM-Africa and the SRCMs, on the others | 1) Build into RCM-Africa reporting system some accountability scorecard with all UN agencies as well as with African organizations (at the level of AUC, NEPAD and RECs) to ensure they are subjected to oversight and account for performance and results |

| | | |
|---|---|---|
| | | 2) Provide for effective cooperation between RCM-Africa and the SRCMs and all the stakeholdersSynergy or collaboration between the different clusters and their activities. |
| 5 | Strategies for addressing the resource constraint facing RCM-Africa and the SRCMs and sources for sustainable financing of their activities | 1) Whilst attracting increased financing into the RCM-Africa and SRMCs would be justified, immediate priority should be to examine whether what is available at the moment (no matter how little) constitutes value for money in the way it is being utilized. It will also be instructive to learn from the financing model for regional coordination mechanisms in other regions outside the African continent – Latin America and the Caribbean and Asia-Pacific, if available.<br>2) Put in place joint resource mobilization strategies and effective M & E and reporting frameworks |
| 6 | Strategies for better planning and programming of implementation of projects to avoid the problem of unrealistic number of projects proposed for implementation by RCM-Africa | 1) Define very clearly the value-add of RCM-Africa and also for the SRCMs. It appears that RCM-Africa's value is very limited in activities relating to implementation and funding of project, but high with regard to fostering alignment and coherence and providing space for identifying and negotiating implementation collaborations<br>2) Ensure RCM-Africa's projects and programmes are a direct reflection of regional priorities as expressed by the AU, RECs, NEPAD and other IGOs rather than that of the mechanism<br>3) There should be increased information sharing and routine update of thematic cluster work. |
| 7 | Potential institutional arrangements that will ensure better monitoring and evaluation of the performance of RCM-Africa | As this relates more and should be integral to implementation, elevating the role and responsibilities of NEPAD Agency (as implementation agency) will strengthen integration of the RCM-Africa and the SRCMs value-add in existing programmes and institutional systems. |
| 8 | Strategies for strengthening information and communication channels for visibility RCM-Africa's activities | 1) Develop a common communication and information sharing strategy and system that serve RCM-Africa and the SRCMs as a collective.<br>2) Provide for a knowledge management system for capturing and sharing lessons, best practices and avoidable pitfalls<br>3) Avoid duplicating communication channels and creating parallel systems. Use existing channels, if they exist |

Table 5: Administrative Improvements to the Secretariat of RCM-Africa

| s/n | Issues | Summary of Proposals/Recommendations by Respondents |
|---|---|---|
| 1 | Staffing e.g. size & areas of expertise | RCM-Africa should set up an operationally functional secretariat guided by an institutional assessment survey. The present arrangement lacks structure and visibility. The new structure should be guided by the mechanism's functions and delivery model and should have access to high quality ICT platform and technologies for real-time access to data, information and communication. |
| 2 | Infrastructure and facilities | Ditto |
| 3 | Programme visibility | Ditto; increased visibility |
| 4 | Programme administration | Ditto; involve CSOs more for greater visibility |
| 5 | Partnership development among UN agencies | Ditto; effective cooperation among UN agencies and programmes |
| 6 | Amount of financial resources for RCM-Africa | 1) With a lean set-up oriented towards facilitation of dialogue, negotiations and building coherence and alignment, the Secretariat needs competencies that relate more to systems |

| | | |
|---|---|---|
| | | management, understanding of partnerships development and facilitation of learning and knowledge and information sharing.<br>2) RCM-Africa's mandate may need to be re-examined and revalidated on both the UN and African sides. It has to be made more focused with clear and measurable value.<br>3) Joint resource mobilization and programming. |

## III.2 SURVEY FINDINGS ON THE SUBREGIONAL COORDINATION MECHANISMS

### III.2.1 Overview

Four Subregional Coordination Mechanisms (SRCMs) were in operation at the time this survey was conducted. They were: SRCM-Central Africa that was launched in 2009; SRCM-Eastern and Southern Africa, which came into being in 2010, but convened its inaugural meeting in November 2013; SRCM-North Africa, which began operation in 2014; and SRCM-West Africa, which came into being in 2013. Operationally, at present, there are four – one SRCM serves both Eastern and Southern Africa, SRCM-ESA; SRCM-CA, SRCM-North Africa; and SRCM-West Africa. All SRCMs have their secretariats in ECA Subregional Offices (SROs), which provide oversight for their operations, staffing requirement and financial resources for their meetings and administrative needs.

Because of the somewhat complex nature of the multiple membership of Africa's regional economic groupings, the coverage areas of the SRCMs are not aligned with those of the RECs. For consistency with the mandate to provide support to AU and NEPAD, it will be desirable to align the coverage areas with those of the 8-AU Recognized RECs and based on the five distinct subregions of the continent.

None of the SRCMs has visible presence in the form of website and social media handles for access to its activities and engagement with a wider stakeholder community. This has a limitation effect on the visibility and stakeholder access to information about the mechanisms.

Each SRCM holds an annual meeting. The most recent meetings were in March 2018 for SRCM-North Africa; November 2018 for SRCM-Central Africa and SRCM-West Africa; and December 2017 for SRCM-Eastern and Southern Africa. Participation at these annual meetings are at very high levels in some cases, especially during the recent meeting of SRCM-North Africa (Table 6). Participants consisted of UMA Secretary-General, ECA-SRO, UNDP Resident Representatives and UN Resident Coordinators for Algeria, Egypt, Mauritania, Morocco and Tunisia, Regional Directors of a number of other UN agencies and development partners. A very impressive gathering of high-level officials.

Table 6: Quality of Participation at SRCMs Annual Meetings

| S/N | RCM-Africa, SRCM | Date of Meeting | Participants | Position of Participants |
|---|---|---|---|---|
| 1 | RCM-Africa | Expert Group Meeting on the Third Triennial Review of the Ten-Year Capacity Building Programme for the AU and the | • UN Women<br>• UNESCO<br>• Office of the Special Advisor on Africa | Head of IGAD Office (Ambassador); Director, Deputy Director, Head of Capacity |

| | | | | |
|---|---|---|---|---|
| | | transition Plan to the New Partnership on Africa's Integration and Development Agenda<br><br>12-13 July 2017, Hilton, Nairobi, Kenya | • International Maritime Organization – Regional Presence Office<br>• The Netherlands Development Organization<br>• NEPAD Agency<br>• ECOWAS Commission<br>• IGAD AU Liaison Office<br>• IOM, AU-UNECA Liaison Office<br>• UN-Habitat<br>• AUC<br>• UN Environment<br>• World Food Programme – Representative to AU and ECA<br>• UNESCO – Liaison Office<br>• UNAIDS<br>• UNHCR<br>• UNOCHA | Development. Others were mainly officers |
| 2 | | Mécanisme sous régional de coordination- MSRC-Afrique du Nord Réunion consultative régionale pour soutenir la réalisation des ODD et renforcer les partenariats en Afrique du Nord, Rabat, 1 et 2 mars 2018 | • Union du Maghreb Arabe (UMA)<br>• Centre Islamique pour le Développement du Commerce (CIDC)<br>• Organisation Arabe du Développement Industriel et Minier (OADIM)<br>• Organisation Islamique pour l'Éducation, les Sciences et la Culture (ISESCO)<br>• Banque Africaine de Développement<br>• Bureau régional de la Banque Islamique de Développement (BID)<br>• Organisation Arabe pour le Développement Agricole (OADA)<br>• IFAD<br>• ILO<br>• UNESCO<br>• IOM<br>• UNICEF<br>• UNFPA<br>• FAO<br>• UNIDO<br>• Arab Bank for Economic Development in Africa<br>• International Islamic Trade Finance Corporation (ITFC)<br>• Resident representatives of the United Nations | Secretary-General UMA; Directors of UMA; Heads of Departments; Experts; Regional Directors OADA, IFAD), UNICEF Representative; Country Programme Manager (IFAD) Regional Economist; Chief Technical Advisor, ILO; Programme Specialist; Assistant representative and Programme Cooridinator (UNFPA); Coordinateur du Bureau sous–régional de la FAO pour l'Afrique du Nord et Représentant en Tunisie Organisation des Nations Unies pour l'Alimentation et l'Agriculture (FAO) ; Evaluation and Strategic Planning Specialist (FAO) ; Representative and Project Coordinator |

| | | | | |
|---|---|---|---|---|
| | | | Development Programme (UNDP) and United Nations coordinators (member countries) | (UNIDO) ; Head of Public sector Division of West Africa and Central Africa Arab Bank for Economic Development in Africa (BADEA); UNDP Resident Representatives and UN Resident Coordinators for Algeria, Egypt, Morocco (including Deputy Resident Representative), Mauritania |
| | | Subregional Office for West Africa<br><br>Meeting of the Subregional Coordination Mechanism for West Africa<br><br>27 September 2017 Dakar | • ECOWAS<br>• Mano River Union<br>• UNOWAS<br>• WHO/OMS<br>• UNICEF<br>• UN Women<br>• WFP<br>• UNHCR<br>• UNESCO | Resident Representative (WHO/OMS); Deputy Regional Director (UNICEF); Deputy Regional Director (UN Women); Programme Manager Sahel-UNDP WACA UNDP regional; coordinator ECOWAS Capacity Development Programme |

Across the SRCMs, participating stakeholders have come from UMA (NA), ECCAS (CA), COMESA, EAC, IGAD (ESA), several IGOs (ESA) UNDG East and Southern Africa; UNCTAD Regional Office for Africa; UNISDR (AU Liaison Office); UNDP; UNICEF; FAO; and IOM. A wide range of AU agencies and IGOs have also been active participants at the annual meetings. Among these are NEPAD Agency, APRM, PMAESA, ICGLR, CEPGL, NBI, CC-TTFA, SDG Centre, TTCA-NC, among others.

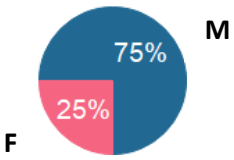
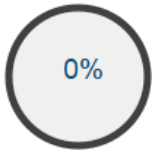
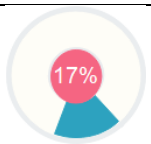
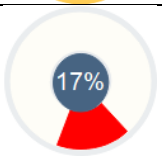
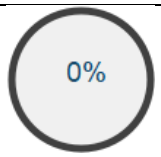
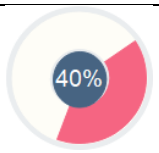
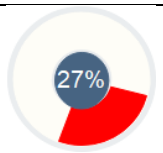
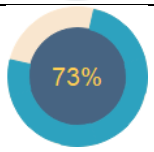
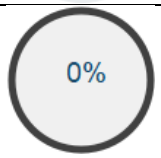
Some of the priority areas in which the SRCMs are focused include the 2030 Agenda for Sustainable Development; Africa's Agenda 2063; RECs sub-regional visions; structural transformation for inclusive and sustainable economic development; market access and inclusion in the value chain; improving of human and social conditions; promotion of governance; peace and security; inclusive industrialization; and Trade and the African Continental Free Trade Area.

At the time of this survey, the four SRCMs were operational though at varying levels of effectiveness. For instance, other than the annual meetings there were no follow-up meetings or forums for stakeholder engagement. This explains why some stakeholders referred to the

SRCMs as simply **one-off annual events**. Other than ECA, no UN agency has a focal point for the activities of the SRCMs.

What follows are the findings of the survey on the effectiveness of the SRCMs.

Fig. 8: About Respondents and the SRCMs

| S/N | Measure | Score | Measure | Score |
|---|---|---|---|---|
| 1 | Gender distribution of respondents |  | E-mail, website contact details and social media presence of SRCM |  |
| 2 | Number of Active Focal Points | | Extent of Effectiveness of the Focal Points |  |
| 3 | Effectiveness of the link of the Focal Points to SRCM Secretariat |  | Number of SRCMs with an Operational Guide or an Operational Manual or Handbook of Procedures |  |
| 4 | Regularity of oversight provided on SRCM activities by ECA/SRO |  | Effectiveness of the oversight provided on SRCM activities by ECA/SRO |  |
| 5 | Extent SRCMs' priorities reflect needs of the subregions vis-à-vis 2030 Agenda and Agenda 2063 |  | Extent of SRCMs participation in the AU Ten-Year Capacity Building Program |  |

## III.2.2 SRCMs Survey Findings

1. **Extent to which SRCMs Network of Focal Points is functional**: the survey showed that the network is barely **16.67 per cent** effective. Focal points are non-existent in most of the SRCMs. The effectiveness of the link between the network of focal points and the SRCM secretariat is extremely weak. Respondents placed the effectiveness at **16.67 per cent**.

2. **Availability of Implementation Guide for Establishment of SRCM**: Other than terms of references and official documents relating to the functions of the SRCMs, their establishment was not supported by an "Implementation Guide" or some form of common operational framework for their launch. Each ECA-SRO had to figure out how

best to set up the subregional coordination mechanism. Also, none of the SRCMs has an operational manual or handbook of procedures and practices to guide the secretariats.

3. **Regularity and Effectiveness of Oversight of SRCM Activities**: Respondents rated the regularity of the oversight provided by ECA-SROs at **40 per cent** and the effectiveness at **26.67 per cent**. In essence, the activities of the SRCMs are not adequately guided and supported by the ECA.

4. **Extent to which SRCM Priorities are Reflective of Subregional Priorities:** From the responses, SRCM priorities were determined through SRCM annual meetings with proposals from participating RECs and UN agencies. Their priorities are therefore considered by the respondents as appropriately determined. To this end, respondents concluded that the priorities are **73.33 per cent** reflective of the needs of the subregions and are within the priorities of the 2030 Agenda on Sustainable Development and the continent's Agenda 2063.

5. **Extent to which SRCMs Benefitted from the Ten-Year Capacity Building Programme for the African Union**: Other than SRCM-West Africa, no other SRCM benefitted from the implementation of the 10-Year Capacity Building Program for the AU. This reflects the very weak collaboration between RCM-Africa and the SRCMs.

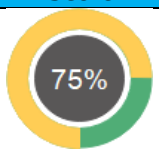
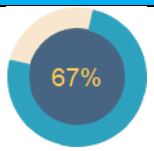
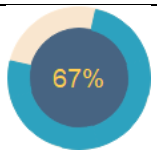
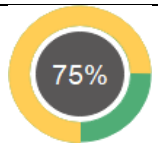
10 **Projects SRCMs are currently implementing:** Box 6 presents some of the activities that the SRCMs are currently undertaking.

Box 5: List of Some Projects by SRCMs

1) A 2018 SRCM Road Map
2) Employment, support to VNR process in Mauritania
3) Organization of EGM on Data revolution
4) Regional Food Security Programme (IGAD)
5) Sustainable Tourism Development (IGAD)
6) Regional Initiative Against the Illegal Exploitation of Natural Resources (ICGLR)
7) Regional Programme on Energy Security and Sustainable Energy for all (EAC)
8) Civil registration and vital statistics APAI/CVS;
9) United Nations Integrated Strategy for the Sahel (UNISS) - UN Support plan to the Sahel:
    - Prospective analysis
    - G5 Sahel secretariat restructuration;
10) UN Support to ALG

3. **Level of Awareness of the Vision, Mandate, Purpose and Objectives of the SRCMs:** Respondents showed high level of awareness of these key elements of the SRCMs with a **75 per cent** knowledge of the vision, about **67 per cent** understanding of the mandate and purpose and **75 per cent** comprehension of the objectives that the SRCMs are expected to achieve (Fig.9)

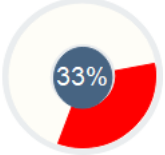
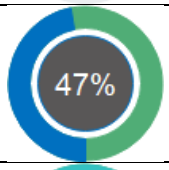
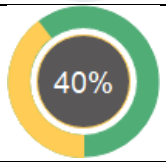
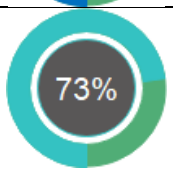
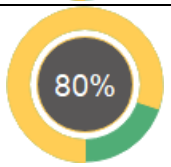
Fig. 9: Rating of Level of Awareness of the Vision, Purpose and Objectives of the SRCMs

| S/N | Measure | Score | Measure | Score |
|---|---|---|---|---|
| 1 | Extent of SRCMs' awareness of the vision behind the coordination mechanism |  | Extent of SRCMs' awareness of the mandate of the coordination mechanism |  |
| 2 | Extent of SRCMs' awareness of the purpose of the coordination mechanism |  | Extent of SRCMs' awareness of the objectives of coordination mechanism |  |

**4.** **Assessment of Systems, Processes, Procedures and Practices of the SRCMs:** Fig.10 presents respondents assessment of the systems, processes, procedures and practices of the SRCMs thus far. Their activities are guided by some form of business or strategic plans, but these are not implemented systematically by means of annual work programmes as the means for programming of implementation of identified projects or activities. Reviews of the business and strategic plans are not carried out, except in one case in which one has been done. This survey could not identify any formal institutional process by which the programmes of the SRCMs are approved for implementation other than by adoption at the annual meetings. The annual meetings and annual reports also provide the means for reporting on the implementation of programmes and activities of the SRCMs.

All SRCMs hold annual meetings, which is the main event of the mechanisms. Besides occasional bilateral meetings by participating stakeholder organizations, there are no additional opportunities for further interactions. It is in this regard that respondent expressed the view that the frequency of the meetings of the SRCMs is inadequate for effective operation. Adequacy was scored **46.67 per cent**. Even more concerning is the usefulness of the annual meetings. Respondents felt these meetings do not seem to adequately address the objectives of the SRCMs and the kinds of results they are expected to deliver. To this extent, their usefulness was score **40 per cent**. However, as mentioned in the introductory section, the quality of representation of stakeholder at these meetings is excellent in some of the SRCMs. This was rated **73.33 per cent** by the respondents. With respect to the level at which RECs, UN agencies and IGOs among other stakeholders are represented, this was placed at 80 per cent, which reflects very high quality of representation.

Fig. 10: Rating of SRCMs' Systems, Processes, Procedures and Practices

| S/N | Measure | Score | Measure | Score |
|---|---|---|---|---|
| 1 | Number of SRCMs with strategic business or operational plans | | Number of SRCMs with annual work programme |   |
| 2 | Adequacy of the frequency of the meetings on SRCM activities |   | Usefulness of SRCM annual meetings |   |
| 3 | Quality of representation of stakeholders at SRCM annual meetings |   | Level of representation (positions) of RECs, UN agencies, IGOs and other stakeholders at the annual meetings |   |

8. **Functions Currently Undertaken by SRCMs**: Table 6 provides a list of the functions currently carried out by the SRCMs. The Subregional Coordination Mechanisms seems to focus more on holding high-level policy forums and providing a platform for exchange of lessons and best practices and less so for the other functions. They seem to have no visible presence in the discharge of the function relating to – "*Devising coherent subregional policy responses to selected regional and global priorities and initiatives and providing subregional perspectives to global-level issues"*.

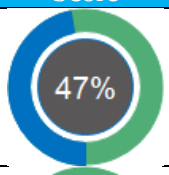
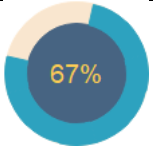
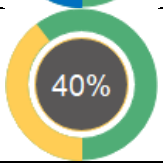
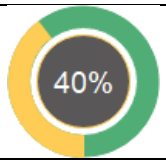
Table 6: Functions Currently Undertaken by SRCMs

| S/N | Expected Functions of the SRCM | Functions Currently Undertaken by Your SRCM (*Please TICK ✓ as appropriate*) |
|---|---|---|
| 1 | Coordinating UN system interaction with AU organs and agencies, including the Regional Economic Communities. | **XX** |
| 2 | Providing high-level policy forum for exchanging views on major strategic developments and challenges faced by the subregion, and interaction at the regional and global levels. | **XXX** |
| 3 | Devising coherent subregional policy responses to selected regional and global priorities and initiatives and providing subregional perspectives to global-level issues. | |
| 4 | Promoting policy coherence and joint programming in support of regional and subregional integration efforts and initiatives such as NEPAD, APRM, AU Agenda 2063, etc. | **XX** |
| 5 | Promoting inter-agency and inter-organization coordination and collaboration in terms of response to policy recommendations and | **XX** |

| | | |
|---|---|---|
| | analytical findings emanating from regional and subregional strategic priorities and plans, including through joint programming. | |
| 6 | Providing forum for exchange of best practices and lessons learned and for inter-agency and inter-organization analysis and elaboration of normative and analytical frameworks. | **XXX** |

**3.** **Effectiveness of Implementation of SRCMs Activities**: Fig 11 presents respondents' assessment of level of effectiveness of the SRCMs in the implementation of their activities based on four key elements – quality of support offered to programmes of AU organs and agencies in the subregions; quality of support offered to the RECs in the subregions; quality of support offered to other stakeholders (IGOs) and timeliness of support provided to all stakeholders. The SRCMs have been relatively more effective in supporting the RECs in the subregions than other stakeholders (**67 per cent**). For AU programmes in the subregions, the quality of support was 47 per cent and for other IGOs it was **40 per cent**. With respect to timeliness of support provided to all stakeholders, the effectiveness of the SRCM stood at **40 per cent**.

Fig. 11: Rating Effectiveness of Implementation of SRCM Activities

| S/N | Measure | Score | Measure | Score |
|---|---|---|---|---|
| 1 | Quality of support offered by SRCMs to programs of AU organs and agencies in the subregions |   | Quality of support offered by SRCMs to RECs in the subregions |   |
| 2 | Timeliness of support by SRCMs offered to all stakeholders |   | Quality of support by SRCMs offered to other stakeholders - IGOs |   |

**8.** **Implementation Successes Achieved:** Respondents offered the following responses in respect of the successes of the SRCMs, changes that have occurred and innovations in implementation of their activities (Table 7):

Table 7: Implementation Successes and Innovations by SRCMs

| S/N | Measure | Description/Response |
|---|---|---|
| 1 | List the major successes achieved by the SRCMs | • Exchange of experience on an annual basis on the initiatives and activities undertaken by UN agencies and other partners<br>• Identification of flagship projects, a number of which have been developed and are at various stages of implementation<br>• Gather agencies around the Sahel and civil registration and vital statistics issues |
| 2 | Factors accounting for successes | • Commitment by ECA as Secretariat of the SRCMs<br>• Relevance of the subject |

| | | |
|---|---|---|
| | | • The comparative advantage of the implementing entities |
| 3 | Major innovations SRCMs brought to coordination and joint programming of activities among UN agencies and programmes | • Establishment of SRCM Task Force comprising SRCM Focal Points from RECs and IGOs<br>• There is no joint programming of activities among UN agencies and programmes yet. This remains a major setback to the effectiveness of the mechanism.<br>• The changing environment of work contribute to bring stakeholders together around key thematic issues |
| 4 | Innovations or changes planned over the next five years in the context of the UN-AU renewed partnership framework | • There is a need to integrate the UN-AU framework into the overall strategic approach and programmes of all UN agencies at the subregional level.<br>• There is an urgent need to address the issue of lack of effective participation and ownership of the mechanism by UN agencies. As it stands at present, UN agencies, other than ECA, have no commitment whatsoever towards the SRCMs.<br>• There is a need to realign roles and responsibilities between the SRCMs and the UNDGs.<br>• Involvement of more IGOs in the SRCM |

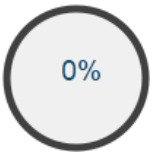
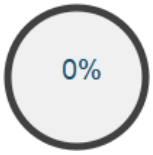
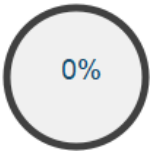
**9.** **Implementation Challenges Encountered by the SRCMs.** Respondents identified the following challenges as factors, which severely constrain performance of the SRCMs (Table 8):

Table 8: Implementation Challenges Facing SRCMs

| S/N | Measure | Description/Response |
|---|---|---|
| 1 | Major program implementation challenges facing SRCMs | • Ineffective leadership and capacities at some RECs and coordination within RECs<br>• Lack of human and financial resources for SRCM operations<br>• Lack of involvement/engagement by UN agencies, other than by ECA<br>• Weak links with AU frameworks and programs<br>• Poor coordination among UN agencies in supporting RECs and IGOs |
| 2 | Factors accounting for the challenges | • Poor ownership and commitment by stakeholder agencies<br>• Unclear roles and responsibilities between the SRCMs and the UNDGs at subregional level<br>• Competition among UN agencies and programmes |
| 3 | How the challenges been managed | • No solutions yet. All challenges persist<br>• Better involvement of R -UNDG secretariat in SRCM processes |
| 4 | Challenges that remain | • All challenges remain |

**10.** **Impact of the Subregional Contexts on Implementation of SRCM Activities:** Respondents assessed the extent to which the subregional development contexts have impacted on the ability of the SRCMs to effectively implement their activities. Fig. 12 summarizes the views expressed. The subregional context is characterized by leadership and capacity challenges at the level of some of the RECs, poor commitment by UN agencies and programmes to the activities of the SRCMs and absence of binding operational framework to enforce commitment by UN agencies and programmes to the SRCMs. Extent of commitment and ownership of the SRCMs by UN agencies and programmes was rated **0 per cent**. This same rating (**0 per cent**) also applies to the RECs in the subregions, as they have also not shown the desired level of ownership and commitment to the SRCMs. And the extent to which the SRCMs have been able to build collaborative relationship with other organizations in support of their activities has equally not been encouraging. No such collaborations existed at the time of the survey. Respondent rate the achievement in this area as **0 per cent**.

Fig.12: Assessment of Impact of Subregional Context on Implementation of SRCMs' Activities

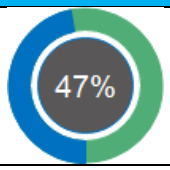
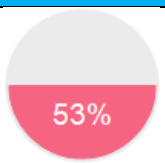
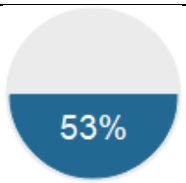
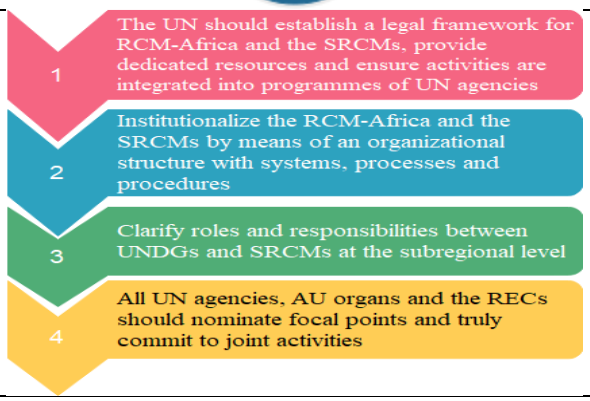
| S/N | Measure | Score | Measure | Score |
|---|---|---|---|---|
| 1 | Extent of sub-regional context's influence on the activities of the SRCM | | Extent to which SRCMs have entered into collaboration with other institutions within the sub-region to advance SRCMs objectives and goals |  |
| 2 | Extent to which UN agencies and programmes in the subregion are committed to and demonstrate ownership of the SRCM process (excluding ECA) |  | Extent to which the RECs in the subregion are committed to and demonstrate ownership of the SRCM process beyond annual meetings |  |

**11.** **Effectiveness of the SRCMs in Stakeholder Engagement:** Fig. 13 presents the results of the responses in respect of the effectiveness of the SRCMs in engaging stakeholders on the mechanism. Respondents placed extent to which SRCMs are responsive to RECs needs at **47 per cent**, quality of support provided to RECs to facilitate their participation at meetings was scored **53 per cent**, while the extent and quality of SRCMs communication with RECs stood at a **53 per cent** effectiveness level. All these place stakeholder engagement at average level of effectiveness, a strong indication that the SRCMs will need to do more.

To strengthen engagement, respondents put forward four key proposals. These are:

1) The UN should provide for a legal framework for the operation of the SRCMs, dedicated resources and the integration of their activities into UN system programmes frameworks.
2) Institutionalization of the SRCMs through well-established structures, systems, processes and procedures
3) Clarification of the roles and responsibilities between UNDGs and SRCMs at the subregional level and possible merger.
4) Encouragement of all UN agencies and programmes to nominate focal points for all the SRCMs and demonstrate higher level of commitment and ownership of the mechanism by undertaking joint activities.

Fig. 13: Assessment of the Effectiveness of SRCM in Stakeholder Engagement

| S/N | Measure | Score | Measure | Score |
|---|---|---|---|---|
| 1 | Extent of responsiveness of SRCMs to RECs needs |  | Extent and quality of SRCMs communication with RECs |  |
| 2 | Quality of support provided by SRCMs to facilitate RECs' participation at meetings |  | | |
| 3 | Key responses proposed by SRCMs for improvements in participation by stakeholder organizations and agencies |  | | |

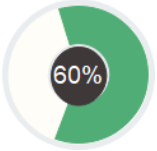
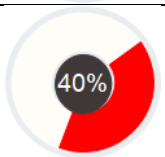
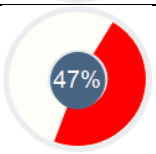
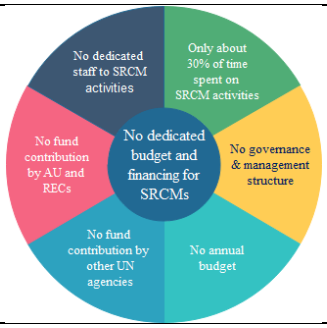
**12.** **Capacity of SRCM Secretariat for Programme Delivery:** the assessment of the capacity of the Secretariats of the SRCMs for programme delivery is reported in Fig. 14. On location of the secretariat at ECA Subregional Offices, respondents expressed the view that this is **60 per cent** adequate. ECA will need more resources to make the secretariats operate more effectively. At present, they are poorly resourced. Office infrastructure and quality of office facilities in the secretariats were judged **40 per cent** and **47 per cent** adequate, respectively. The most constraining is staff strength of the secretariat and absence of dedicated

financial resources for the activities of the SRCMs. With no staff dedicated to SRCM activities in all the secretariats, person-days of SRCM workload put at about **10 per cent – 30 per cent** of assigned staff time and effectively only one professional staff is responsible for the activities of each SRCM, it goes without saying that the SRCM secretariats are poorly staffed and ineffectively established. With the present capacity it will be impossible for the functions of the SRCMs to be effectively carried out, worse still in a context where there is no budgetary provision.

It is to this end that respondents put forward the following, among others, as key area in which the SRCMs will need to be capacitated:

1) Institutional recognition of the SRCMs
2) Communication tools to enhance visibility
3) Greater involvement of agencies at both UN and RECs levels in the process
4) Collaboration among all SRCMs for the development of common tools for programme implementation and performance monitoring and evaluation
5) Provision for dedicated staff for all SRCM secretariats
6) Provision of dedicated financial resources for the SRCMs

Fig. 14: Assessment of SRCM Secretariat Capacity for Program Delivery: Staffing, Infrastructure and Facilities Available for the Delivery of SRCM Activities

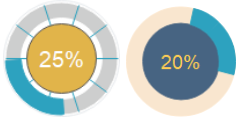
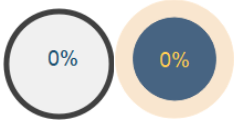
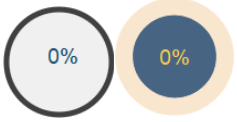
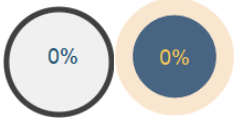
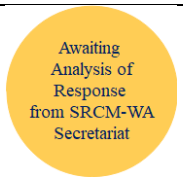
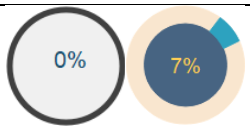
| S/N | Measure | Score | Measure | Score |
|---|---|---|---|---|
| 1 | Adequacy of the location of SRCM Secretariat |  | Adequacy of SRCM staff strength | |
| 2 | Adequacy of SRCM office infrastructure |  | Quality of SRCM office facilities |  |
| 3 | Some critical administrative and financial challenges facing SRCM Secretariats |  | | |

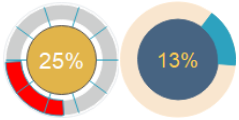
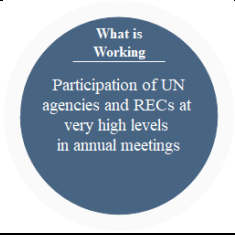
**13.** **Level and Value of Collaboration Among SRCMs and with Other Participating Stakeholder Organizations**: Fig.15 provides ratings for level of coordination among

the SRCMs and value of collaboration with other organizations in the subregions. The extent of coordination of SRCMs activities with those of RCM-Africa is rated **25 per cent** and collaboration between both (SRCMs and RCM-Africa) is valued at **20 per cent**. The nature of collaboration with RCM-Africa takes the form of knowledge and information sharing and participation in meetings. Among the SRCMs, there is no coordination whatsoever (**0 per cent**). The value of collaboration is equally placed at **0 per cent**. The SRCMs also do not have their activities coordinated with the regional UNDGs (**0 per cent**), though the present working relationship is valued as **7 per cent**. Regarding the UNCTs, the SRCMs coordinate their activities to a level of **25 per cent** and rated the value of their collaboration at **13 per cent**. The indications therefore are that the SRCMs do not have working relationships with RCM-Africa and among themselves.

All this goes to raise the question – **Is the UN really Delivering as One**? At the very minimum, the SRCMs and RCM-Africa must work together, just as they should collaborate among themselves, starting with participation in each other's meetings. RCM-Africa will need to reflect on the possibility of developing a framework for effective coordination and collaboration among the coordination mechanisms.

Fig. 15: Rating Level of Coordination and Value of Collaboration in Activities among SRCMs and with other Organizations and Agencies in the Subregions

| S/N | Measure | Score | Measure | Score |
|---|---|---|---|---|
| 1 | Extent of SRCMs Coordination with RCM-Africa and Value of Collaboration |  | Extent of SRCM – Central Africa's Coordination with other SRCMs and Value of Collaboration |  |
| 2 | Extent of SRCM – East and Southern Africa's Coordination with other SRCMs and Value of Collaboration |  | Extent of SRCM – North Africa's Coordination with other SRCMs and Value of Collaboration |  |
| 3 | Extent of SRCM – West Africa's Coordination with other SRCMs and Value of Collaboration |  | Extent of SRCMs Coordination with UNDGs and Value of Collaboration |  |

| | | | | |
|---|---|---|---|---|
| 4 | Extent of SRCMs Coordination with UNCTs in the Subregions and Value of Collaboration |  | |  |

12. **What Worked and What Is Not Working with the SRCMs:** Box 7 provides a short list of what is working very well in the operations of the SRCMs that needs strengthening. It also summarizes what is not working that needs to be revisited.

Box 6: What is Working and What is Not Working Well

**1) What is Working**

a) Participation of UN agencies and partners at high level at SRCM annual meetings
b) Participation of RECs leadership and Directors at annual meetings
c) The *task-leader* role of the RECs in the SRCM and the need to institutionalize it
d) SRCM as a platform for information and knowledge sharing

**2) What is Not Working Well**

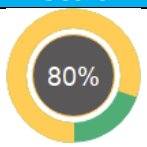
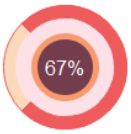
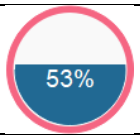
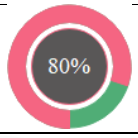
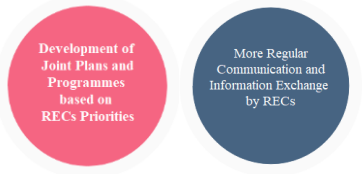
a) Poor commitment of RECs to the SRCM process
b) Poor commitment to and ownership of the SRCM process by the UN system and non-participation of UN agencies and programmes beyond annual meetings
c) Weak coordination among UN agencies and programmes, which call to question whether "Delivering as One" in the UN context is a reality
d) Poor communication with RECs, the key stakeholder institutions in the SRCM process
e) Weak collaboration with RCM-Africa and among SRCMs
f) Inadequate link with AU frameworks and programmes
g) Absence of framework for harmonized and joint programming
h) Poor funding of the SRCMs and absence of resource mobilization strategy
i) Poor staffing of SRCM secretariats. Understaffing is a significant constraint to implementation of the agreed activities, mobilization of resources and follow up
j) Lack of monitoring and evaluation framework and resources for monitoring execution of activities
k) Unclarified roles and responsibilities between SRCM and the UNDGs

13. **Effectiveness of Relationship between SRCM and RECs:** Fig. 16 presents respondents' assessment of the effectiveness of the working relationship between the SRCMs and the RECs in the subregions. The findings point to very strong and encouraging relationship. General working relationship is rated **80 per cent**. Also, at **80 per cent level** of effectiveness

is mutual respect between SRCMs and RECs programme teams. The quality of communication between the SRCMs and the RECs is rated **66.67 per cent**, which points to an area requiring improvement. The weakest point in the relationship is the timeliness of responses from the RECs to SRCM activities. The effectiveness of the timeliness is scored **53.33 per cent**. It underscores the need for responsiveness on the part of the RECs, if they are to make the SRCMs work to deliver expected results that are in line with the priorities of their subregions.

It is to this end that SRCMs would like to see enhanced working relationship with RECs built on more regular mutual exchange of information, but especially from RECs side and the development of coherent joint plans and programmes based on RECs priorities.

Fig. 16: Assessment of Effectiveness SRCMs' Working Relationship with Regional Economic Communities

| S/N | Measure | Score | Measure | Score |
|---|---|---|---|---|
| 1 | Effectiveness of the general working relationship with RECs |  | Quality of communication between SRCMs and RECs' Program Management Teams |  |
| 2 | Timeliness of responses from RECs to SRCM's activities |  | Extent of mutual respect between RECs and SRCM Program Management Teams |  |
| 3 | What SRCMs would like improved in relationship and communication with RECs | |  | |

This analysis extracted responses from the RECs in their assessment of the effectiveness of the SRCMs. A summary of their consolidated responses is presented in Box 8.

Box 7: Summary of RECs' Assessment

1) There is very little to no coordination of UN agencies' support to RECs programmes through the SRCMs.
2) SRCM effectiveness is poor.
3) Africa has five regions. The UN should align its concept of regions and sub-regions to that of the AU five regions.
4) The mandates on which RCM-Africa and the SRCMs are established were based on support to AU and NEPAD in the context of the MDGs. Both are undergoing reforms. NEPAD, for instance, is transiting to AU Development Agency with a refreshed mandate. The MDGs have been

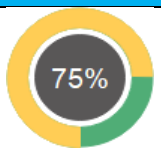
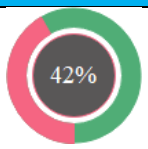
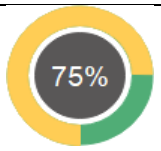
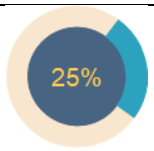
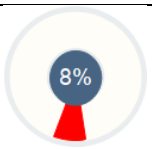
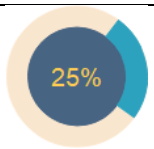
replaced by the SDGs. Africa's Agenda 2063 is currently the framework for Africa's development. All these put the present mandates behind the time – outdated, and therefore need revisiting. The refreshed mandate should focus on – Agenda 2030 on sustainable development, Africa's Agenda 2063 and efforts to implement Africa's continental free trade area.

5) The SRCMs grossly lack financial and administrative resources for effective operation. Present resources available to the mechanisms are incongruent with the kind of performance and results expected of them.
6) SRCMs have not succeeded in delivering their functions and achieving results. Their performance ranged from fair to poor. Besides resource challenges, operationally, SRCMs are simply **one-off annual events**. Some developed business plans that are not implementable.
7) SRCMs performances are weakest in functions that are most expected by RECs. Among these functions are:
    a) Promoting policy coherence and joint programming in support of regional and subregional integration efforts and initiatives
    b) Promoting inter-agency and inter-organization coordination and collaboration in terms of response to policy recommendations and analytical findings emanating from regional and sub regional strategic priorities and plans, including through joint programming.
        a) 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.
        b) Achieving concrete results that further the advancement of the region or subregion
8) Collaboration between RECs and AUC and NEPAD is very high and beneficial. It is equally very high with AfDB and at average level with the World Bank. With the UN system – RCM-Africa, SRCMs, UNDGs and UNCTs – it ranges from low to nil. For the SRCMs, the collaboration is mainly at the level of one annual meeting. The value of collaboration to the RECs at present ranges from poor to nil.
9) Joint planning between SRCMs and RECs should be vigorously encouraged. SRCMs should have desk officers in the RECs. An administratively well-structured SRCM is needed with a full-time coordinator and a very lean but professionally strong supportive team.

**13.** **Level of Clarity of Roles and Responsibilities between SRCMs and other agencies in the Implementation of Activities**: Clarity of roles and responsibilities is vital for the application of the subsidiarity principle, which helps in streamlining mandates among organizations in settings such as that of the UN system and among AU organs and agencies. The survey examined the extent to which there is clarity of roles and responsibilities among key organizations in the SRCM process. The findings presented in Fig. 17 are as follows: between the SRCM and ECA/SRO, there is **75 per cent** clarity of role and responsibilities; this is equally the case with the RECs (**75 per cent**). With RCM-Africa roles and responsibilities are somewhat unclear with a rating of about **42 per cent** clarity level. With regard to UN agencies and programmes, including UNCTs, the level of clarity is put at **25 per cent**, a strong indication that duplication and ineffective coordination in activities still exists even with the setting up of the SRCMs. This considerably undermines the spirit of the purpose on which the concept of the SRCM is founded. Lack of clarity of roles and responsibilities was judged by respondents to be most pronounced between the SRCMs and the UNDGs. The level of clarity is rated **8.33 per cent**. Respondents expressed the view that roles and responsibilities between the SRCMs and the UNDGs at subregional level are unclear

and duplicative, and modalities of engagement between the SRCMs and UNDGs are not clarified and agreed upon. This, it is argued, has affected effective coordination of support that UNDP provides to RECs and other IGOs.

Fig. 17: Assessment of Level of Clarity of Roles and Responsibilities between SRCMs and other Agencies in Programme Implementation

| S/N | Measure | Score | Measure | Score |
|---|---|---|---|---|
| 1 | Extent of Clarity of Role and Responsibilities between SRCMs and ECA/SROs |  | Extent of Clarity of Role and Responsibilities between SRCMs and RCM-Africa |  |
| 2 | Extent of Clarity of Role and Responsibilities between SRCMs and RECs |  | Extent of Clarity of Role and Responsibilities between SRCMs and UN agencies and programmes |  |
| 3 | Extent of Clarity of Role and Responsibilities between SRCMs and UNDGs |  | Extent of Clarity of Role and Responsibilities between SRCMs and UNCTs in the subregion |  |

**14.** **Recommended Improvements in SRCMs Operations**: Guided by their responses, respondents proposed the following as recommendations for improvement of the effectiveness of the SRCMs.

Table 9: Potential Areas for Improvement and Recommendations

| | Potential Areas for Improvement | Recommended Improvement by Respondents |
|---|---|---|
| 1 | Program design | • There should be a general implementation framework to guide the development of the SRCMs. At present, the process of establishment is left entirely to the discretion of each SRCM/SRO<br>• SRCMs should identify and work on only a few initiatives at a time. Work programmes are very often unrealistic |
| 2 | Partnerships development in support of program delivery | • Institutionalize partnerships through memoranda between participating organizations<br>• Each SRCM should have a framework for collaboration with the RECs, identifying only a few key areas of support for each UN agency to contribute to in a very coherent manner |
| 3 | Financial resources for project implementation | • SRCMs should be adequately funded. To start with, they should have dedicated budget lines at the level of the UN system |
| 4 | Governance and management of SRCM | • A clear linkage between RCM-Africa and the SRCMs should be established, e.g. along the thematic cluster lines |

| | | |
|---|---|---|
| | | • There is need to clarify roles and responsibilities between the SRCMs and the UNDGs in the subregions |
| 5 | Achievement of concrete results | • An M&E framework should be developed immediately to guide all the SRCMs. The ongoing process in this area is therefore timely.<br>• The M&E framework should present a clear results framework for the SRCMs with expected results. Planning, implementation and coordination of activities should be built around these results |
| 6 | Administrative support services for the operation of SRCMs | • Assist the office with an additional resource (UN Volunteer or Trainee)<br>• Provide adequate dedicated and well-resourced staff in the secretariats of the SRCMs<br>• In the interim, staffing process could draw on UN Volunteer, Young Professional Development and other related Programmes |
| 7 | Advocacy and communication | • A common advocacy and communication strategy and implementation plan are needed for the SRCMs to enhance visibility and stakeholder engagement |
| 8 | Additional comments | • It is difficult to focus SRCM work on UN-AU partnership as AU frameworks and programmes are not part of the UN agencies programmes at subregional level |

Table 10: Some Considerations for the Future

| S/N | Issues for the Future of the SRCMs | Respondents' Proposals |
|---|---|---|
| 1 | Kind of institutional set-up or arrangement to further enhance the performance of the functions of the SRCM | 1) An institutional arrangement based on coordination and collaboration between SRCMs and RCM-Africa<br>2) A set-up with clarified roles and responsibilities between SRCMs and UNDGs |
| 2 | Extent of continuing relevance of the SRCM in the decade ahead | 1) SRCM remains very relevant<br>2) However, as long as the RECs are not operationally committed the SRCMs will not be relevant<br>3) In the present operational form and context, they are not very relevant |
| 3 | Changes or areas of emphasis required to strengthen effectiveness of SRCMs | 1) Institutionalize RCM-Africa and the SRCMs in the programmes of UN system<br>2) The necessity for regional coordination and the roles and responsibilities of the Regional and Subregional Coordination Mechanisms should be prominently highlighted in the UN reforms |

| | | |
|---|---|---|
| 5 | Conditions and innovations needed for continuation of the SRCM | 1) Adequate funding for coordination activities and the mechanisms<br>2) Adequate staffing for coordination mechanisms<br>3) Robust M&E framework for the coordination process<br>4) The UN should establish a legal framework for the RCM and SRCM<br>5) UN agencies should integrate SRCM activities into their work programmes and commit to their implementation.<br>6) Develop an institutional framework that makes it compelling for effective participation of UN agencies and programmes RCM-Africa and the SRCMs<br>7) Develop a knowledge sharing platform for RCM-Africa and the SRCMs that is accessible to all UN agencies at subregional, AU organs and agencies, the RECs and other IGOs and stakeholders so that they can see each other's programmes and activities, resource commitments, among others, as a mechanism to avoid duplication of activities. |

## III.2 SWOT ANALYSIS OF SRCMs

Based on responses from this survey, this study presents in Table 11 the strengths, weaknesses, opportunities and threats facing the SRCMs.

Table 11: SRCMs – SWOT Analysis

| STRENGTHS | WEAKNESSES |
|---|---|
| • As a mechanism, the SRCMs is conceptually sound and well-conceived<br>• Strong representation at meetings. Exemplary case is SRCM-North Africa 2018 meeting<br>• Role of countries, like Senegal in hosting SRCM meetings<br>• Existence of guides like the ECA alignment and implementation framework for Agenda 2063 and 2030 Agenda on the SDGs to facilitate country level implementation for UNCTs | • Expected deliverables not clearly articulated and defined<br>• Insufficient guidance from ECA in establishment of the SRCMs in form of "Implementation Guide"<br>• Ineffective country level ownership of the 2030 Agenda for Sustainable Development and integration into national policy frameworks (for instance, for North African countries there is strong political commitment, but without policy integration, albeit with exceptions. Egypt has fully integrated the SDGs into its vision 2030)<br>• Three years into the adoption of the SDGs, inadequate follow-up by the UN system to assist countries to integrate the SDGs into national policy and development frameworks – as exemplified by North African countries<br>• Weak ownership and performance of SRCMs.<br>• Poor engagement of the SRCM process by UN agencies and programmes<br>• Poor establishment, staffing and financing of SRCMs |
| **OPPORTUNITIES** | **THREATS** |
| • Opportunity to lead the process of harmonizing monitoring and reporting frameworks and KPIs for UN 2030 Agenda for Sustainable Development and Africa's Agenda 2063<br>• Opportunity for countries to ensure regional ownership through hosting of SRCMs meetings jointly with SRCM secretariats and the RECs<br>• Opportunity to assist in the development of a new Sustainable Development Partnership Frameworks, e.g., UNSDPF by Mauritania in place of UNDAF | • Ineffectiveness and irrelevance of mandate without dedicated staff and resources for operation<br>• Undermined effectiveness, if duplication in roles and responsibilities with UNDGs is not addressed<br>• Continued weak ownership by African institution if they fail to demonstrate value addition relative to other existing coordination mechanisms<br>• Sustained decline in the level of participation by stakeholder organizations, if they fail to show concrete results |

| | |
|---|---|
| • Opportunity to provide inputs for regional strategy by UNDG<br>• Opportunity to facilitate production of:<br>  ○ Extent of SDGs integration in national policies reports and provide capacity building support to this effect.<br>  ○ SRCM to play a role in the assessment of implementation of the SDGs and first 10 years of Agenda 2063. To provide resources to support national mechanisms to this effect.<br>  ○ All countries should by now have baseline data for the assessment of the progress in the implementation of the SDGs. If not, SRCM should provide the resources. This is a response to the data challenge<br>• Supporting roundtables in poor countries for mobilization of resources for the implementation of SDGs-aligned development strategies (or SDGs-approach to development) | • Failure to make real impact and be influential player in coordination and collaboration without strong institutional visibility required by location and capacity to influence |
| **GAPS** | **WAY FORWARD** |
| • Significant gaps in SDGs statistics across the countries requiring interventions<br>• Need to raise the awareness and understanding of national actors of Agenda 2063 and the SDGs<br>• Gaps exist in extent of adoption and adaption of the SDGs, especially in North Africa<br>• Mainstreaming of SDGs in national policy frameworks | • Institutionalize the SRCMs as effective structures and reposition them administratively<br>• Improve staffing and financing<br>• Refresh mandate and review functions in light of developments since their launch<br>• Step up ownership and commitment particularly by UN agencies and programmes through legal frameworks and incentive systems<br>• Develop effective frameworks for operations programming, monitoring and evaluation and performance review and reporting |

# IV

# STRATEGIC DIRECTION FOR RCM-AFRICA, THE SRCMs AND OPERATIONALIZATION OF PROPOSALS

## IV.1 OVERVIEW

The UN has a vast presence on the African continent with a multiplicity of programmes that are being implemented by its agencies. As much as these programmes have made very significant contributions to Africa's development, there seems to be some duplication among them, which leads to high transaction costs. Coordination and collaboration are key to addressing this challenge. To "Deliver as One" the UN system encourages its entities to coordinate their activities to ensure effective and efficient use of resources for the delivery of results. This, as indicated in ECOSOC resolution of 1998 and RCM-Africa May 2018 meeting, gave rise to the setting up of the Regional (RCM-Africa) and Subregional Coordination Mechanisms (SRCMs) in Africa. These subregional mechanisms have been in operation over varying periods of time since their launch. The survey of their effectiveness, the findings of which were presented in Section III of this report, found both very positive results and equal amount of challenges.

On the positive side, there is a high level of awareness of the mandates of these mechanisms (**70 per cent**); the assessment in section III points to the continuing relevance of their mandates (**60 per cent**), provided they are refreshed to take on changes on the continent's development landscape; and there is appreciable level of satisfaction with the results so far achieved by RCM-Africa (**60 per cent**). The findings confirm that RCM-Africa has been most effective (**65 per cent**) in organizing high-level policy forums and providing platforms for exchange of lessons and best practices. It has also demonstrated effectiveness in the planning (identification) of projects (**70 per cent**) and the programming of their implementation (**60 per cent**)[10]. To its credit, is the finding RCM-Africa's priorities are very relevant to those of the

[10] AUC rating for these is however much lower than the average score.

continent's Agenda 2063 by **85 per cent** and to the UN 2030 Agenda for Sustainable Development by **80 per cent**. With respect to its relevance to the immediate priorities of the African region, this was assessed as **80 per cent**.

Strong engagement of all major stakeholders through the annual meetings of RCM-Africa and the SCRMs has been a very positive achievement of the mechanisms. In this regard, the SRCMs have demonstrated strategic collaboration with RECs since their establishment. For the SRCMs several very encouraging dimensions of their successful performance emerged from the survey results. It is worthy of note that their priorities are highly reflective of the priorities of their subregions (**73 per cent**) and are within the priorities of the UN 2030 Agenda for Sustainable Development and the African continent's Agenda 2063. The level of awareness of their vision, mandate, purpose and objectives ranges between **67 per cent** (mandate and purpose) and **75 per cent** (vision and objectives) and there is **60 per cent** level of satisfaction in their location in ECA/SROs.

Other elements that point to what is working well in the activities of the SRCMs include the very high level at which UN agencies, RECs and other partner organizations participate at the annual meetings; the emerging "task-leader" role of the RECs; the effective working relationship between the SRCMs and the RECs rated at **80 per cent**; and the quality of communication (about **67 per cent**).

## IV.2 SUMMARY OF CHALLENGES FACING RCM-AFRICA AND THE SRCMs

Despite these very encouraging results, overwhelmingly however, both the RCM-Africa and the SRCMs have been seen to be very ineffective. Level of awareness of RCM-Africa's functions, continuing relevance of these functions and the extent to which they have been delivered is at average level (**55 per cent**); actual implementation of planned activities is weakly at **44 per cent**; and the mechanism has not been effective in providing opportunity to stakeholders to engage after the annual meetings (**45 per cent**). Availability and access to project/programme management staff, opportunity by stakeholders to provide feedback to the mechanism are poor. The extent to which stakeholder organizations are active on the RCM-Africa is **44 per cent**. Participating organizations in these mechanisms concluded that both the RCM-Africa and the SRCMs are only about **55 per cent** effective in their performances, especially in the delivery of their core mandates and functions.

Some of the major challenges facing both the RCM-Africa and the SRCMs consist of the following, among others:

1) *Outdated Mandate*: The AU and NEPAD context in which the RCM-Africa and the SRCMs were set up has changed significantly. The mandates need to be revisited.
2) *Not Delivering as One:* This is illustrated by lack of coordination and synergy between SRCMs and RCM-Africa and among the SRCMs as well as poor participation and ownership by UN agencies and programmes, AUC and RECs. Extent of programmes coordination is 33 per cent. Poor participation of UN agencies, other than ECA, means the mechanisms are lagging in the implementation of their mandates.

3) *Poor Financing and Staffing of SRCMs*: SRCMs do not have dedicated resources and have no full-time staff responsible for their activities.
4) *Lack of Legal Framework:* There is no binding operational legal framework to enable commitment and ownership of the SRCMs by UN agencies and programmes. This is notwithstanding the fact that the mandates are derived from ECOSOC 1977 and 1998 resolutions in respect of RCM-Africa to which the SRCMs are decentralized structures.
5) *Lack of Structured Activities and Work Programmes:* RCM-Africa and SRCMs are seen as **one-off annual events** without well-articulated work programmes and implementation plans. This is beginning to change. For instance, in April 2018, four out of nine RCM-Africa clusters prepared joint work plans.
6) *Very Poor Local Ownership of RCM-Africa and the SRCMs:* This is reflected in limited real participation of the African constituencies – participation that is beyond attending the high-profile annual meetings.
7) *Absence of Joint Planning:* The mechanisms have not given rise to joint planning of programmes by UN agencies and with RECs, NEPAD and other stakeholders, given the imperative following the launch of both the 2030 Agenda on Sustainable Development and Africa's Agenda 2063.
8) *Enormous Information-Sharing Gap:* The mechanisms lack targeted and friendly systems to share timely planning and evaluation information among partners. This challenge is being addressed at present. RCM-Africa is at an advanced stage in the development of an RCM portal and collaboration system.
9) *Absence of Tasks Sharing Among Organizations:* Which tasks for whom and why and to achieve which targets and by when is an important guide to implementation programming, which is not practised by the mechanisms.
10) *Lack of Monitoring and Evaluation Framework:* RCM-Africa and the SRCMs do not have a monitoring and evaluation framework to facilitate the tracking of implementation of agreed actions. Their performance reporting is heavily activity-based. Their effectiveness and contributions should be measured in terms of outputs and outcomes and not activities undertaken. This should be the basis for defining the expected results from the strategic and business plans. RCM-Africa/ECA is currently addressing the issue of the M&E system for the RCM-Africa and SRCMs.
11) *Weak Reporting System***:** Other than minutes of meetings and annual reports, the SRCMs do not have effective reporting systems in respect of their activities and performance. The minutes shared do not inform the planning of new activities.
12) *Lack of Clarity of Roles and Responsibilities Among RCM-Africa, SRCM, UNDGs and UNCTs:* Despite resolutions, there seems to exist a marshy terrain of unclear boundaries of roles and responsibilities and thus duplication in activities across the Regional and Subregional Coordination Mechanisms and UNDGs and to some extent UNCTs, which need to be addressed.

Operationally, the SRCMs network of focal points is barely **17 per cent** functional; the SRCMs have no implementation guide, regularity of oversight by ECA-SRO is weak (**40 per cent**) and ineffective (**27 per cent**). There is no formal institutional process by which the activities of SRCMs are approved for implementation other than by adoption at the annual meetings. The SRCMs have been relatively more effective in supporting the RECs in the subregions than other stakeholders (**67 per cent**). For AU programmes in the subregions, the quality of support

was **47 per cent** and for other IGOs it was **40 per cent**. With respect to timeliness of support provided to all stakeholders, the effectiveness of the SRCM stood at **40 per cent**. With no dedicated staff assigned to SRCM activities, person-day equivalent amounts to between **10 per cent** and **30 per cent** of assigned staff time (less than one third of full-time equivalent). Other operational challenges include quality of secretariat infrastructure and facilities, which are placed at **40 per cent** and **47 per cent** adequacy level, respectively. With working relationship between SRCMs and RCM-Africa placed at **25 per cent**, UNCTs **25 per cent** and UNDGs **7 per cent**, and **0 per cent** among the SRCMs themselves, it is abundantly evident that coordination and collaboration are a reasonable stretch away.

## IV.3 STRATEGIC DIRECTION FOR RCM-AFRICA AND THE SRCMs

The problem therefore is that unless the Regional and Subregional Coordination Mechanisms are reformed to address the foregoing challenges, the ineffectiveness will persist and the vitally important task of coordinating programmes and projects across the UN system on the African continent will remain a mere aspiration.

Going forward, the strategic direction for the RCM-Africa and the SRCMs is open to several possible options. Stakeholders put forward several areas for improvements. Tables 12 and 13 present some of the recommendations:

Table 12: Potential Areas for Improvement

| | Potential Areas for Improvement | Recommended Improvement |
|---|---|---|
| 1 | Projects and programmes activities | • RCM-Africa and the SRCMs should identify and work on only a few initiatives at a time with greater focus. Work programmes are very often unrealistic<br>• RCM-Africa should take cognizance of the existence of other coordination mechanisms on the continent |
| 2 | Partnerships development in support of program delivery | • Institutionalize partnerships through memoranda between participating organizations<br>• Each SRCM should have a framework for collaboration with the RECs, identifying only a few key areas of support for each UN agency to contribute to in a very coherent manner<br>• RCM-Africa and the SRCMs should set up steering committees that should follow up closely the implementation of agreed commitments |
| 3 | Financial resources for project implementation | • SRCMs should be adequately funded. To start with, they should have dedicated budget lines at the level of the UN system[11] |

[11] There is however a hurdle here that will need to be cleared. This relates to the mismatch of programming cycles of UN agencies. It has a bearing on the availability of funding from the agencies. Alignment of programming cycles and availability of joint work plans ahead of the development of work programmes of individual agencies could ensure that the latter cater to the joint work plans. This has been a long-standing challenge that is yet to be resolved. The reforms should take this into account.

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| | | • Stakeholder organizations should provide in their annual budgets for their participation in RCM-Africa and the SRCMs |
| 4 | Governance and management of SRCM | • A clear working relationship between RCM-Africa and the SRCMs should be established, for instance along the lines of redefined thematic clusters<br>• There is need to clarify roles and responsibilities between the SRCMs and the UNDGs in the subregions |
| 5 | Achievement of concrete results | • An M&E framework should be developed immediately to guide all the SRCMs.<br>• The M&E framework should present a clear results framework for the SRCMs with expected results. Planning, implementation and coordination of activities should be built around these results<br>• Reporting on the 2030 Agenda and Agenda 2063 should be harmonized under one set of key performance indicators |
| 6 | Administrative support services for the operation of SRCMs | • Strengthen SRCM secretariats with dedicated staff. In the interim, the staffing process could draw on UN Volunteer, Young Professional Development and other related Programmes, including secondment of staff by participating agencies |
| 7 | Advocacy and communication | • A common advocacy and communication strategy and implementation plan are needed for the SRCMs to enhance visibility and stakeholder engagement |

Table 13: Some Considerations for the Future

| S/N | Issues for the Future of the SRCMs | Stakeholders' Recommendations |
|---|---|---|
| 1 | Kind of institutional set-up or arrangement to further enhance the performance of the functions of the SRCM | 3) An institutional arrangement based on coordination and collaboration between SRCMs and RCM-Africa<br>4) A set-up with clarified roles and responsibilities between SRCMs and UNDGs |
| 2 | Extent of continuing relevance of the SRCM in the decade ahead | 4) SRCM remains very relevant. However, if the RECs are not operationally committed the SRCMs will become increasingly less relevant |
| 3 | Changes or areas of emphasis required to strengthen effectiveness of SRCMs | 3) Institutionalize RCM-Africa and the SRCMs and integrate into the programmes of the UN system<br>4) The necessity for regional coordination and the roles and responsibilities of the coordination mechanisms should be prominently highlighted in the UN reforms and provided legal backing to enhance commitment of UN agencies[12]. |

[12] The envisaged merger of RCM-Africa and the UNDGs in 2020 will be a most welcome development. However, the coverage of the entity that will result from the merger will have to be within the geographical boundaries defined by the AU.

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| 4 | Conditions and innovations needed for continuation of the SRCM | 8) Adequate funding for coordination activities and for the mechanisms<br>9) Adequate staffing for the secretariats<br>10) Robust M&E framework for the mechanisms with harmonized KPIs for the two agendas<br>11) The UN should put in place a legal framework for effective establishment of the mechanisms<br>12) UN agencies should integrate SRCM activities into their work programmes and commit to their implementation. This will require alignment of programming cycles and joint planning<br>13) An institutional framework should be put in place that makes it compelling for effective participation of UN agencies and programmes in RCM-Africa and the SRCMs<br>14) A knowledge and information sharing platform should be developed for RCM-Africa and the SRCMs that is accessible to all UN agencies, AU organs and agencies, the RECs and other IGOs and stakeholders so that they are aware of ongoing projects and programmes in order to facilitate coordination and avoid duplication of activities. |

## IV.4 POSSIBLE REFORM OPTIONS

Guided by the foregoing, the Regional and Subregion Coordination Mechanisms face three possible paths to reform for effective operation. These are as follows:

### 4) RETENTION OF THE STATUS QUO, BUT WITH ENHANCED VISIBILITY AND CLOUT FOR THE REGIONAL AND SUBREGIONAL COORDINATION MECHANISMS:

The first option to put RCM-Africa and the SRCMs on the path of institutional effectiveness is to retain the present institutional setting consisting of joint secretariat for RCM-Africa co-hosted by ECA and AUC and the secretariats of the SRCMs hosted by ECA/SROs and RECs. For clout and visibility, RCM-Africa should however be moved to the Office of the Executive Secretary of ECA and regarded as a strategic intervention. This will give RCM-Africa some clout and enhanced institutional presence among stakeholders. It will also allow for meaningful involvement of all Departments at ECA[13]. The current loose arrangement of the RCM-Africa secretariat within the Capacity Development Division of ECA, with staff engaged in other activities of that Division, and the soon to be confirmed location of the secretariat as a Unit of a Section within the Regional Integration and Trade Division of the newly restructured ECA, does not make for effectiveness. The institutional responsibility for making the RCM-Africa and the SRCMs work lies with ECA that was entrusted with the responsibility for establishment of the mechanisms. This responsibility does not seem to have come with the required complementary resources. The ECA and its Subregional Offices that host the secretariats of the SRCMs should be appropriately resourced to implement the mandates of the mechanisms. At present, RCM-

[13] Currently, the process of initiating a focal point system for interface between Departments and RCM-Africa Secretariat is in progress.

Africa is supported by four professional staff (1 P5, 2 P4 and 1 P3) and one local staff, a staff strength that does not translate to its full-time equivalent due to duties they undertake. This contrasts sharply, for instance, with the better resourced New York-based UN global advocacy and support for NEPAD. The UN system at the highest level, possibly at the level of the Deputy Secretary General, will need to take this disparity under review.

The administrative relocation of the mechanisms to the Office of the Executive Secretary under this option can be considered a small step towards future institutionalization of the mechanisms.

While being operational under the Office of ECA Executive Secretary, both RCM-Africa and the SRCMs should be integrated and recognized as structures within the UN system.

## 5) INSTITUTIONALIZATION OF THE COORDINATION MECHANISMS:

The second option is the institutionalization of RCM-Africa and the SRCMs. In the spirit of the UN reform, which encourages *shared services*, institutionalization in this context will involve the following, among other possible configurations:

a) Transformation of RCM-Africa into a UN specialized Centre hosted by ECA. The Centre could be called the UN Regional Coordination Centre for Africa (RCC-Africa). RCC-Africa will have all the present SRCMs as its Subregional Centres for Coordination (SRCC). In essence, there will be one UN entity called the UN Regional Coordination Centre for Africa, which has Subregional Centres. The SRCMs should be merged with the regional UNDGs to form the SRCCs.
b) RCC-Africa and the SRCCs should be integrated into the UN administrative structures with overall oversight provided by the Office of the Executive Secretary of ECA.
c) The SRCC should be operationally autonomous with direct management by ECA/SROs Directors, reporting to the Office of the Executive Secretary through RCCA.

## 6) CO-CONVENING OF RCM-AFRICA BY AU DEVELOPMENT AGENCY:

Lastly, there is potentially a third option. This is the co-convening of RCM-Africa by the AU Development Agency. On 17th-18th November 2018, the Heads of State and Government of the African Union held the 11th Extraordinary Summit of the African Union. One of the Decisions of the Summit was the approval of the mandate of the AU Development Agency (AUDA). With this endorsement, the emerging Agency effectively takes responsibility for "…*serving as the African continent's technical interface with all Africa's development stakeholders and development partners*"[14]. Technically, this implies

[14] The AU Assembly approved the mandate of the African Union Development Agency (AUDA) as follows: i) To coordinate and execute priority regional and continental projects to promote regional integration towards the accelerated realisation of Agenda 2063; and ii) To strengthen capacity of African Union Member States and regional bodies; advance knowledge-based

that the ECA-AUC Joint Secretariat could become the ECA-AUDA Joint Secretariat that will then be responsible for implementation of the regional coordination mechanism under the tutelage of ECA. It is envisaged that the role will extend beyond co-convening to participation in oversight of the overall operations of RCM-Africa.

## IV.5 FUNDAMENTAL STAPLES IRRESPECTIVE OF PREFERRED OPTION

Irrespective of the option that is considered, the following fundamental staples will need to be addressed as a matter of urgency:

1) *Revision of Mandates of Regional and Subregional Coordination Mechanisms:* There is a need to refresh the mandates of the Regional and Subregional Coordination Mechanisms, given the enormous developments that have taken place on the African continent's landscape since the launch of the mechanisms. For the revision of the mandates, a broader spectrum of stakeholders' participation is strongly encouraged. These will consist of UN agencies and programmes, AU organs and agencies, RECs, NEPAD agency/AUDA, IGOs and other stakeholders.
2) *Oversight and Accountability for Results*: The ECA, through its headquarters and the Subregional Offices, should continue to provide guidance and oversight for the operation of the coordination mechanisms. The regularity and quality of oversight will however need to be substantially improved, just as much as the quality of infrastructure and facilities provided for the secretariats. Additionally, lines of reporting through ECA to the UN General Assembly on the performances of RCM-Africa and the SRCMs need some improvement, as part of ownership and commitment strengthening. A high-level oversight committee, which represents the highest level of accountability for results should be constituted. Its membership should consist of the UN, AU, RECs, Country representatives, selected IGOs and representatives of CSOs. Enhanced RCM-Africa must provide very clear arrangements for reporting to all national, subregional and regional stakeholders on coordination efforts in respect of the 2030 Agenda for Sustainable Development and Africa's Agenda 2063. Also required required in the structure of RCM-Africa and the SRCMs are Technical Advisory Committees to provide technical guidance to the development of programmes and the approval of work programmes and budgets. At present, no clear approval processes exist.
3) *Provision for Dedicated Staff for RCM-Africa and the SRCM*: This is one of the most significant challenges facing the effectiveness of RCM-Africa and the SRCMs. They are poorly staffed. Dedicated full-time staff are needed for the mechanisms. An institutional development assessment should be undertaken to determine the appropriate staffing requirements, based on a thorough assessment of expected outputs and outcomes from the functions, guided by a workload analysis. The size and seniority of staff will depend partly on the weight of the portfolio of activities of RCM-Africa and the SRCMs, the financial and technical resources commitments being made to coordinated projects and programmes and the degree of functionality of the mechanisms. They are only functional to the extent that the key stakeholders such as the UN agencies and programmes,

advisory support, undertake the full range of resource mobilisation, and serve as the continent's technical interface with all Africa's development stakeholders and development partners.

AU organs and agencies, the RECs and other IGOs demonstrate a strong ownership and commitment to the mechanisms.

4) *Availability of Dedicated Financial Resources for RCM-Africa and the SRCMs:* The coordination mechanisms at both regional and subregional levels are poorly funded. The present budgetary allocation should be increased in line with the responsibilities and expected outcomes. These are valuable UN mechanisms and should be adequately funded directly from the UN budget. The structure of the financing provided should consist of the following components:

    a) *A Core Annual Budget* that is approved by the UN General Assembly and administered by RCM-Africa and the SRCMs with accountability through ECA Executive Secretary.
    b) *A Secretariat-Administered Fund (SAF)* that enables RCM-Africa or the SRCMs to directly approve and provide funding up to a defined threshold with prior approval by ECA Executive Secretary.
    c) *A Collaborative Project Fund* that accrues to a regional or subregional project or programme through coordinated support by UN agencies and programmes.

5) *A UN Legal Backing for Coordination Mechanisms and Credit Scores for Coordination*: Given the failure by UN agencies and programmes to take ownership of, and demonstrate commitment to, the Regional and Subregional Coordination Mechanisms, it will be desirable for the UN to provide a legal framework to ensure all UN entities comply with the coordination mandates of RCM-Africa and the SRCMs. This will enforce a commitment to attend meetings and collaborate to deliver common projects and programmes. Under the credit score system, UN agencies that fail to work through the Coordination Mechanisms, where absolutely necessary, could stand to lose credit scores. This could in turn affect their annual budgets. The UN Secretary-General is invited to include the issue of participation of UN agencies as a visible and enforceable aspect of the ongoing reforms.
6) *Institutional Framework for Collaboration and Cooperation between RCM-Africa and the SRCMs and Among the SRCMs:* At present, there is no working relationship between RCM-Africa and the SRCMs. There is also no working relationship among the SRCMs themselves. There is an urgent need to develop an institutional framework for collaboration among these mechanisms. Participation in each other's meeting is a basic starting point. Elsewhere in this report, a number of proposals have been put forward to foster synergistic working relationships. These include joint planning and programming of activities, a common information and communication strategy, a common knowledge and information sharing system, among others.
7) *Further In-depth Review of Mandates of the Regional and Subregional Coordination Mechanisms vis-à-vis those of UNDGs and the UNCTs*: A more detailed review of the roles and responsibilities of the Coordination Mechanisms vis-à-vis those of UNDGs and the UNCTs is required to streamline the mandates. However, considering the planned merger of RCM-Africa and the UNDGs by 2020, this issue will have been resolved. What needs further rethinking is whether the merger should be at the level of RCM-Africa or the SRCMs and the merits of the proposal to transform the SRCMs after merger with the regional UNDGs to become SRCCs. The point must be underscored that the essence of the merger is simply to explore more effective and efficient ways by which UN agencies operating at the regional and subregional levels could work better with ECA structures to avoid overlaps and duplication of activities. This report is duly aware that ECA's mandate is more at the regional and subregional levels, while that of the UNDP is primarily at the national level.
8) *Promotion of Ownership and Participation:* To further promote ownership of, and participation in, the coordination mechanisms, it is proposed that:
    a) SRCM meetings be held in rotation among countries as host – but jointly organized by the RECs, SRCM Secretariat or ECA sub-regional office. Representatives of the UNDGs, UNCTs, RCM-Africa and AUC should participate in such meetings.

b) Provision be made for one annual meeting involving the UN/ECA, RCM-Africa, the SRCMs, AUC, NEPAD/AUDA, the RECs and the UNDGs at very senior levels to review performance and related issues. The meeting should be co-chaired by the UN and AUC.
c) All regional organizations requesting support from the UN system up to an agreed minimum threshold should be required to submit proposals through the SRCM or RCM-Africa or at least provide information on the joint planning (One Plan) framework of the coordination mechanisms that is accessible to all stakeholders.

9) *Strengthening of Coordination and Collaboration:* The enhancement of coordination and collaboration among UN agencies in support of the activities of RCM-Africa and the SRCMs will benefit immensely from alignment of programming cycles, joint planning, and a common framework with harmonized KPIs for the two agendas for review of progress in implementation of projects and programmes and the reporting of performance.
10) *Advisory Support to UNCTs:* The strengthening of RCM-Africa and the SRCMs should involve advisory support by RCM-Africa and the SRCMs to the UNCTs in the domestication of the 2030 Agenda on Sustainable Development and Agenda 2063 implementation frameworks.

## IV.6 THIS STUDY's PROPOSAL

The UN Secretary General's reform to reposition the UN development system to deliver on the 2030 Agenda for Sustainable Development includes three very important components:

1) A global service delivery model
2) A restructuring of the United Nations peace and security pillar
3) The shifting of the management paradigm in the United Nations

These components of the reform, directly and indirectly, underscore the importance of RCM-Africa and the SRCMs, as they are vital for responding to the duplicative nature of UN programmes. The need for *shared services* under the Global Service Delivery Model points to the urgency for shared secretariat services for RCM-Africa and the SRCMs. Responsiveness to regional needs with differentiated capacity level accentuates the desirability for the SRCMs to focus on their subregional priorities. The need to differentiate between strategic and policy guidance, on the one hand, and operational responsibility, on the other, points to the important benefits of the planned merger of the UNDGs and RCM-Africa through the provision of strategic and policy guidance and oversight. Based on the ongoing UN and AU reforms, this study proposes the following sequence for the reform of RCM-Africa and the SRCMs:

1) Relocation of RCM-Africa and the SRCM from the present Capacity Development Division/Regional Integration and Trade Division to the Office of ECA Executive Secretary to give the role and responsibilities of the coordination mechanisms the required visibility, political and professional clout and operational effectiveness.
2) Implementation of all the proposed fundamental staples in subsection V above.
3) Development of strategies and instruments for promoting effective ownership and participation by UN agencies and programmes as well as the African constituency in the Regional and Subregional Coordination Mechanisms.

4) Institutionalization of the coordination mechanisms in Africa through the establishment of RCC-Africa and SRCC. This will create a common secretariat for *shared services* for the coordination mechanisms and foster collaborative working relationship.

**At the programmatic level,**

1) RCM-Africa and the SRCMs must always agree with the RECs and regional stakeholders the sets of priorities that they should focus on. The implementation of these priorities should be guided by annual or biennial work programmes guided by a responsive and monitorable results framework and performance reporting system.
2) The UN and AU, at very senior management levels, should review performance and progress of the RCM-Africa and the SRCMs biennially.
3) RCM-Africa programme clusters should be revisited and aligned to the approved priorities under the AU reforms. A special cluster in support of implementation of AU reforms should be constituted. It should provide for coordinated support to facilitate the transition of NEPAD Agency into the AU Development Agency.
4) While retaining the programme clusters approach in the delivery of its activities, RCM-Africa and the SRCMs core operation should include the following:
    a) An annual forum
    b) Joint programs
    c) Capacity development program
    d) Knowledge-based activities (e.g., supporting development of implementation guidelines for policies and strategies, etc)
    e) Monitoring, evaluation and reporting on the implementation of the 2030 Agenda and Agenda 2063 priorities
5) There is no clarity as to what is expected from the SRCMs in terms of outputs and outcomes. These need to be clearly defined within the emerging M&E framework,
6) Well-defined support within in the context of the Renewed Partnership on Africa's Integration and Development Agenda and the Joint UN-AU Framework for an Enhanced Partnership in Peace and Security provide good entry points for coordinated assistance. This should continue to be one of the modalities for coordinating support to the AU, NEPAD/AUDA and the RECs.
7) SRCM should serve as an additional mechanism for monitoring progress in the implementation of regional priorities by the RECs.

The above proposal should be guided by a transition implementation plan overseen by the Office of the Executive Secretary of ECA.

# V

# IMPLEMENTATION, MONITORING AND EVALUATION OF STRENGTHENED RCM-AFRICA AND SRCMs

## V.1 IMPLEMENTATION STRATEGY

The implementation, monitoring and evaluation of the Coordination Mechanisms post-reform will need to be effective and rigorous. A separate study makes extensive proposals in this direction. With a right-sized organizational structure and dedicated staff, the institutional context in which the RCM-Africa and the SRCMs will operate will therefore be one that is considerably enhanced by the gains of an institutionalization process, continuing improvements in systems, processes and procedures, and practices and an improved growth in staff strength and financing. Thus, there will be a refinement in the organizational and operations programming frameworks for RCM-Africa and SRCM Secretariats to enable them function more effectively and efficiently. The core elements will consist of the creation of a system of collaboration between RCM-Africa and the SRCMs and among the SRCMs and provision for staff dedicated to the activities of the mechanisms.

In addition to the dedicated staff, professionals from UN agencies, AU organs and agencies and the RECs where possible and available will be seconded to Secretariats of the coordination mechanisms.

In addition to dedicated staff at RCM-Africa and the SRCMs Secretariats, the AUC and RECs as well as UN agencies and programmes leading programs clusters will provide Focal Points and Offices in their respective organizations. Offices will also be established in each of the 8 AU-Recognized RECs, at AUC and NEPAD Agency for field presence, visibility and proximity to stakeholders of the mechanisms. A close proximity to stakeholders has the potential of strengthening participation in the activities of the mechanisms and decentralizing some activities in the spirit of ongoing UN reforms.

To effectively support the operations of the strengthened mechanisms, their Secretariats will enhance operations programming processes and develop appropriate frameworks for monitoring and evaluation and performance review and reporting. The mechanisms will move from activity based to results-based reporting systems and performance measurements and significantly improve communication strategy and stakeholder engagement.

With respect to the RCMs program operations, biennial operational plans and budgets will be encouraged to guide implementation of activities. The plans will be driven by regional and subregional priorities drawn from the 2030 Agenda on Sustainable Development and Agenda 2063 and its first 10-Year Implementation Plan.

Lastly, as part of enhanced implementation arrangement, the Secretariats will develop customized communication and stakeholders' engagement strategies to promote visibility of the mechanisms. Branding of the mechanisms is needed to provide a good basis for communicating their activities, promoting visibility and defining identities within the region and subregions. The strategies will also provide the framework for communicating the mechanisms' results, among others. To this end, RCM-Africa and the SRCMs will be appropriately positioned in terms of their presence within the continent and in the subregions.

## V.2 MONITORING AND EVALUATION OF THE MECHANISMS' PROGRAMMES

A separate study examines issues in and puts forward proposals for the monitoring and evaluation of the activities of the mechanisms. The monitoring and evaluation of the performance of the mechanisms will need to be rigorously conducted at regular intervals to ensure that performance tracks set targets and generates expected outputs, outcomes and impact. Requirements for effective monitoring of programs will need to be spelt out in the mechanisms' operations guidelines or handbooks, which should be rigorously followed. The monitoring and evaluation of performance will be undertaken at the level of the programmes, the Secretariats, AU, RECs, NEPAD and other IGOs. Where necessary, field supervision will need to be carried out. To facilitate the monitoring and evaluation process, a suitable results-based framework and reporting system will be put in place for RCM-Africa and the SRCMs. The frameworks will provide for harmonized KPIs for both the UN 2030 Agenda for Sustainable Development and Africa's Agenda 2063. Measures will focus largely on outcomes and impacts.

At the level of the programmes and projects, all-stakeholders reviews will need to be encouraged and these should be followed by rigorous and extensive biennial independent reviews. These should focus on operational, fiduciary and administrative issues in order to ensure effectiveness and efficiency in the use of financial and technical resources. The evaluations will be undertaken by the Office of the Executive Secretary of ECA and reports presented to the UN, AU and the RECs. The need for individual UN agencies and programmes to undertake evaluation exercises will be discouraged, to avoid placing burden on the Secretariats.

The Secretariats will need to maintain regular oversight over their activities and interventions to ensure timely and effective outputs and outcomes, bearing in mind that investments in coordination processes have long gestation periods. The effort has to be systematic, carefully targeted and sustained over time for desired results to be achieved. Thus, in the short term, the outcomes may not be readily visible, as it is process-driven.

In monitoring and evaluating performance against expected results, the Secretariats will certainly face the challenge of attribution of the results of their coordination efforts. Whenever this becomes extremely difficult, contributions made will be advised as the basis for assessment of results achieved.

Table 14: Proposal on Some Elements for the Monitoring Framework

| S/N | What to Monitor and Evaluate | Measures | Tools |
|---|---|---|---|
| 1 | RCM-Africa and SRCMs Financial Performance | • Size of Secretariat's core budget<br>• Size of Secretariat's Administered Fund<br>• Amount committed through coordinated projects and programmes<br>• Average commitment made through coordinated projects and programmes among UN agencies and programmes<br>• Effectiveness and efficiency of fund management process | • Development of clear policies and setting of clear guidelines for the implementation of RCM-Africa and SRCMs financing strategy.<br>• Development of systems, processes and procedures for financing strategy implementation:<br>  • Procedures for receiving, managing and reporting on financial contributions<br>  • Funds drawdown procedures for the core budget, secretariat administered fund and coordinated funds for joint projects and programmes<br>  • Funds tracking system |
| 2 | RCM-Africa and SRCMs Non-Financial Performance | • Number of new UN agencies and programmes participating in RCM-Africa and the SRCM.<br>• Degree of sustainability of participating agencies and organizations' interest – | • Development of legal framework and credit scorecard system to incentivize participation by UN agencies and programmes |

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| | | number of participating organizations retained annually, and which increased their contributions to coordinated projects and non-project activities.<br>• Gestation period for developing coordinated interventions – how long it takes participating agencies and organizations to respond to RCM-Africa and the SRCM (turnaround or response time) | • Open reporting on participation with reports to AU, OSAA and UNSG Office<br>• Development of framework for workload analysis and targets for turnaround time for Secretariat processes, procedures and practices. |
| 3 | RCM-Africa and SRCM Secretariats Implementation Capacity | • Turnaround time in development of coordinated projects and non-project activities.<br>• Turnaround time in following up on commitments made by UN agencies and programmes<br>• Turnaround time in development or agreement to financing instruments or modalities | • Development of framework for workload analysis and targets for turnaround time for Secretariat processes, procedures and practices. |
| 4 | RCM-Africa and SRCMs Work plan and Implementation Schedule | • Timeliness and realism of work plan.<br>• Regularity of review of work plan implementation<br>• Timeliness of follow-ups on implementation challenges. | • Development of a matrix of role, responsibilities and timelines<br>a) When to start?<br>b) What is the sequence of priorities and activities?<br>c) What are the targets?<br>d) Who does what and when?<br>e) What are the indicators of success?<br>f) When should progress be monitored?<br>• Institutionalization of process for determining and sequencing priorities in 2030 Agenda for Sustainable Development and Agenda 2063 |

# VI

# RISKS AND RISKS MANAGEMENT STRATEGIES

## VI.1 Potential Strategic and Operational Risks

The operationalization of the proposed reforms for the coordination mechanisms faces several risks. The principal ones are inadequate financial and technical resources for the effective functioning and implementation of programmes and activities; inadequate staffing capacity within the Secretariats of RCM-Africa and the SRCMs; continued lack of enthusiasm among UN agencies and programmes for coordination; ineffective participation by AU organs and agencies and the RECs; and failure to institutionalize the mechanisms, including failure by ECA to locate RCM-Africa in the Office of the Executive Secretary. These are challenges for which the UN and AU will need to find responses or mitigating measures.

## VI.2 Risks Management Strategies

In response to the identified risks, the UN and the mechanisms have a number of options. Table 15 rates the potency of each risk and summarizes some of the possible responses and mitigating measures.

Table 15: Risks and Risks Management Strategies

| S/N | Risk | Rating | Management Strategy |
|---|---|---|---|
| 1 | Inadequate financial and technical resources for the effective operation of RCM-Africa and the SRCMs | High | • The UN system will need to put in place a financing strategy or incentives that will encourage UN agencies and programmes to truly cooperate and pull resources in support of the projects, programmes and activities of the Coordination Mechanisms. The present budgetary provision should be increased. A strong case for the increase should be made by ECA |

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| | | | • With the S-G reforms strongly emphasizing elimination of duplication in activities, the prospect of improved coordination of programmes is promising and could free resources in support of coordinated projects and programmes and thus improve resource profiles of the Mechanisms.<br>• The call for participating UN agencies, AU organs and agencies, RECs and all IGOs to properly plan for and include cost of participation in the activities of the Mechanisms in their annual budgets has the potential to raise commitment and improve growth in coordinated projects and programmes and thus relax some of the funding constraints for RCM-Africa and the SRCMs |
| 2 | Continued lack of sustained enthusiasm of UN agencies and programmes | Medium to High | • Ongoing UN reforms will galvanize UN agencies and programmes in the regional and subregions to step up participation. This is particularly the case, given that they will have better control over their resources<br>• The proposed coordination credit score system could contribute to incentivizing UN agencies and programmes to raise commitment to the mechanisms.<br>• Availability of dedicated staff and leadership at the Secretariats will improve follow up with agencies and programmes and encourage commitment.<br>• Legal backing by the UN for the Mechanisms beyond their mandates could enforce commitment by UN agencies and programmes |
| 3 | Inadequate internal staffing capacity at the Secretariats of RCM-Africa and the SRCMs | High | • Given the need to make the coordination mechanisms work in line with the UN reforms, there is the prospect that dedicated staff will be provided for in the Secretariats<br>• There is also the possibility that the AUC and RECs could second staff to the Secretariats or assign them on full-time equivalent basis.<br>• With NEPAD Agency transforming to become AUDA, there is the possibility that it could play a much visible role in support |

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| | | | of the operations of RCM-Africa Secretariat<br>• The establishment of a single Secretariat for the Mechanisms could help address the issue and minimize cost of strengthening individual SRCM capacity. |
| | Ineffective participation of AU organs and agencies, including the Regional Economic Communities | Medium | • The process of assigning institutional focal points for RCM-Africa's activities will continue to strengthen participation. All AUC Departments are co-chairs of thematic clusters.<br>• ECA should push for the elevation of RCM-Africa and the SRCMs' activities to strategic intervention to further encourage all AU organs, agencies and the RECs to have them included in annual work programs and reported on in annual reports and evaluations as core activities<br>• Heightened oversight by AU Deputy Chairperson will give more attention to the operations of the Mechanisms and enhance participation by AUC Departments |
| | Failure to institutionalize the mechanisms, including failure by ECA to locate RCM-Africa in the Office of the Executive Secretary | Medium | • The ECA is the strategic coordinator of the Regional and Subregional Coordination Mechanisms for the UN system. It is strongly committed to ensuring the successful implementation of their mandates. It is cognizance of the implications of a poorly visible and administratively ineffective mechanism.<br>• Location of RCM-Africa in the Office of the Executive Secretary as a strategic intervention will not only raise its profile and visibility, but facilitate better engagement with, and participation by, all ECA Departments. |

# VII

# CONCLUSION, RECOMMENDATIONS AND IMMEDIATE NEXT STEPS

## VII.1 CONCLUSION

This study has reviewed the effectiveness of the UN coordination mechanisms in Africa, the RCM-Africa and the SRCMs since their inception. The review is based on a survey of major stakeholder organizations participating in the activities of the mechanisms. These included RCM-Africa Secretariat, Secretariats of all the four operating SRCMs, UN agencies and programmes, including the Regional UNDGs, AUC Departments, NEPAD Agency, RECs, and IGOs, which included the International Conference on the Great Lakes Region (ICGLR), the Eastern African Sub-regional Support Initiative for the Advancement of Women (EASSI), and the SDGs Centre for Africa (SDG Centre).

The survey was conducted through detailed questionnaires and structured interviews. The responses all consistently pointed in one direction – ineffectiveness of RCM-Africa and the SRCMs for a host of reasons. Among these are poor resourcing of the mechanisms, weak institutional framework of the mechanisms, ineffective commitment to, and ownership by the UN system, AU agencies and the RECs; inadequate performance on the part of the mechanisms arising from inefficient programming of operations, which led to over ambitious and unimplementable work plans, lack of results-based performance monitoring and evaluation frameworks, weak reporting system, and absence of communication and knowledge sharing strategies, among others.

On a balance of scale, given what is working and working is not working well for RCM-Africa and the SRCMs as well as what has been achieved vis-à-vis their challenges, **this study concludes that RCM-Africa and the SRCMs have not been successful. They have been largely ineffective[15].** The fault is not in the instruments, which are conceptually sound. It is in the implementation. They are severely hamstrung by inadequate funding and poor staffing –

[15] The ineffective performance characterizes nearly all the Regional Coordination Mechanisms set up by the UN. For instance, for the RCM under the Economic Commission of Latin America and the Caribbean, a January 2018 study noted that "to day the RCM has had only limited success in achieving its goals, objectives or level of functionality". It also observed that "there are no formalized guidelines and rules of procedure for managing the operation of the RCM". It went further to reveal that operational activities budgeted at US$756,064 meant to be undertaken over the period 2006-2009 to launch the RCM could not be funded due to unclear financing arrangements and fund disbursement mechanisms.

each is being coordinated by 0.3 full-time staff equivalent. As at the time of this report, all the challenges remain without any visible plan to respond to them by the UN system.

Given the risks facing the mechanisms, there is the avoidable prospect that the coordination mechanisms could potentially fail in the African context. The principal risks they face are continued inadequate financial and technical resources for the effective functioning and implementation of programmes and activities; inadequate staffing capacity within the Secretariats of RCM-Africa and the SRCMs; continued lack of enthusiasm among UN agencies and programmes for coordination; ineffective participation by AU organs and agencies and the RECs; and failure to institutionalize the mechanisms, including failure by ECA to locate RCM-Africa in the Office of the Executive Secretary.

It is in light of the foregoing conclusion that this study presents the possible options to reform of the mechanisms, recommendations and the sequencing of implementation of the recommendations

## VII.2 POSSIBLE REFORM OPTIONS

Guided by the foregoing conclusion, the RCM-Africa and the SRCMs face three possible paths to reform to lift them out of ineffectiveness. These are as follows:

### 4) RETENTION OF THE STATUS QUO, BUT WITH ENHANCED VISIBILITY AND CLOUT FOR THE REGIONAL AND SUBREGIONAL COORDINATION MECHANISMS:

The first option to put RCM-Africa and the SRCMs on the path of institutional effectiveness is to retain the present institutional setting consisting of joint secretariat for RCM-Africa co-hosted by ECA and AUC and the secretariats of the SRCMs hosted by ECA/SROs and RECs. For clout and visibility, RCM-Africa should however be moved to the Office of the Executive Secretary of ECA and regarded as a strategic intervention. This will give RCM-Africa some clout and enhanced institutional presence among stakeholders. It will also allow for meaningful involvement of all Departments at ECA[16]. The current loose arrangement of the RCM-Africa secretariat within the Capacity Development Division of ECA, with staff engaged in other activities of that Division, and the soon to be confirmed location of the secretariat as a Unit of a Section within the Regional Integration and Trade Division of the newly restructured ECA, does not make for effectiveness. The institutional responsibility for making the RCM-Africa and the SRCMs work lies with ECA that was entrusted with the responsibility for establishment of the mechanisms. This responsibility does not seem to have come with the required complementary resources. The ECA and its Subregional Offices that host the secretariats of the SRCMs should be appropriately resourced to implement the mandates of the mechanisms. At present, RCM-Africa is supported by four professional staff (1 P5, 2 P4 and 1 P3) and one local staff, a staff strength that does not translate to its full-time equivalent due to duties they undertake. This contrasts sharply, for instance, with the better resourced New York-based UN global

[16] Currently, the process of initiating a focal point system for interface between Departments and RCM-Africa Secretariat is in progress.

advocacy and support for NEPAD. The UN system at the highest level, possibly at the level of the Deputy Secretary General, will need to take this disparity under review.

The administrative relocation of the mechanisms to the Office of the Executive Secretary under this option can be considered a small but important step towards future institutionalization of the mechanisms.

While being operational under the Office of ECA Executive Secretary, both RCM-Africa and the SRCMs should be integrated and recognized as structures within the UN system.

5) **INSTITUTIONALIZATION OF THE COORDINATION MECHANISMS:**

The second option is the institutionalization of RCM-Africa and the SRCMs. In the spirit of the UN reform, which encourages *shared services*, institutionalization in this context will involve the following, among other possible configurations:

a) Transformation of RCM-Africa into a UN specialized Centre hosted by ECA. The Centre could be called the UN Regional Coordination Centre for Africa (RCC-Africa). RCC-Africa will have all the present SRCMs as its Subregional Centres for Coordination (SRCC). In essence, there will be one UN entity called the UN Regional Coordination Centre for Africa, which has Subregional Centres. The SRCMs should be merged with the regional UNDGs to form the SRCCs.
b) RCC-Africa and the SRCCs should be integrated into the UN administrative structures with overall oversight provided by the Office of the Executive Secretary of ECA.
c) The SRCC should be operationally autonomous with direct management by ECA/SROs Directors, reporting to the Office of the Executive Secretary through RCCA.

6) **CO-CONVENING OF RCM-AFRICA BY AU DEVELOPMENT AGENCY:**

Lastly, there is potentially a third option. This is the co-convening of RCM-Africa by the AU Development Agency. On 17th-18th November 2018, the Heads of State and Government of the African Union held the 11th Extraordinary Summit of the African Union. One of the Decisions of the Summit was the approval of the mandate of the AU Development Agency (AUDA). With this endorsement, the emerging Agency effectively takes responsibility for "…*serving as the African continent's technical interface with all Africa's development stakeholders and development partners*"[17]. Technically, this implies that the ECA-AUC Joint Secretariat could become the ECA-AUDA Joint Secretariat that will then be responsible for implementation of the regional coordination mechanism under the tutelage of ECA. It is envisaged that the role will extend beyond co-convening to participation in oversight of the overall operations of RCM-Africa.

[17] The AU Assembly approved the mandate of the African Union Development Agency (AUDA) as follows: i) To coordinate and execute priority regional and continental projects to promote regional integration towards the accelerated realisation of Agenda 2063; and ii) To strengthen capacity of African Union Member States and regional bodies; advance knowledge-based advisory support, undertake the full range of resource mobilisation, and serve as the continent's technical interface with all Africa's development stakeholders and development partners.

## VII.3 FUNDAMENTAL STAPLES IRRESPECTIVE OF PREFERRED OPTION

Irrespective of the option that is considered, the following fundamental staples will need to be addressed as a matter of urgency:

1) *Revision of Mandates of Regional and Subregional Coordination Mechanisms:* There is a need to refresh the mandates of the Regional and Subregional Coordination Mechanisms, given the enormous developments that have taken place on the African continent's landscape since the launch of the mechanisms. For the revision of the mandates, a broader spectrum of stakeholders' participation is strongly encouraged. These will consist of UN agencies and programmes, AU organs and agencies, RECs, NEPAD agency/AUDA, IGOs and other stakeholders.
2) *Oversight and Accountability for Results*: The ECA, through its headquarters and the Subregional Offices, should continue to provide guidance and oversight for the operation of the coordination mechanisms. The regularity and quality of oversight will however need to be substantially improved, just as much as the quality of infrastructure and facilities provided for the secretariats. Additionally, lines of reporting through ECA to the UN General Assembly on the performances of RCM-Africa and the SRCMs need some improvement, as part of ownership and commitment strengthening. A high-level oversight committee, which represents the highest level of accountability for results should be constituted. Its membership should consist of the UN, AU, RECs, Country representatives, selected IGOs and representatives of CSOs. Enhanced RCM-Africa must provide very clear arrangements for reporting to all national, subregional and regional stakeholders on coordination efforts in respect of the 2030 Agenda for Sustainable Development and Africa's Agenda 2063. Also required required in the structure of RCM-Africa and the SRCMs are Technical Advisory Committees to provide technical guidance to the development of programmes and the approval of work programmes and budgets. At present, no clear approval processes exist.
3) *Provision for Dedicated Staff for RCM-Africa and the SRCM*: This is one of the most significant challenges facing the effectiveness of RCM-Africa and the SRCMs. They are poorly staffed. Dedicated full-time staff are needed for the mechanisms. An institutional development assessment should be undertaken to determine the appropriate staffing requirements, based on a thorough assessment of expected outputs and outcomes from the functions, guided by a workload analysis. The size and seniority of staff will depend partly on the weight of the portfolio of activities of RCM-Africa and the SRCMs, the financial and technical resources commitments being made to coordinated projects and programmes and the degree of functionality of the mechanisms. They are only functional to the extent that the key stakeholders such as the UN agencies and programmes, AU organs and agencies, the RECs and other IGOs demonstrate a strong ownership and commitment to the mechanisms.
4) *Availability of Dedicated Financial Resources for RCM-Africa and the SRCMs:* The coordination mechanisms at both regional and subregional levels are poorly funded. The present budgetary allocation should be increased in line with the responsibilities and expected outcomes. These are valuable UN mechanisms and should be adequately funded

directly from the UN budget. The structure of the financing provided should consist of the following components:

d) *A Core Annual Budget* that is approved by the UN General Assembly and administered by RCM-Africa and the SRCMs with accountability through ECA Executive Secretary.
e) *A Secretariat-Administered Fund (SAF)* that enables RCM-Africa or the SRCMs to directly approve and provide funding up to a defined threshold with prior approval by ECA Executive Secretary.
f) *A Collaborative Project Fund* that accrues to a regional or subregional project or programme through coordinated support by UN agencies and programmes.

5) *A UN Legal Backing for Coordination Mechanisms and Credit Scores for Coordination*: Given the failure by UN agencies and programmes to take ownership of, and demonstrate commitment to, the Regional and Subregional Coordination Mechanisms, it will be desirable for the UN to provide a legal framework to ensure all UN entities comply with the coordination mandates of RCM-Africa and the SRCMs. This will enforce a commitment to attend meetings and collaborate to deliver common projects and programmes. Under the credit score system, UN agencies that fail to work through the Coordination Mechanisms, where absolutely necessary, could stand to lose credit scores. This could in turn affect their annual budgets. The UN Secretary-General is invited to include the issue of participation of UN agencies as a visible and enforceable aspect of the ongoing reforms.
6) *Institutional Framework for Collaboration and Cooperation between RCM-Africa and the SRCMs and Among the SRCMs:* At present, there is no working relationship between RCM-Africa and the SRCMs. There is also no working relationship among the SRCMs themselves. There is an urgent need to develop an institutional framework for collaboration among these mechanisms. Participation in each other's meeting is a basic starting point. Elsewhere in this report, a number of proposals have been put forward to foster synergistic working relationships. These include joint planning and programming of activities, a common information and communication strategy, a common knowledge and information sharing system, among others.
7) *Further In-depth Review of Mandates of the Regional and Subregional Coordination Mechanisms vis-à-vis those of UNDGs and the UNCTs*: A more detailed review of the roles and responsibilities of the Coordination Mechanisms vis-à-vis those of UNDGs and the UNCTs is required to streamline the mandates. However, considering the planned merger of RCM-Africa and the UNDGs by 2020, this issue will have been resolved. What needs further rethinking is whether the merger should be at the level of RCM-Africa or the SRCMs and the merits of the proposal to transform the SRCMs after merger with the regional UNDGs to become SRCCs. The point must be underscored that the essence of the merger is simply to explore more effective and efficient ways by which UN agencies operating at the regional and subregional levels could work better with ECA structures to avoid overlaps and duplication of activities. This report is duly aware that ECA's mandate is more at the regional and subregional levels, while that of the UNDP is primarily at the national level.

8) *Promotion of Ownership and Participation:* To further promote ownership of, and participation in, the coordination mechanisms, it is proposed that:
   d) SRCM meetings be held in rotation among countries as host – but jointly organized by the RECs, SRCM Secretariat or ECA sub-regional office. Representatives of the UNDGs, UNCTs, RCM-Africa and AUC should participate in such meetings.
   e) Provision be made for one annual meeting involving the UN/ECA, RCM-Africa, the SRCMs, AUC, NEPAD/AUDA, the RECs and the UNDGs at very senior levels to review performance and related issues. The meeting should be co-chaired by the UN and AUC.
   f) All regional organizations requesting support from the UN system up to an agreed minimum threshold should be required to submit proposals through the SRCM or RCM-Africa or at least provide information on a joint planning (One Plan) framework of the coordination mechanisms that is accessible to all stakeholders.
9) *Strengthening of Coordination and Collaboration:* The enhancement of coordination and collaboration among UN agencies in support of the activities of RCM-Africa and the SRCMs will benefit immensely from alignment of programming cycles, joint planning, and a common framework with harmonized KPIs for the two agendas for review of progress in implementation of projects and programmes and the reporting of performance.
10) *Advisory Support to UNCTs:* The strengthening of RCM-Africa and the SRCMs should involve advisory support by RCM-Africa and the SRCMs to the UNCTs in the domestication of the 2030 Agenda on Sustainable Development and Agenda 2063 implementation frameworks.

## VII.3 RECOMMENDATION

Based on the foregoing proposals and ongoing UN and AU reforms, this study recommends the following [sequence] for the reform of RCM-Africa and the SRCMs:

1) Relocation of RCM-Africa and the SRCM from the present Capacity Development Division/Regional Integration and Trade Division to the Office of ECA Executive Secretary to give the role and responsibilities of the coordination mechanisms the required visibility, political and professional clout and operational effectiveness.
2) Implementation of all the proposed fundamental staples in subsection VII.3 above.
3) Development of strategies and instruments for promoting effective ownership and participation by UN agencies and programmes as well as the African constituency in the Regional and Subregional Coordination Mechanisms.
4) Institutionalization of the coordination mechanisms in Africa through the establishment of RCC-Africa and SRCC. This will create a common secretariat for *shared services* for the coordination mechanisms and foster collaborative working relationship.

At the programmatic level,

5) RCM-Africa and the SRCMs must always agree with the RECs and regional stakeholders the sets of priorities that they should focus on. The implementation of

these priorities should be guided by annual or biennial work programmes guided by a responsive and monitorable results framework and performance reporting system.

6) The UN and AU, at very senior management levels, should review performance and progress of the RCM-Africa and the SRCMs biennially.
7) RCM-Africa programme clusters should be revisited and aligned to the approved priorities under the AU reforms. A special cluster in support of implementation of AU reforms should be constituted. It should provide for coordinated support to facilitate the transition of NEPAD Agency into the AU Development Agency.
8) While retaining the programme clusters approach in the delivery of its activities, RCM-Africa and the SRCMs core operation should include the following:
    a) An annual forum
    b) Joint programs
    c) Capacity development program
    d) Knowledge-based activities (e.g., supporting development of implementation guidelines for policies and strategies, etc)
    e) Monitoring, evaluation and reporting on the implementation of the 2030 Agenda and Agenda 2063 priorities
9) There is no clarity as to what is expected from the SRCMs in terms of outputs and outcomes. These need to be clearly defined within the emerging M&E framework,
10) Well-defined support within in the context of the Renewed Partnership on Africa's Integration and Development Agenda and the Joint UN-AU Framework for an Enhanced Partnership in Peace and Security provide good entry points for coordinated assistance. This should continue to be one of the modalities for coordinating support to the AU, NEPAD/AUDA and the RECs.
11) SRCM should serve as an additional mechanism for monitoring progress in the implementation of regional priorities by the RECs.

## VII.4 SEQUENCING OF IMPLEMENTATION

RCM-Africa Secretariat in collaboration with the SRCMs should classify the recommended proposals into immediate, medium and long-term actions to sequence implementation. One possible classification could be as follows:

### (a) Immediate Actions

1) Relocate RCM-Africa into the Office of ECA Executive Secretary, which should also provide oversight for SRCMs
2) Assign dedicated full-time staff to RCM-Africa and SRCMs secretariats
3) Provide RCM-Africa and the SRCMs with dedicated budgets, which cater for the first two components – a core budget and a secretariat administered fund
4) Develop clear processes, procedures and practices – improved work planning process, M&E and reporting frameworks, communication strategy, institutional framework for collaboration between RCM-Africa and the SRCMs and among the SRCMs; institutionalization of rotation of hosting of SRCM meetings among countries in the subregion, among others

5) Refresh RCM-Africa and SRCM mandates and revisit their functions for alignment with UN and AU reforms priorities
6) Launch stakeholder engagement process for revitalized RCM-Africa and SRCMs
7) Identify areas for engagement with AUC and NEPAD Agency for the facilitation of approved AU reforms, including transition of NEPAD Agency into AU Development Agency

### (b) Medium Term Actions

1) Push for UN legal backing for RCM-Africa and the SRCMs beyond approved mandates
2) Integrate RCM-Africa and the SRCMs into the structures of the UN system
3) Institutionalize the coordination mechanisms by transforming RCM-Africa to become Africa's Regional Coordination Centre and the SRCMs as Subregional Coordination Centres
4) Merge SRCMs and the UNDGs
5) Encourage participation of UNCTs in activities of the SRCMs
6) Implement credit scores to compel UN agencies and programmes to raise level of presence and participation on the mechanisms
7) Implement process of submission of proposals through RCM-Africa and SRCMs
8) Liaise with NEPAD/AUDA for enhanced role and responsibility in RCM-Africa and the SRCMs
9) Commence a biennial performance review meeting comprising UN/ECA, RCM-Africa, SRCMs, AUC, NEPAD/AUDA, RECs, UNDGs and representatives of UNCTs

## VII.5 NEXT STEPS

Going forward, the following actions constitute some of the immediate next steps that could be considered, among others:

7) Subject study report proposals to a review by an Experts Group Meeting (EGM)
8) The EGM should make submission to the Office of the Executive Secretary
9) A debriefing session be held with senior management on EGM recommendations
10) RCM-Africa secretariat seeks approval and authorization by Office of Executive Secretary to proceed with implementation
11) RCM-Africa secretariat develops implementation plan with time lines
12) Launch of implementation of approved recommendations with direct oversight by the Office of the Executive Secretary.

# IX

# REFERENCES


1) African Union, The Imperative to Strengthen Our Union, Paul Kagame Report on the Institutional Reform of the African Union, 29 January 2017
2) Economic Commission for Africa, ECA's Positioning in the UN Regional Architecture in Africa, October 2018
3) Economic and Social Council, Resolution 1998/46: Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields, 31 July 1998
4) Economic Commission of Latin America and the Caribbean – Studies and Perspectives Series – The Caribbean – No. 73, Review of the Regional Coordinating Mechanism for the implementation of the sustainable development agenda in the small island developing States of the Caribbean. A proposal for consideration by the Caribbean Development and Cooperation Committee, January 2018
5) Regional Coordination Mechanism-Africa Secretariat, Terms of Reference on Consultancy on Report on Strengthening Subregional Coordination in Support of the African Union and NEPAD, 6th August 2018
6) Subregional Coordination Mechanisms Meeting Reports: SRCM-WA, January 2016, June 2015, November 2014; SRCM-North Africa, March 2018
7) United Nations Development Group, Regional United Nations Development Group Team (R-UNDG) Functioning and Working Arrangements, June 2017
8) United Nations General Assembly, Resolution 61/296, Cooperation between the United Nations and the African Union. Resolution adopted by the General Assembly on 17 September 2007.
9) United Nations General Assembly, Resolution 71/254, Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda, 2017-2027
10) United Nations General Assembly, Resolution 61/296, Cooperation between the United Nations and the African Union, Resolution adopted by the General Assembly on 17 September 2007

# X

# ANNEXES

ANNEX I LIST OF PERSONS AND INSTITUTIONS CONTACTED AND STATUS OF RESPONSE (To be completed)

| S/N | Name and Institution | Contact Details | Survey Instrument | Response Status |
|---|---|---|---|---|
| 1 | H.E. Mr. Thomas Kwesi Quartey, Deputy Chairperson, AUC | AnthoniaI@africa-union.org FareedA@africa-union.org | Request for interview | Pending |
| 2 | Ms. Giovanie Biha, Deputy Executive Secretary, ECA | gbiha@un.org | Request for interview | Pending |
| 3 | Stephen Karingi, Director, Capacity Development Division/ OIC, Regional Integration and Trade Division, ECA | karingi@un.org | Request for interview | Pending |
| 4 | Ms. Ingrid Cyimana, Director, Strategic Planning and Operational Quality Division, ECA | cyimana@un.org | Request for interview | Interview held |
| 5 | Mr. Joseph Atta-Mensah, Principal Policy Adviser, Capacity Development Division, ECA | atta-mensahj@un.org | Request for interview | Interview held |
| 6 | Ms. Isatou Gaye, Chief, AU and NEPAD Support, Capacity Development Division, ECA | gaye.uneca@un.org | Request for interview | Interview held |
| 7 | Rawda Omar-Clinton, Economic Affairs Officer, Capacity Development Division, ECA | omar-clinton@un.org | Questionnaire | Pending |
| 8 | **SRCM-Central Africa** Mr. D'Aronco, Economic Affairs Officer & Focal Point, ECA/SRO - CA | daroncoguiseppe@un.org | Questionnaire (SRCM Secretariat) | Response received |
| 9 | **SRCM-North Africa** Ms. Marieme Bekaye, Economic Affairs Officer & SRCM Coordinator, ECA SRO-NA | bekaye@un.org | Questionnaire (SRCM Secretariat) | Response received |
| 10 | **SRCM-East and Southern Africa** Mr. Henry Lubinda Programme Management Officer & Focal Point, ECA/SRO-ESA | lubinda@un.org | Questionnaire (SRCM Secretariat) | Response received |

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| 11 | SRCM-West Africa<br>SRCM focal points at ECA/SRO-WA | ochozias@un.org; sebego@un.org; ghitu@un.org; denisakochaye@un.org | Questionnaire (SRCM Secretariat) | Response received |
| 12 | Yagouba Traore<br>Chief Infrastructure Information Unit, African Union Commission<br>Tel: +251115182407<br>E-mail: | traorey@africa-union.org | Questionnaire | Response received |
| 13 | Mr. Elsadig Abdalla,<br>Director, IGAD | Elsadig.abdalla@igad.int | Questionnaire | Response received |
| 14 | Ms. Estherine Fotabong,<br>Director, Programme Implementation and Coordination, NEPAD Agency | EstherineF@nepad.org | Request for interview | Interview held |
| 15 | Mr. Martin Bwalya,<br>Head of Programme Development, NEPAD Agency | bwalyam@nepad.org | Questionnaire | Response received |
| 16 | Ms. Florence Nazare<br>Head of Capacity Development, NEPAD Agency | FlorenceN@nepad.org | Request for interview | Interview held |
| 17 | Dr. Christine Mbonyingingo,<br>Chairperson, Board,<br>The Eastern African Sub-regional Support Initiative for the Advancement of Women | cmbonyingingo@yahoo.fr | Questionnaire | Response received |
| 18 | Mr. Enock Nyorekwa Twinoburyo,<br>Senior Economist, SDG Centre for Africa | enyorekwa@sdgcafrica.org | Questionnaire | Response received |
| 19 | Mr. Parek Maduot,<br>Director, Economic Development/Regional Integration, International Conference on the Great Lakes Region (ICGLR) | Parekm3@gmail.com | Questionnaire | Response received |
| 20 | Dr. Stephen Bainous Kargbo<br>UNIDO Representative to Tanzania, Mauritius and EAC<br>Department of Programmes, Partnerships and Field Integration (PPF) (PTC/PPF/FLD/AFR/URT)<br>United Nations Industrial Development Organization | s.kargbo@unido.org | Questionnaire | Pending, redirected to colleagues now on RCM-Africa. Had a brief and beneficial exchange |

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|---|---|---|---|---|
| 21 | Ms. Angeline Rudakubana<br>World Food Programme | angelline.rudakubana@wfp.org | Questionnaire | Awaiting transmission of response |
| 22 | Mr Abebe Haile<br>FAO | Abebe.HaileGabriel@fao.org | Questionnaire | Pending |
| 23 | Jacqueline Olweya<br>Regional Coordination Advisor<br>Head of the United Nations Development Group - Eastern and Southern Africa (R-UNDG/ESA) Secretariat | Olweyajacqueline.olweya@one.un.org | Questionnaire | Pending |
| 24 | Mensah Aluka<br>UNDG | mensah.aluka@undp.org | Questionnaire | Pending |
| 25 | Mickelle Hughes<br>UNDG | mickelle.hughes@one.un.org | Questionnaire | Pending |
| 26 | Danston Ondachi<br>UNDG | danston.ondachi@one.un.org | Questionnaire | Pending |
| 27 | Caroline Maweu<br>UNDG | Caroline.maweu@one.un.org | Questionnaire | Pending |
| 28 | Churchill Aboge | churchill.aboge@one.un.org | Questionnaire | Pending |
| 29 | Mr. Kassim Mohammed Khamis<br>Strategic Planning Directorate, AUC | khamisk@africa-union.org | Questionnaire | Pending |
| 30 | Mr. Arthur Fareed<br>AUC; RCM-Africa Joint Secretariat | FareedA@africa-union.org | Questionnaire & request for interview | Pending |
| 31 | Amb. Rosette Katungye, AUC | Katugye@africa-union.org | Questionnaire | Pending |
| 32 | Prof. Mekonen Hadis, AUC | mekonenH@Africa-union.org | Questionnaire | Pending |
| 33 | Mr. Agbor Agbor<br>AUC | agbora@africa-union.org | Questionnaire | Pending |
| 34 | Mrs. Treasure Maphanga<br>Director Trade and Industry<br>AUC | maphangat@africa-union.org | Questionnaire | Pending |
| 35 | Dr. Mahama Ouedraogo<br>Director Human Resources Science and Technology (HRST) | OuedraogoM@africa-union.org | Questionnaire | Pending |
| 36 | Mr. Oumar DIOP<br>Social Affairs | DIOPO@africa-union.org | Questionnaire | Pending |
| 37 | Mrs. Mahawa Kaba Wheeler<br>Director, Women, Gender and Development Directorate, AUC | Kaba-WheelerM@africa-union.org | Questionnaire | Pending |
| 38 | Ms Victoria Malok<br>AUC | malokav@africa-union.org | Questionnaire | Pending |

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|---|---|---|---|---|
| 39 | Dr. Khabele Matlosa<br>AUC | MatlosaK@africa-union.org | Questionnaire | Pending |
| 40 | Dr. Godfrey Bahiigwa<br>Director, DREA<br><br>Mr. Almami Dampha | BahiigwaG@africa-union.org<br><br>Damphaa@africa-union.org | Questionnaire | Pending |
| 41 | Ms. Leslie Richer<br>AUC | RicherL@africa-union.org | Questionnaire | Pending |
| 42 | Mr. Said Adejumobi<br>Director, ECA SRO-SA | adejumobi@un.org | Questionnaire | Pending |
| 43 | Mr. Andrew Mold<br>Director/Officer-in-Charge<br>ECA SRO-EA | Mold@un.org | Questionnaire | Pending |
| 44 | Ms. Lilia Hachem Naas<br>Director, ECA SRO-NA | Lilia.naas@un.org | Questionnaire | Pending |
| 45 | Mr. Dimitri Sanga<br>Director, ECA SRC-WA | sanga@un.org | Questionnaire | Pending |
| 46 | Mr. Soteri Gatera<br>ECA Chief of Infrastructure and Industrialization | gatera@un.org | Questionnaire | Pending |
| 47 | Dr. Edward Addai<br>UNICEF | eaddai@unicef.org | Questionnaire | Pending |
| 48 | Ms. Maureen Achieng<br>IOM | machieng@iom.int | Questionnaire | Pending |
| 49 | Mr. David Phiri<br>FAO | david.phiri@fao.org | Questionnaire | Pending |
| 50 | Mr. Desire Y. Assogbavi<br>Chief of UNFPA Liaison Office and Representative to AU and ECA | assogbavi@unfpa.org | Questionnaire | Pending |
| 51 | Ms. Shewaye Lulu<br>Liaison and Project Officer<br>UNFPA Liaison Office to AU and ECA | shewaye@unfpa.org | Questionnaire | Pending |
| 52 | Mr. Jhonstone Oketch<br>UNOCHA | oketch@iun.org | Questionnaire | Pending |
| 53 | Mr. Samba H. Thiam<br>UNEP | Samba.Harouna@unep.org | Questionnaire | Pending |
| 54 | Ms. Nathalie Ndongo-She,<br>UNOAU | ndongo-seh@un.org | Questionnaire | Pending |
| 55 | Ms. Alaphia Wright<br>UNESCO | a.wright@unesco.org | Questionnaire | Pending |
| 56 | Ms. Cynthia Scho | scho@un.org | Questionnaire | Pending |
| 57 | Mr. Sindiso Ndema Ngwenya<br>Secretary General | secgen@comesa.int | Questionnaire | Pending |
| 58 | Amb. Liberat Mfumukeko<br>Secretary General<br>East African Community (EAC) | eac@eachq.org | Questionnaire | Pending |
| 59 | Secretary General<br>His Excellency Ahmad Allam-mi | contact@ceeac-eccas.org | Questionnaire | Pending |

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|---|---|---|---|---|
| | Economic Community of Central African States (ECCAS) | | | |
| 60 | Dr. Stergomena Lawrence Tax<br>Executive Secretary<br>Southern African Development Community (SADC) | registry@sadc.int | Questionnaire | Pending |
| 61 | Secretary General<br>Mr. Taieb Boccouche<br>Arab Maghreb Union (UMA) | sg.uma@maghrebarabe.org | Questionnaire | Pending |
| 62 | HE. Jean-Claude Kassi Brou, President,<br>Economic Community of West African States (ECOWAS) | info@ecowas.int | Questionnaire | Pending |
| 63 | Mr. Raj Mohabeer<br>Officer in charge of Economic Affairs<br>Indian Ocean Commission | raj.mohabeer@coi-ioc.org | Questionnaire | Responded - Awaiting transmission of response |
| 64 | Mr. Tom Waako Baguma<br>Nile Basin Initiative (NBI) | twaako@nilebasin.org | Questionnaire | Pending |
| 65 | Mr. Emmanuel Rutagengwa<br>Head, Transport Policy and Planning, Transport Facilitation Agency (CC-TTFA) | emmanuelr@centralcorridor-ttfa.org<br>rutagem@gmail.com | Questionnaire | Pending |
| 66 | Mr. Emile Sinzumusi<br>Director of Customs and Trade Facilitation<br>Transit Transport Coordination Agency-Northern Corridor (TTCA-NC) | esinzumusi@ttcanc.org | Questionnaire | Pending |
| 67 | Mr. Mubarak Sodha<br>ICT and Projects Development Officer<br>Ports Management Association of Eastern and Southern Africa (PMAESA) | msodha@pmaesa.org | Questionnaire | Pending |

## ANNEX II:

# STRENGTHENING SUB-REGIONAL COORDINATION IN SUPPORT OF THE AFRICAN UNION AND NEPAD: A SURVEY OF AFRICA'S REGIONAL COORDINATION MECHANISMS

## QUESTIONNAIRE FOR ALL PARTICIPATING ORGANIZATIONS, AGENCIES AND PROGRAMMES IN RCM-AFRICA AND SRCM PROGRAMMES AND ACTIVITIES

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As you are aware, the Secretariat of the United Nations Regional Coordination Mechanism for Africa (RCM-Africa) is conducting a study to provide recommendations that will assist to strengthen effectiveness and efficiency of the UN Coordination Mechanisms in aid of ongoing UN and AU reforms and to reposition them in the implementation of the 2030 Agenda on Sustainable Development and Africa's Agenda 2063, as well as regional priorities and development frameworks. This survey is being conducted to provide data and information for the study. The study is motivated by the need for continuous improvements in the UN System, which seeks innovations and efficiency in its delivery mechanisms, avoidance of overlaps, duplications and gaps among its agencies and programmes. Given ongoing Secretary-General reforms aimed at repositioning the UN to effectively deliver on the 2030 Agenda on Sustainable Development, and partner effectively with the AU in the implementation of Africa's Agenda 2063, it is the aim of this study to make recommendations on how RCM-Africa and the Subregional Coordination Mechanisms (SRCMs) can be strengthened to raise performance level and measurable impact in the implementation of continental and subregional priorities. Additionally, the survey is expected to contribute fresh perspectives to reflections on strategies for reinforcing synergies between country, subregional and regional actions and other cost-efficiency and rationalization measures with particular regard to RCM-Africa, the SRCMs, the regional UNDGs and the UNCTs.

To undertake this assignment, the RCM-Africa Secretariat has retained a consultant, Dr. Genevesi Ogiogio. To enable me to carry out a reasonable analysis, it would be appreciated, if you could fill out this questionnaire and transmit it directly to the e-mail address: genevesi.ogiogio@africa-cid.org or executivedirector@africa-cid.org If you have any questions, please send an email to these addresses or phone +27-837428241.

Your responses will be treated with utmost confidentiality. They will not be attached to any report or discussed with anyone, including the ECA. The aim of this exercise is for RCM-Africa, the SRCMs, AU organs and agencies, the RECs, NEPAD, UN agencies and programmes as well as partner organizations to collectively own the desired improvements required for the Coordination Mechanisms in Africa to deliver sustainable concrete results.

Due to the severe time constraint facing the delivery of this assignment, it would be much appreciated, if your response could be received by close of business on 8th November 2018.

## I. ABOUT THE RESPONDENT

| | | |
|---|---|---|
| 1 | Name of Respondent | |
| 2 | Organization | |
| 3 | Gender | |
| 4 | Position | |
| 5 | Telephone | |
| 6 | E-mail address | |

## II. ABOUT RESPONDENT'S ORGANIZATION

| s/n | Measures | Responses |
|---|---|---|
| 1 | Rate the extent to which your organization is active in RCM-Africa or SRCM activities | Excellently active \| Very active \| Active \| Fairly active \| Not active |
| 2 | Rate the extent to which your organization's programmes are coordinated through RCM-Africa or SRCM | Highly coordinated \| Coordinated \| Somewhat coordinated \| Not coordinated |
| 3 | If your response to (2) reflects low coordination, how does your organization plan to ensure improved coordination of its programmes through RCM-Africa or SRCM? | Briefly explain: |
| 4 | Kindly provide details of your organization's focal point for RCM-Africa or SRCM | Name<br>Gender<br>Position<br>Number of meetings so far attended<br>Share of time devoted to RCM-Africa or SRCM's activities |
| 5 | Rate the effectiveness of RCM-Africa or SRCM that you are associated with in terms of performance | Excellent \| Highly Effective \| Effective \| Fairly Effective \| Poor |
| 6 | List the projects and programmes that your organization has undertaken or coordinated within the platform of RCM-Africa or SRCM | 8) … |
| 7 | List the projects and programme that your organization is currently undertaking through RCM-Africa or SRCM | 6) … |
| 8 | What does your organization consider as some of the major challenges facing RCM-Africa or SRCM? | 1) … |
| 9 | Does your organization see duplication among the activities of RCM-Africa, SRCM, UNDGs and UNCTs? | Yes \| No \| I do not know<br>Please, explain briefly, if your response is "No" |
| 10 | Please, list 3 key activities your organization would like RCM-Africa or SRCM to take up | 1) … |

| | | |
|---|---|---|
| | that are not part of the priority activities being currently addressed by the mechanism | |

## III. ISSUES IN THE STRENGTHS, WEAKNESSES, GAPS, CHALLENGES AND OPPORTUNITIES OF RCM-AFRICA AND THE SRCMs – YOUR ORGANIZATION'S ASSESSMENT

2) How would you RATE THE CONTINUING RELEVANCE OF THE MANDATE AND FUNCTIONS; QUALITY OF RESULTS AND EFFECTIVENESS OF RCM-AFRICA or the SRCM your organization interacts with? *Please TICK (✓) your selected rating for each measure:*

| Measure | | Excellent | Very Good | Good | Fair | Poor | Not Aware |
|---|---|---|---|---|---|---|---|
| Ratings | | 5 points | 4 points | 3 points | 2 points | 1 point | 0 point |
| 1 | Rate your awareness of the Mandate of RCM-Africa/ SRCM | | | | | | |
| 2 | If your rating of (1) falls between 0-2, briefly explain the reasons for your low awareness | Briefly explain: | | | | | |
| 3 | Is the Mandate of RCM-Africa or SCRM still relevant? Rate your assessment of the continuing relevance of the Mandate | | | | | | |
| 4 | If your rating of (3) falls between 0-2, briefly explain the reasons for weak continuing relevance of the Mandate | Briefly explain: | | | | | |
| 5 | Are you aware of the functions expected of RCM-Africa/ SCRM? Rate your knowledge of the functions | | | | | | |
| 6 | If your rating of (5) falls between 0-2, briefly explain the reasons for weak knowledge of the functions | Briefly explain: | | | | | |
| 7 | Are these functions of RCM-Africa/ SCRM still relevant? Rate your assessment of their continuing relevance? Rate your assessment of their relevance | | | | | | |
| 8 | If your rating of (7) falls between 0-2, briefly explain the reasons for weak relevance of the functions | Briefly explain: | | | | | |
| 9 | Has RCM-Africa or the SRCM succeeded in effectively delivering its functions? Rate your assessment of effectiveness in delivery | | | | | | |
| 10 | If your rating of (9) falls between 0-2, list factors, which account for the weak performance by RCM-Africa or the SRCM | Briefly explain: | | | | | |
| 11 | Are you satisfied with the results (outputs, outcomes and impacts) so far achieved by RCM-Africa/ SCRM? Rate your level of satisfaction | | | | | | |

| | | |
|---|---|---|
| 12 | If your rating of (3) falls between 0-2, briefly explain the reasons satisfaction | Briefly explain: |

3) *Please, provide information from your institution's assessment of the effectiveness of the strategies, implementation frameworks, tools and mechanisms used by the SRCMs in support of implementation of the 2030 Agenda on Sustainable Development and Agenda 2063*

| Measure | Excellent | Very Good | Good | Fair | Poor | Not Aware |
|---|---|---|---|---|---|---|
| Ratings | 5 points | 4 points | 3 points | 2 points | 1 point | 0 point |
| Rate the effectiveness of these mechanisms and tools | | | | | | |

4) How would you RATE THE EFFECTIVENESS of RCM-Africa/ SCRM in terms of the delivery on the following functions? *Please TICK ✓your selected rating for each item:*

| s/n | Measure | Excellent | Very Good | Good | Fair | Poor | Not aware |
|---|---|---|---|---|---|---|---|
| | Ratings | 5 points | 4 points | 3 points | 2 points | 1 point | 0 point |
| 1 | Coordinating UN system interaction with AU organs and agencies, including the regional economic communities (RECs). | | | | | | |
| 2 | Providing a high-level policy forum for exchanging views on major strategic developments and challenges faced by the region and its subregions, and interaction of the region at the global level. | | | | | | |
| 3 | Devising coherent regional or subregional policy responses to selected regional and global priorities and initiatives, and providing perspectives to regional, subregional and global issues | | | | | | |
| 4 | Promoting policy coherence and joint programming in support of regional and subregional integration efforts and initiatives | | | | | | |
| 5 | 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. | | | | | | |
| 6 | Providing the forum for exchange of best practices and lessons learned and for interagency | | | | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | and inter-organization analysis and elaboration of<br>interagency and inter-organization normative and<br>analytical frameworks. | | | | | | |
| 7 | Achieving concrete results that further the advancement of the region or subregion | | | | | | |

5) How would you RATE THE EFFECTIVENESS of RCM-Africa/ SCRM in terms of COMMUNICATION and VISIBILITY OF THE MECHANISM AMONG STAKEHOLDER OR PARTICIPATING ORGANIZATIONS? *Please TICK ✓your selected rating for each indicator:*

| s/n | Measure | Excellent | Very Good | Good | Fair | Poor | Not aware |
|---|---|---|---|---|---|---|---|
| | Ratings | 5 points | 4 points | 3 points | 2 points | 1 point | 0 point |
| 1 | Frequency of communication from RCM-Africa/SRCM Secretariat to AU, NEPAD, RECs and other stakeholder or participating organizations to follow up on meeting decisions and program implementation | | | | | | |
| 2 | Quality of pre-meeting communication – timeliness of response to enquiry | | | | | | |
| 3 | Ease of access to information about the activities of RCM-Africa/SRCM | | | | | | |
| 4 | Program support system to RECs, AU and NEPAD stakeholders | | | | | | |
| 5 | Information provided to new participants attending meetings for the first time | | | | | | |

## IV. EFFECTIVENESS OF RCM-AFRICA OR SRCM PROGRAM IMPLEMENTATION

1) How would you RATE THE EFFECTIVENESS of RCM-Africa/SCRM in terms of the IMPLEMENTATION OR DELIVERY OF ITS ANNUAL WORK PLAN/PROGRAMME? *Please TICK ✓your selected rating for each item:*

| Measure | | Excellent | Very Good | Good | Fair | Poor | Not aware |
|---|---|---|---|---|---|---|---|
| Ratings | | 5 points | 4 points | 3 points | 2 points | 1 point | 0 point |
| 1 | Planning of projects | | | | | | |
| 2 | Programming of implementation of activities | | | | | | |
| 3 | Actual implementation of projects | | | | | | |
| 4 | Knowledge of RCM-Africa/ SCRM Program Management Staff to contact and engage when you have concerns about activities | | | | | | |
| 5 | Knowledge of the channels through which you can communicate concerns | | | | | | |
| 6 | Opportunity to engage RCM-Africa/ SCRM Program Management Team after an annual meeting | | | | | | |
| 7 | Access to RCM-Africa/ SCRM Program | | | | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | Management Staff | | | | | | |
| 8 | Communication with RCM-Africa/SRCM Program Management Staff | | | | | | |
| 9 | Relationship with RCM-Africa/ SCRM Program Management Staff | | | | | | |
| 10 | Opportunity to provide feedback to RCM-<br>Africa/ SCRM Program Management Staff | | | | | | |
| 11 | Treatment of feedback you provided to RCM-Africa/ SCRM Program Management Staff | | | | | | |
| 12<br><br>13 | Extent to which you would say your organization's priorities and voice are taken into consideration in RCM-Africa/ SCRM program management or priority setting | | | | | | |
| 14 | What concrete changes would you say your participation contributed to in the activities of RCM-Africa/ SCRM? | | | | *List some, if any*:<br>1) … | | |

2) On a scale from *Extraordinary (5 points)* to *Nil* (0 point) what is the level of collaboration between your organization or agency and those of the UN system, AU/NEPAD and RECs? *Please TICK ✓your selected rating for each institution. Please, leave blank the rating for your own organization:*

| **Institutions** | | **Extra-ordinary** | **Very High** | **High** | **Average** | **Low** | **Nil** |
|---|---|---|---|---|---|---|---|
| Ratings | | 5 points | 4 points | 3 points | 2 points | 1 point | 0 point |
| 1 | AUC | | | | | | |
| 2 | NEPAD | | | | | | |
| 3 | RECs | | | | | | |
| 4 | Africa-RCM | | | | | | |
| 5 | SRCM in your subregion | | | | | | |
| 6 | UNDG | | | | | | |
| 7 | UNCT | | | | | | |
| 8 | AfDB | | | | | | |
| 8 | World Bank | | | | | | |
| 10 | Other IGOs | | | | | | |

3) Please EXPLAIN the NATURE OF COLLABORATION your institution has with the other agencies and stakeholders in the previous question above:

| **Institutions** | | **Nature of Collaboration** |
|---|---|---|
| 1 | AUC | |
| 2 | NEPAD | |
| 3 | RECs | |
| 4 | Africa-RCM | |
| 5 | SRCM in your subregion | |
| 6 | UNSDG | |
| 7 | UNCT | |

| | | |
|---|---|---|
| 8 | AfDB | |
| 9 | World Bank | |
| 10 | Other IGOs | |

4) How would you RATE the VALUE of collaboration you have had with these institutions? *Please TICK (✓) your selected rating for each institution:*

| **Institutions** | | Excellent | **Very Good** | **Good** | **Fair** | **Poor** | **Not aware** |
|---|---|---|---|---|---|---|---|
| Ratings | | 5 points | 4 points | 3 points | 2 points | 1 point | 0 point |
| 1 | AUC | | | | | | |
| 2 | NEPAD | | | | | | |
| 3 | RECs | | | | | | |
| 4 | Africa-RCM | | | | | | |
| 5 | SRCM in your subregion | | | | | | |
| 6 | UNSDG | | | | | | |
| 7 | UNCT | | | | | | |
| 8 | AfDB | | | | | | |
| 9 | World Bank | | | | | | |
| 10 | Other IGOs | | | | | | |

## V. QUESTIONS RELATING TO SUB-REGIONAL 2030 AND 2063 PRIORITIES:

*1) Please, provide information on the strategic priorities under the 2030 Agenda on Sustainable Development and Africa's Agenda 2063 as they relate to the programming of operations of your organization vis-à-vis RCM-Africa or the SRCM of your region*

| Issues in 2030 Agenda on SD and Agenda 2063 | | Agenda 2030 on Sustainable Development | Africa's Agenda 2063 |
|---|---|---|---|
| 1 | What are the current strategic priorities of your organization vis-à-vis the 2030 Agenda on Sustainable Development and Africa's Agenda 2063? | | |
| 2 | Did your organization communicate these to RCM-Africa or the SRCM of your subregion? | | |
| 3 | To what extent does the current work program of RCM-Africa and the SRCM reflect strategic priorities of the region or subregion in which your organization operates? | | |

2) How would you RATE the RELEVANCE of the activities to the priorities of the region or sub-regions vis-à-vis the 2030 agenda on SD and agenda 2063? *Please TICK ✓your selected rating for each institution:*

| | | **Excellent** | **Very Good** | **Good** | **Fair** | **Poor** | **Not aware** |
|---|---|---|---|---|---|---|---|
| Ratings | | 5 points | 4 points | 3 points | 2 points | 1 point | 0 point |
| 1 | Relevance to regional or subregional priorities | | | | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 2 | Relevance to the UN 2030 Agenda on Sustainable Development for the continent or subregion | | | | | | |
| 3 | Relevance to Africa's Agenda 2063's priorities for the continent or subregion where your organization is active | | | | | | |

3) How would you RATE THE EFFECTIVENESS of RCM-Africa or the SRCM in terms of the POTENTIAL for IMPLEMENTATION of the UN 2030 AGENDA on SUSTAINABLE DEVELOPMENT and AFRICA's Agenda 2063? *Please TICK ✓your selected rating for each item:*

| Measure | | Excellent | Very Good | Good | Fair | Poor | Not aware |
|---|---|---|---|---|---|---|---|
| Ratings | | 5 points | 4 points | 3 points | 2 points | 1 point | 0 point |
| 1 | Potential for effective contribution to implementation of the UN 2030 Agenda on Sustainable Development | | | | | | |
| 2 | Potential for effective contribution to implementation of Africa's Agenda 2063 | | | | | | |
| 3 | Potential for effective contribution to implementation of other regional development frameworks | | | | | | |

4) Based on your participation in the activities of RCM-Africa or the SRCM in the subregion where your organization is located, please COMMENT on **what has worked well – and needs to be retained as is:**

| |
|---|
| |

5) Based on your participation in the activities of RCM-Africa or the SRCM in the subregion where your organization is located, please COMMENT on **what has NOT worked well – and needs to be changed:**

| |
|---|
| |

## VI. QUESTIONS AND ISSUES ON STRATEGIES FOR STRENGTHENING RCM-AFRICA OR THE SRCM OF YOUR SUBREGION

1) What **KIND of IMPROVEMENTS or REFORMS** would you like to see in RCM-Africa or at the SRCM in the areas below?

| s/n | Questions | Proposals/Recommendations |
|---|---|---|
| 1 | What kinds of changes are required to bring about improvement in leadership and ownership of RCM-Africa or the SRCM by AU, NEPAD, the RECs and subregional IGOs? | |

| | | |
|---|---|---|
| 2 | What additional strategies and instruments should RCM-Africa or the SRCM deploy to enhance coordination of activities among UN agencies and programmes in the region or subregion? | |
| 3 | What are your proposals for rationalizing roles, responsibilities and functions among UN agencies and programmes with overlapping functions? | |
| 4 | What are your proposals on strategies and instruments for building strong linkages between AU, NEPAD and RECs on the one hand and RCM-Africa and the SRCMs, on the others? | |
| 5 | What strategies will you propose for addressing the resource constraint facing RCM-Africa and the SRCMs and the sources for sustainable financing of their activities? | |
| 6 | What strategies will you propose for better planning and programming of implementation of projects to avoid the problem of unrealistic number of projects proposed for implementation by RCM-Africa and the SRCMs? | |
| 7 | What in your opinion are the potential institutional arrangements that will ensure better monitoring and evaluation of the performance of RCM-Africa and the SRCMs? | |
| 8 | Please, list the strategies that you will propose for strengthening the information and communication channels on the activities of RCM-Africa or the SRCMs | |

2) What **KINDS of IMPROVEMENTS or REFORMS** would you like to see at the RCM-Africa or SRCM Secretariats in the areas below?

| | | |
|---|---|---|
| 1 | Staffing e.g. size & areas of expertise | |
| 2 | Infrastructure and facilities | |
| 3 | Program visibility | |
| 4 | Program administration | |
| 5 | Partnership development among UN agencies | |
| 6 | Amount of financial resources for RCM-Africa or SRCM | |
| 7 | Others (please, specify) | |

3) In your view, what would you regard as the major SUCCESSES of RCM-Africa or the SRCMs (as may be applicable to your organization)?

| |
|---|
| |

4) In your view, what would you regard as the major CHALLENGES or WEAKNESSES of RCM-Africa or the SRCMs as may be applicable to your organization?

| |
|---|
| |

5) WHAT DO YOU LIKE MOST about BEING A partner organization to RCM-Africa or the SRCM?

6) In your view, what TYPES OF ADDITIONAL SUPPORT (if any) do you think RCM-Africa and the SRCM should receive from the UN system and AU?

Thank you very much for the responses.

Kindly transmit directly to:

Dr. Genevesi Ogiogio*, *Consultant*
Executive Director, Africa-CiD &
Institutional Development Advisor to AIMS High Level Council
E-mail: genevesi.ogiogio@Africa-cid.org
executivedirector@Africa-cid.org
Mobile: +27-837428241, 769660850

* Served the UN System as Member, UNDP-OECD Global Partnership Monitoring Advisory Group; and Advisor UNESCO Ad-hoc Committee of the Executive Board on Capacity Building

## ANNEX III: SURVEY QUESTIONNAIRE FOR SUBREGIONAL COORDINATION MECHANISMS (SRCMs)

# STRENGTHENING SUB-REGIONAL COORDINATION IN SUPPORT OF THE AFRICAN UNION AND NEPAD: A SURVEY OF AFRICA'S SUBREGIONAL COORDINATION MECHANISMS

## QUESTIONNAIRE FOR SRCM SECRETARIATS

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As you are aware, the Secretariat of the Regional Coordination Mechanism for Africa (RCM-Africa) is conducting a study to provide recommendations that will assist to strengthen effectiveness and efficiency of the subregional coordination mechanisms (SRCMs) in aid of ongoing UN and AU reforms and to reposition them in the implementation of the 2030 Agenda on Sustainable Development and Africa's Agenda 2063, as well as subregional priorities and development frameworks. This survey of the SRCMs is being conducted to provide data and information for the study. The study is motivated by the need for continuous improvements in the UN System, which seeks innovations and efficiency in its delivery mechanisms, avoidance of overlaps, duplications and gaps among its agencies and programmes. Given ongoing Secretary-General reforms aimed at repositioning the UN to effectively deliver on the 2030 Agenda on Sustainable Development, and partner effectively with the AU in the implementation of Africa's Agenda 2063, it is the aim of this study to make recommendations on how the SRCMs in Africa can be strengthened to raise performance level and measurable impact in the implementation of subregional priorities. Additionally, the survey is expected to contribute fresh perspectives to reflections on strategies for reinforcing synergies between country, subregional and regional actions and other cost-efficiency and rationalization measures with particular regard to the SRCMs, the regional UNDGs and the UNCTs.

To undertake this assignment, RCM-Africa Secretariat has retained a consultant, Dr. Genevesi Ogiogio. To enable me to carry out a reasonable analysis, it would be appreciated, if you could fill out this questionnaire and transmit it directly to the e-mail address: genevesi.ogiogio@africa-cid.org or executivedirector@africa-cid.org If you have any questions, please send an email to these addresses or phone +27-837428241.

Your responses will be treated with utmost confidentiality. They will not be attached to any report or discussed with anyone, including the ECA, SROs and RCM-Africa. The aim of this exercise is for the SRCMs and partner organizations to collectively own the desired improvements required for the SRCMs to deliver sustainable concrete results.

Due to the severe time constraint facing the delivery of this assignment, it would be much appreciated, if your response could be received by close of business on 2nd November 2018**.**

### I) ABOUT THE RESPONDENT

| | | |
|---|---|---|
| 1 | Name | |
| 2 | Gender | |
| 3 | SRCM Secretariat (Subregion) | |
| 4 | Position of respondent | |
| 5 | Role in SRCM | |

| | | |
|---|---|---|
| 6 | Telephone number | |
| 7 | E-mail address | |

## II) ABOUT THE SRCM

| s/n | Measure | Description |
|---|---|---|
| 1 | Location of Secretariat | |
| 2 | Geographical coverage of the SRCM | |
| 3 | Year SRCM started operation | |
| 4 | SRCM official e-mail address | |
| 5 | SRCM official web site address | |
| 6 | SRCM social media handles (please, list) | |
| 7 | Date of first meeting | |
| 8 | Date of most recent meeting (2018) | |
| 9 | List of participating RECs (2018) | 1) … |
| 10 | List of participating UN agencies and programmes (2018) | 1) … |
| 11 | List of other participating development partners (e.g., AfDB, World Bank) 2018 | 1) … |
| 12 | List of other participating IGOs (2018) | 1) … |
| 13 | List of UN agencies that have identified Focal Points | 1) … |
| 14 | Number of Focal Points that are active | |
| 15 | Rate the extent to which the network of Focal Points is functional | Extra-ordinary \| Highly functional \| Functional \| Poor / Ineffective \| Very poor |
| 16 | Rate the effectiveness of the link of the network with the SRCM secretariat | Excellent \| Very good \| Good \| Fair \| Very poor |
| 17 | List the thematic areas currently guiding the SRCM's operation | 1) … |
| 18 | List the lead organizations for the thematic areas | 1) … |
| 19 | Was there an operational guide or a common operational framework from the ECA in the launch of the SRCM? | Yes \| No |
| 20 | Does the SRCM have an operational manual or handbook of procedures and practices? | Yes \| No |
| 21 | Who or which agency provides overall oversight of the activities of the SRCM? | |
| 22 | If there is an oversight responsibility, what kind of oversight is provided? | Briefly explain: |
| 23 | Rate the regularity of the oversight provided | Excellent \| Very good \| Good \| Fair \| Very poor |
| 24 | Rate the effectiveness of the oversight provided | Excellent \| Very good \| Good \| Fair \| Very poor |
| 25 | In addition to hosting the SRCM, list key additional support being provided by ECA/SRO | 1) … |

| | | |
|---|---|---|
| 26 | List the subregional priorities that are the focus of the SRCM | 1) … |
| 27 | How were the subregional priorities determined? | Through SRCM Meeting \| Proposals by the RECs \| Participating UN agencies \| Others \| Not aware |
| 28 | To what extent are these priorities reflective of the needs of the subregion given the 2030 Agenda on SD and Agenda 2063? | Excellently \| Very well \| Adequately \| Fairly \| Very poorly |
| 29 | List the projects that the SRCM is currently implementing | 11) … |
| 30 | Did the SRCM participate in or benefit from the implementation of the 10-Year Capacity Building Program for the AU? | Yes \| No |
| 31 | What specific activities did the SRCM support under the 10-Year Capacity Building Program? | 1) … |

## III) AWARENESS OF THE VISION, PURPOSE AND OBJECTIVES OF THE SRCM:

How would you RATE YOUR AWARENESS OF THE VISION, PURPOSE AND OBJECTIVES of the SRCM? *Please TICK ✓your selected rating for each item:*

| s/n | Key Elements of the SRCM | Very High | High | Average | Low | Not Aware/ Not defined |
|---|---|---|---|---|---|---|
| 1 | Vision | | | | | |
| 2 | Mandate | | | | | |
| 3 | Purpose | | | | | |
| 4 | Objectives | | | | | |

## IV) Please, provide information relating to the SYSTEMS, PROCESSES, PROCEDURES AND PRACTICES of the SRCM

| | | |
|---|---|---|
| 1 | Are the activities of the SRCM guided by a Strategic Plan? | Yes \| No |
| 2 | What is the time frame of the current Strategic Plan, if any? | |
| 3 | How many internally or externally commissioned reviews of the activities of the SRCM have been undertaken since the launch of operation? *Please TICK ✓the appropriate response* | No. of Reviews \| *Please TICK ✓*<br>None<br>One<br>Two<br>Three<br>More than Three |
| 4 | Is there an annual work program for the SRCM? Attach the work program for 2018 | Yes \| No |
| 5 | Who is responsible for approval of the activities or work program of the SRCM? | |
| 6 | How frequently are SRCM meetings held? | Biannually/ Frequently \| Annually \| Biennially \| When Needed/ Occasionally \| Seldom |
| 7 | Are there additional opportunities for SRCM members to interact other than the annual meetings? | Briefly list such opportunities: |

| | | Excellent | Very Good | Good | Fair | Poor | Not sure |
|---|---|---|---|---|---|---|---|
| 8 | Should more or less meetings be held? Rate the adequacy of the frequency of the meetings for the activities of the SRCM | | | | | | |
| 9 | Rate the usefulness of these meetings | | | | | | |
| 10 | Rate the quality of representation of stakeholders at these meetings? | | | | | | |
| | | Director & Above | Principal Officer | Senior Officer | Officer | Assistant | General Services |
| 11 | At what levels are RECs, UN agencies, IGOs and other stakeholders represented at these meetings? | | | | | | |
| 12 | How have the levels of representation changed since inception? Attach reports/minutes of the most recent 3 meetings | | | | | | |
| | | Minutes of Meetings | Annual Reports | Perf. Eval Reports | Project Impl. Reports | Others | No systematic reporting |
| 13 | By what means is SRCM performance reported and monitored? | | | | | | |

## V) FUNCTIONS CURRENTLY UNDERTAKEN BY YOUR SRCM:

Which of the expected functions of the SRCM do you currently carry out?

| s/n | Expected Functions of the SRCM | Functions Currently Undertaken *Please TICK ✓ as appropriate* |
|---|---|---|
| 1 | Coordinating UN system interaction with AU organs and agencies, including the Regional Economic Communities. | |
| 2 | Providing high-level policy forum for exchanging views on major strategic developments and challenges faced by the subregion, and interaction at the regional and global levels. | |
| 3 | Devising coherent subregional policy responses to selected regional and global priorities and initiatives and providing subregional perspectives to global-level issues. | |
| 4 | Promoting policy coherence and joint programming in support of regional and subregional integration efforts and initiatives such as NEPAD, APRM, AU Agenda 2063, etc. | |
| 5 | 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. | |
| 6 | Providing forum for exchange of best practices and lessons learned and for inter-agency and inter-organization analysis and elaboration of normative and analytical frameworks. | |

## VI) EFFECTIVENESS OF SRCM PROGRAM IMPLEMENTATION: *Please, provide information on* TARGETS *and* ACHIEVEMENTS *for each of the measures*:

| s/n | Measure | Planned/Target | Number Achieved |
|---|---|---|---|
| 1 | Number of projects undertaken since inception | | |
| 2 | Number of high-level policy forums organized | | |

| | | | |
|---|---|---|---|
| 3 | Number of policy responses provided to global, regional and subregional priorities | | |
| 4 | Number of subregional perspectives provided to facilitate implementation of regional and global issues | | |
| 5 | Number of joint programming undertaken | | |
| 6 | Number of inter-agency collaboration facilitated through joint programming of activities | | |
| 7 | Number of forums organized to share best and replicable practices among agencies | | |
| 8 | Concrete results achieved that advanced subregional priorities | | |
| 9 | Best practices shared among agencies | | |
| 10 | Generally, what factors account for the variances between targets and number achieved in each case? | Briefly explain: | |

**VII.** How would you **RATE THE EFFECTIVENESS OF THE IMPLEMENTATION** of the activities of the SRCM? *Please TICK ✓your selected rating for each item:*

| s/n | Measure | Excellent | Very Good | Good | Fair | Poor | Not Aware |
|---|---|---|---|---|---|---|---|
| | Rating | 5 points | 4 points | 3 points | 2 points | 1 point | 0 point |
| 1 | Quality of support offered to RECs and programs of AU organs and agencies in the subregion | | | | | | |
| 2 | Quality of support offered to RECs | | | | | | |
| 3 | Timeliness of support offered | | | | | | |
| 4 | Quality of support offered to other stakeholders - IGOs (please list) | | | | | | |

**VIII. IMPLEMENTATION SUCCESSES ACHIEVED:** Please, provide responses relating to the successes of the SRCM, changes that have occurred and innovations in implementation of activities:

| s/n | Measure | Description/Response |
|---|---|---|
| 1 | List the major successes achieved by the SRCM | |
| 2 | What factors account for these successes? | |
| 3 | How has program implementation changed since the establishment of the SRCM? | |
| 4 | What major innovations has the SRCM brought to coordination and joint programming of activities among UN agencies and programmes? | |
| 5 | What innovations or changes are planned over the next five years in the context of the UN-AU renewed partnership framework? | |

**IX. IMPLEMENTATION CHALLENGES ENCOUNTERED BY THE SRCM**. *Please, provide responses relating to challenges faced in implementation of activities:*

| s/n | Measure | Description/Response |
|---|---|---|
| 1 | What are the major program implementation challenges faced by your SRCM? | |

| | | |
|---|---|---|
| 2 | What factors account for the challenges? | |
| 3 | How have these challenges been managed? | |
| 4 | What challenges remain? | |

**X. IMPACT OF SUB-REGIONAL CONTEXT ON IMPLEMENTATION OF SRCM ACTIVITIES:** *Please, provide responses relating to the sub-regional context in which SRCM activities are being implemented with respect to the following:*

| s/n | Measure | Description/Response | | | |
|---|---|---|---|---|---|
| 1 | To what extent has the sub-regional context influenced activities of the SRCM – e.g., capacity of RECs to participate, commitment of UN agencies in the subregion, etc? | | | | |
| 2 | Has the SRCM entered into collaboration with other institutions within the sub-region to advance its objectives and goals? | Yes | No | | |
| | | | | | |
| 3 | Rate the extent to which UN agencies and programmes in the subregion are committed to and demonstrate ownership of the SRCM process | Highly committed | Committed | Somehow committed | Not committed |
| | | | | | |
| 4 | Rate the extent to which the RECs in the subregion are committed to and demonstrate ownership of the SRCM process | Highly committed | Committed | Somehow committed | Not committed |
| | | | | | |

**XI.** How would you **RATE THE EFFECTIVENESS** of the SRCM in terms of **STAKEHOLDER ENGAGEMENT**? *Please TICK ✓your selected rating for each item:*

| s/n | Measure | Excellent | Very Good | Good | Fair | Poor | Not Aware |
|---|---|---|---|---|---|---|---|
| | Rating | 5 points | 4 points | 3 points | 2 points | 1 point | 0 point |
| 1 | Stakeholder management – responsiveness to RECs' needs | | | | | | |
| 2 | Communication with RECs | | | | | | |
| 3 | Support to facilitate RECs' participation | | | | | | |
| 4 | List three core areas where you would like to see improvements in the SRCM engagement of participating agencies | | | | | | |

**XII. CAPACITY OF SRCM SECRETARIAT FOR PROGRAM DELIVERY:** *Please, provide information relating to the staffing, infrastructure and facilities available for the delivery of SRCM activities. Please TICK ✓ your selection*

| s/n | Administrative Requirements | Excellent | Very Good | Good | Fair | Poor | Not Applicable |
|---|---|---|---|---|---|---|---|
| | Rating | 5 points | 4 points | 3 points | 2 points | 1 point | 0 point |
| 1 | Adequacy of the location of the Secretariat | | | | | | |
| 2 | Adequacy of staff strength | | | | | | |
| 3 | Adequacy of office infrastructure | | | | | | |
| 4 | Quality of facilities | | | | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 5 | Others (Please specify) | | | | | | |

## XIII. ADMINISTRATIVE CAPACITY OF SRCM SECRETARIAT:

1) *Please, provide information relating to the administrative capacity available for the delivery of SRCM activities and programs:*

| s/n | Measure | Number |
|---|---|---|
| 1 | Overall Administrative Staff Strength | |
| 2 | Gender Distribution of Administrative Staff – No. of Women | |
| 3 | Total No. of Professional Staff | |
| 4 | Total No. of General Services Staff | |
| 5 | Governance and Management | |
| | a) Size and Gender-Based Composition of Executive Committee (if any) | |
| | b) Size and Gender-Based Composition of Management Team/Committee (if any) | |
| | c) Size and Gender-Based Composition of Program Management Team (if any) | |

2) **Distribution of SRCM Secretariat Staff:** *Please, provide information on the distribution of staff in the Secretariat of the SRCM:*

| Measure | | Director | Principal Officer | Senior Officer | Officer | Assistant | Support/ General Service |
|---|---|---|---|---|---|---|---|
| 1 | Distribution of staff strength of SRCM Secretariat | | | | | | |
| 2 | How many full-time staff are dedicated to the activities of the SRCM? | | | | | | |
| 3 | How many are assigned to SRCM functions as part of their regular duties? | | | | | | |

## XIV. FINANCE & FINANCIAL MANAGEMENT CAPACITY: *Please, provide information relating to the finances and financial management capacity available for the delivery of the functions of the SRCM:*

| Financial Indicator | 2013 (US$) | 2014 (US$) | 2015 (US$) | 2016 (US$) | 2017 (US$) | 2018 (US$) |
|---|---|---|---|---|---|---|
| SRCM Annual Budget | | | | | | |
| SRCM Total Annual Expenditure | | | | | | |
| Annual Budget Execution Rate (%) | | | | | | |
| Sources of Funds (US$) | 2013 (%) | 2014 (%) | 2015 (%) | 2016 (%) | 2017 (%) | 2018 (%) |
| a) SRCM Own Funds | | | | | | |
| b) Contributions by UNECA | | | | | | |
| c) Contributions by other UN agencies in the sub-region | | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| d) Contributions by AU organs and agencies | | | | | | |
| e) Others | | | | | | |

## XV. MAJOR RISKS FACING THE SRCM, if any

1) Strategic risks are defined as high-level risks that may compromise the implementation of the strategy such as abrupt loss of funding support or changes in the sub-regional policy environment in which the SRCM operates. What major STRATEGIC risks, if any, are faced by the SRCM in the implementation of its activities? *Please describe them below.*

| |
|---|
| |

2) Operational risks arise from potential errors and failures in, among others, procedures, systems or internal policies that may affect implementation of SRCM activities. What major OPERATIONAL risks, if any, are faced by the SRCM in the implementation of its activities? *Please describe them below.*

| |
|---|
| |

## XVI. MONITORING AND EVALUATION CAPACITY: Does the SRCM have an operational M&E System? *Please TICK ✓the appropriate response*

| | |
|---|---|
| **YES** | |
| **NO** | |

## XVII. AREAS OF CAPACITY NEEDS TO STRENGTHEN SRCM OPERATIONS

| |
|---|
| List key areas in which the SRCM will need additional capacity strengthening support from the UN system for improved performance: |

## XVIII. COORDINATION AMONG SRCMs:

1) *On a scale from Highly Coordinated to Not Coordinated, rate the extent to which your SRCM is coordinated with other SRCMs and agencies on the continent:*

| s/n | SRCMs | Highly Coordinated | Coordinated | Somehow Coordinated | Quite Uncoordinated | Not Coordinated |
|---|---|---|---|---|---|---|
| 1 | RCM-Africa | | | | | |
| 2 | SRCM – Central Africa | | | | | |
| 3 | SRCM – East | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| | Africa | | | | | |
| 4 | SRCM – Southern Africa | | | | | |
| 5 | SRCM – North Africa | | | | | |
| 6 | SRCM – West Africa | | | | | |
| 7 | UNDGs | | | | | |
| 8 | UNCTs in the sub-region | | | | | |

2) Please select the options that best describe the NATURE of the COLLABORATION your SRCM has with the institutions you marked in the previous question above. *Multiple responses are allowed. Leave your SRCM's entry blank:*

| s/n | SRCMs | Joint Planning of Programs | Information, Knowledge and Lessons sharing | Staff Exchange & Capacity Building | SRCMs Joint Meetings | Resource Mobilisation | Others, Please specify |
|---|---|---|---|---|---|---|---|
| 1 | RCM-Africa | | | | | | |
| 2 | SRCM – Central Africa | | | | | | |
| 3 | SRCM – East Africa | | | | | | |
| 4 | SRCM – Southern Africa | | | | | | |
| 5 | SRCM-North Africa | | | | | | |
| 6 | SRCM-West Africa | | | | | | |
| 7 | UNDGs | | | | | | |
| 8 | UNCTs in the subregion | | | | | | |

3) How do your RATE the VALUE of collaboration your SRCM has had with the other SRCMs and agencies? *Please TICK ✓your selected rating for each:*

| SRCMs | | **Excellent** | **Very Good** | **Good** | **Fair** | **Poor** | **None** |
|---|---|---|---|---|---|---|---|
| Rating | | 5 points | 4 points | 3 points | 2 points | 1 point | 0 point |
| 1 | RCM-Africa | | | | | | |
| 2 | SRCM – Central Africa | | | | | | |
| 3 | SRCM – East Africa | | | | | | |
| 4 | SRCM – Southern Africa | | | | | | |
| 5 | SRCM-North Africa | | | | | | |
| 6 | SRCM-West Africa | | | | | | |
| 7 | UNDGs | | | | | | |
| 8 | UNCTs in the subregion | | | | | | |

## XIX. WHAT WORKED AND WHAT IS NOT WORKING

1) Based on your experience implementing the activities of the SRCM, please COMMENT on **WHAT HAS WORKED WELL – AND NEEDS TO BE RETAINED AS IS:**

| |
|---|
| |

2) Based on your experience implementing the activities of the SRCM, please comment on **WHAT HAS NOT WORKED WELL - AND SHOULD BE CHANGED:**

| |
|---|
| |

## XX. RELATIONSHIP BETWEEN SRCM AND RECs:

1) How will you rate the EFFECTIVENESS of your SRCM's WORKING RELATIONSHIP with the RECs? *Please select your rating for each item:*

| s/n | Relationship | Excellent | Very Good | Good | Fair | Poor | None |
|---|---|---|---|---|---|---|---|
| 1 | General working relationship with RECs | | | | | | |
| 2 | Quality of communication with Program Management Teams | | | | | | |
| 3 | Timeliness of responses from RECs | | | | | | |
| 4 | Mutual respect between RECs and SRCM Program Management Teams | | | | | | |
| 5 | What would your SRCM like to improve in the relationship and communication with RECs? | Briefly explain: | | | | | |

2) Please characterize the LEVEL OF CLARITY OF ROLES AND RESPONSIBILITY between your SRCM and the other agencies in the implementation of activities. *Please TICK ✓your selected rating*

| s/n | Agencies | Very clear | Clear | Somehow clear | Unclear | Very unclear |
|---|---|---|---|---|---|---|
| 1 | ECA/SRO | | | | | |
| 2 | RCM-Africa | | | | | |
| 3 | RECs | | | | | |
| 4 | UN agencies and programmes | | | | | |
| 5 | UNDG | | | | | |
| 6 | UNCTs in the subregion | | | | | |

***Please explain your response briefly***

| |
|---|
| |

3) Please suggest how the SRCMs could best work collaboratively and exploit synergies:

| |
|---|
| |

## XXI. RECOMMENDED IMPROVEMENTS IN SRCM OPERATIONS

1) What **KIND** of **IMPROVEMENTS** would you like to see at the SRCM in the implementation of the UN-AU Partnership?

| | Potential Areas for Improvement | Recommended Improvement |
|---|---|---|
| 1 | Program design | |
| 2 | Partnerships development in support of program delivery | |
| 3 | Financial resources for project implementation | |
| 4 | Governance and management of SRCM | |
| 5 | Achievement of concrete results | |
| 6 | Administrative support services for the operation of SRCM | |
| 7 | Advocacy and communication | |
| 8 | Visibility of SRCM | |
| 9 | Others (please, specify) | |

2) Please make any additional comments or suggestions here, if any:

| |
|---|
| |

## XXII. CONSIDERATION FOR THE FUTURE: *Please, express your opinion with respect to the future of the SRCM:*

| s/n | Issues for the Future of the Program | Responses |
|---|---|---|
| 1 | What kind of institutional set-up or arrangement do you think would further enhance the performance of the functions of the SRCM? | |
| 2 | Is there a continuing relevance of the SRCM in the decade ahead? | |
| 3 | If yes, what changes or areas of emphasis are likely to be considered in strengthening the SRCM? | |
| 4 | If no, what possible alternative coordination mechanism can be considered, for instance an institutionalized coordinating agency? | |
| 5 | What conditions need to be in place for continuation of the SRCM (e.g. changes in location, strengthening of program management team, activity offerings, etc.) | |
| 6 | If stakeholders seek to sustain the SRCM what innovations should the UN system introduce? What will you do differently? | |

Thank you very much for the responses.

Kindly transmit directly to:

Dr. Genevesi Ogiogio, *Consultant*
Executive Director, Africa-CiD &
Institutional Development Advisor to AIMS High Level Council
E-mail: genevesi.ogiogio@Africa-cid.org
executivedirector@Africa-cid.org
Mobile: +27-837428241, 769660850

**ANNEX IV:** **SURVEY QUESTIONNAIRE FOR RCM-AFRICA JOINT SECRETARIAT**

# STRENGTHENING SUB-REGIONAL COORDINATION IN SUPPORT OF THE AFRICAN UNION AND NEPAD: A SURVEY OF AFRICA'S REGIONAL COORDINATION MECHANISM

## QUESTIONNAIRE FOR RCM-AFRICA JOINT SECRETARIAT

As you are aware, the Secretariat of the Regional Coordination Mechanism for Africa (RCM-Africa) is conducting a study to provide recommendations that will assist to strengthen effectiveness and efficiency of the UN Coordination Mechanisms in aid of ongoing UN and AU reforms and to reposition them in the implementation of the 2030 Agenda on Sustainable Development and Africa's Agenda 2063, as well as regional priorities and development frameworks. This survey is being conducted to provide data and information for the study. The study is motivated by the need for continuous improvements in the UN System, which seeks innovations and efficiency in its delivery mechanisms, avoidance of overlaps, duplications and gaps among its agencies and programmes. Given ongoing Secretary-General reforms aimed at repositioning the UN to effectively deliver on the 2030 Agenda on Sustainable Development, and partner effectively with the AU in the implementation of Africa's Agenda 2063, it is the aim of this study to make recommendations on how RCM-Africa can be strengthened to raise performance level and measurable impact in the implementation of continental priorities. Additionally, the survey is expected to contribute fresh perspectives to reflections on strategies for reinforcing synergies between country, subregional and regional actions and other cost-efficiency and rationalization measures with particular regard to the SRCMs, the regional UNDGs and the UNCTs.

To undertake this assignment, RCM-Africa Secretariat has retained a consultant, Dr. Genevesi Ogiogio. To enable me to carry out a reasonable analysis, it would be appreciated, if you could fill out this questionnaire and transmit it directly to the e-mail address: genevesi.ogiogio@africa-cid.org or executivedirector@africa-cid.org If you have any questions, please send an email to these addresses or phone +27-837428241.

Your responses will be treated with utmost confidentiality. They will not be attached to any report or discussed with anyone, including the ECA. The aim of this exercise is for RCM-Africa, the SRCMs and partner organizations to collectively own the desired improvements required for the Coordination Mechanisms to deliver sustainable concrete results.

Due to the severe time constraint facing the delivery of this assignment, it would be much appreciated, if your response could be received by close of business on 2nd November 2018**.**

### I) ABOUT THE RESPONDENT

| | | |
|---|---|---|
| 1 | Name | |
| 2 | Gender | |
| 3 | RCM-Africa Joint Secretariat | |
| 4 | Position of respondent | |
| 5 | Role in RCM-Africa | |
| 6 | Telephone | |

| 7 | E-mail address | |
|---|---|---|

## II) ABOUT RCM-AFRICA

| s/n | Measure | Description |
|---|---|---|
| 1 | Location of Secretariat | |
| 2 | Geographical coverage of RCM-Africa | |
| 3 | Year RCM-Africa started operation | |
| 4 | RCM-Africa official e-mail address | |
| 5 | RCM-Africa official web site address | |
| 6 | RCM-Africa social media handles (please, list) | |
| 7 | Date of first meeting | |
| 8 | Date of most recent meeting (2018) | |
| 9 | List of participating AU organs and agencies, and RECs (2018) | 2) … |
| 10 | List of participating UN agencies and programmes (2018) | 1) … |
| 11 | List of other participating development partners (e.g., AfDB, World Bank) 2018 | 1) … |
| 12 | List of other participating IGOs (2018) | 1) … |
| 13 | List of AU and UN agencies that have identified Focal Points | 1) … |
| 14 | Number of Focal Points that are active | |
| 15 | Rate the extent to which the network of Focal Points is functional | Extra-ordinary \| Highly functional \| Functional \| Poor / Ineffective \| Very poor |
| 16 | Rate the effectiveness of the link of the network with the RCM-Africa secretariat | Excellent \| Very good \| Good \| Fair \| Very poor |
| 17 | List the thematic areas/clusters currently guiding RCM-Africa's operation | 1) … |
| 18 | List the lead organizations for the thematic areas/clusters | 1) … |
| 19 | Was there an operational guide or framework from the ECA in the launch of RCM-Africa? | Yes \| No |
| 20 | Does RCM-Africa have an operational manual or handbook of procedures and practices? | Yes \| No |
| 21 | Who or which agency provides overall oversight of the activities of RCM-Africa? | |
| 22 | If there is an oversight responsibility, what kind of oversight is provided? | Briefly explain: |
| 23 | Rate the regularity of the oversight provided | Excellent \| Very good \| Good \| Fair \| Very poor |
| 24 | Rate the effectiveness of the oversight provided | Excellent \| Very good \| Good \| Fair \| Very poor |
| 25 | In addition to hosting RCM-Africa, list key additional support being provided by ECA and AUC | 1) … |

| | | |
|---|---|---|
| 26 | List the continental priorities that are the focus of RCM-Africa | |
| 27 | How were these priorities determined? | Through RCM - Africa Meeting; Proposals by the AU agencies, RECs; Participating UN agencies; Others; Not aware |
| 28 | To what extent are these priorities reflective of the needs of the Africa region given the 2030 Agenda on SD and Agenda 2063? | Excellently; Very well; Adequately; Fairly; Very poorly |
| 29 | List the projects that RCM-Africa is currently implementing | 12) … |
| 30 | Did RCM-Africa participate in the implementation of the 10-Year Capacity Building Program for the AU? | Yes; No |
| 31 | What specific activities did RCM-Africa support under the 10-Year Capacity Building Program? | 2) … |

## III) AWARENESS OF THE VISION, PURPOSE AND OBJECTIVES OF RCM-AFRICA

How would you RATE YOUR AWARENESS OF THE VISION, PURPOSE AND OBJECTIVES of the Mechanism? *Please TICK ✓your selected rating for each item:*

| s/n | Key Elements of the RCM-Africa | Very High | High | Average | Low | Not Aware/ Not defined |
|---|---|---|---|---|---|---|
| 1 | Vision | | | | | |
| 2 | Mandate | | | | | |
| 3 | Purpose | | | | | |
| 4 | Objectives | | | | | |

## IV) Please, provide information relating to the SYSTEMS, PROCESSES, PROCEDURES and PRACTICES of RCM-Africa

| | | |
|---|---|---|
| 1 | Are the activities of RCM-Africa guided by a Strategic Plan? | Yes; No |
| 2 | What is time frame of the current Strategic Plan, if any? | |
| 3 | How many internally or externally commissioned reviews of the activities of the RCM-Africa have been undertaken since the launch of operation? *Please TICK ✓the appropriate response* | No. of Reviews / *Please TICK ✓*: None; One; Two; Three; More than Three |
| 4 | Is there an annual work program for RCM-Africa? Attach the work program for 2018 | Yes; No |
| 5 | Who is responsible for approval of the activities or work program of RCM-Africa? | |
| 6 | How frequently are RCM-Africa meetings held? | Biannually/ Frequently; Annually; Biennially; When Needed/ Occasionally; Seldom |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| 7 | Are there additional opportunities for RCM-Africa members to interact other than the annual meetings? | | | | | | |
| | | Excellent | Very Good | Good | Fair | Poor | Not sure |
| 8 | Should more or less meetings be held? Rate the adequacy of the frequency of the meetings for the activities of RCM-Africa | | | | | | |
| 9 | Rate the usefulness of these meetings | | | | | | |
| 10 | Rate the quality of representation of stakeholders at these meetings? | | | | | | |
| | | Director & Above | Principal Officer | Senior Officer | Officer | Assistant | General Services |
| 11 | At what levels are stakeholders represented at these meetings? | | | | | | |
| 12 | How have the levels of representation changed since inception? Attach reports/minutes of the most recent 5 meetings | | | | | | |
| | | Minutes of Meetings | Annual Reports | Perf. Eval Reports | Project Impl. Reports | Others | No systematic reporting |
| 13 | By what means is RCM-Africa performance reported and monitored? | | | | | | |

**V) FUNCTIONS CURRENTLY UNDERTAKEN BY RCM-Africa:** Which of the expected functions of the RCM-Africa do you currently carry out?

| s/n | Expected Functions of RCM-Africa | Functions Currently Undertaken *Please TICK ✓ as appropriate* |
|---|---|---|
| 1 | Coordinating UN system interaction with AU organs and agencies, including the Regional Economic Communities. | |
| 2 | Providing high-level policy forum for exchanging views on major strategic developments and challenges faced by the region, and interaction at the regional and global levels. | |
| 3 | Devising coherent regional policy responses to selected regional and global priorities and initiatives and providing regional perspectives to global-level issues. | |
| 4 | Promoting policy coherence and joint programming in support of regional and subregional integration efforts and initiatives such as NEPAD, APRM, Agenda 2063, etc. | |
| 5 | 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. | |
| 6 | Providing forum for exchange of best practices and lessons learned and for inter-agency and inter-organization analysis and elaboration of normative and analytical frameworks. | |

**VI) EFFECTIVENESS OF RCM-AFRICA PROGRAM IMPLEMENTATION:** *Please, provide Information on* **TARGETS** *and* **ACHIEVEMENTS** *for each of the measures*:

| Measure | | Planned/Target | Number Achieved |
|---|---|---|---|
| 1 | Number of projects undertaken since inception | | |

| | | | |
|---|---|---|---|
| 2 | Number of high-level policy forums organized | | |
| 3 | Number of policy responses provided to global, regional and subregional priorities | | |
| 4 | Number of regional perspectives provided to facilitate implementation of regional and global issues | | |
| 5 | Number of joint programming undertaken | | |
| 6 | Number of inter-agency collaboration facilitated through joint programming of activities | | |
| 7 | Number of forums organized to share best and replicable practices among agencies | | |
| 8 | Concrete results achieved that advanced subregional priorities | | |
| 9 | Best practices shared among agencies | | |
| 10 | Generally, what factors account for the variances between targets and number achieved in each case? | Briefly explain: | |

**VII.** How would you **RATE THE EFFECTIVENESS OF THE IMPLEMENTATION** of the activities of RCM-Africa? *Please TICK ✓your selected rating for each item:*

| s/n | Measure | Excellent | Very Good | Good | Fair | Poor | Not Aware |
|---|---|---|---|---|---|---|---|
| | Rating | 5 points | 4 points | 3 points | 2 points | 1 point | 0 point |
| 1 | Quality of support offered to AU organs and agencies and NEPAD | | | | | | |
| 2 | Quality of support offered to RECs | | | | | | |
| 3 | Timeliness of support offered | | | | | | |
| 4 | Quality of support offered to other stakeholders - IGOs (please list, if any) | | | | | | |

**VIII.** **IMPLEMENTATION SUCCESSES ACHIEVED**. Please, provide responses relating to the successes of RCM-Africa, changes that have occurred and innovations in implementation of activities:

| s/n | Measure | Description/Response |
|---|---|---|
| 1 | List the major successes of achieved by the RCM-Africa | |
| 2 | What factors account for these successes? | |
| 3 | How has program implementation changed since establishment of RCM-Africa? | |
| 4 | What major innovations has the RCM-Africa brought to coordination and joint programming of activities among UN agencies and programmes? | |
| 5 | What innovations or changes are planned over the next five years in the context of the UN-AU renewed partnership framework? | |

**IX.** **IMPLEMENTATION CHALLENGES ENCOUNTERED BY RCM-AFRICA**. *Please, provide responses relating to challenges faced in implementation:*

| s/n | Measure | Description/Response |
|---|---|---|

| | | |
|---|---|---|
| 1 | What are the major program implementation challenges faced by RCM-Africa? | |
| 2 | What factors account for the challenges? | |
| 3 | How have these challenges been managed? | |
| 4 | What challenges remain? | |

**X. IMPACT OF THE REGIONAL CONTEXT ON RCM-AFRICA ACTIVITIES IMPLEMENTATION**. *Please, provide responses relating to the regional context in which RCM-Africa's activities are being implemented with respect to the following:*

| s/n | Measure | Description/Response |
|---|---|---|
| 1 | To what extent has the regional context influenced activities of RCM-Africa – e.g., capacity of RECs to participate, commitment of AU organs and agencies, commitment of UN agencies in the region, etc? | |
| 2 | Has the RCM-Africa entered into collaboration with other institutions within the region to advance its objectives and goals? | Yes: ☐ No: ☐ |
| 3 | Rate the extent to which UN agencies and programmes in the region are committed to and demonstrate ownership of the RCM-Africa process | Highly committed: ☐ Committed: ☐ Somehow committed: ☐ Not committed: ☐ |
| 4 | Rate the extent to which the AU organs and agencies, NEPAD and the RECs are committed to and demonstrate ownership of the RCM-Africa process | Highly committed: ☐ Committed: ☐ Somehow committed: ☐ Not committed: ☐ |

**XI.** How would you **RATE THE EFFECTIVENESS** of RCM-Africa in terms of **STAKEHOLDER ENGAGEMENT**? *Please TICK ✓your selected rating for each item:*

| s/n | Measure | Excellent | Very Good | Good | Fair | Poor | Not Aware |
|---|---|---|---|---|---|---|---|
| | Rating | 5 points | 4 points | 3 points | 2 points | 1 point | 0 point |
| 1 | Stakeholder management – responsiveness to AU organs and agencies, RECs' needs | | | | | | |
| 2 | Communication with AUC, NEPAD and RECs | | | | | | |
| 3 | Support to facilitate AU organs, NEPAD and RECs' participation | | | | | | |
| 4 | List three core areas where you would like to see improvements in RCM-Africa's engagement of AU organs and agencies, RECs | | | | | | |

**XII. CAPACITY OF RCM-AFRICA JOINT SECRETARIAT FOR PROGRAM DELIVERY:** *Please, provide information relating to the staffing, infrastructure and facilities available for the delivery of RCM-Africa's activities. Please TICK ✓ your selection*

| s/n | Administrative Requirements | Excellent | Very Good | Good | Fair | Poor | Not Applicable |
|---|---|---|---|---|---|---|---|

| | Rating | 5 points | 4 points | 3 points | 2 points | 1 point | 0 point |
|---|---|---|---|---|---|---|---|
| 1 | Adequacy of the location of the Secretariat | | | | | | |
| 2 | Adequacy of staff strength | | | | | | |
| 3 | Adequacy of Office Infrastructure | | | | | | |
| 4 | Quality of facilities | | | | | | |
| 5 | Others (Please specify) | | | | | | |

## XIII. RCM-AFRICA JOINT SECRETARIAT ADMINISTRATIVE CAPACITY:

3) *Please, provide information relating to the administrative capacity available for the delivery of RCM-Africa's activities and programs:*

| s/n | Measure | Number |
|---|---|---|
| 1 | Overall Administrative Staff Strength | |
| 2 | Gender Distribution of Administrative Staff – No. of Women | |
| 3 | Total No. of Professional Staff | |
| 4 | Total No. of General Services Staff | |
| 5 | Governance and Management | |
| | • Size and Gender-Based Composition of Executive Committee (if any) | |
| | • Size and Gender-Based Composition of Management Team/Committee (if any) | |
| | • Size and Gender-Based Composition of Program Management Team (if any) | |

4) **Distribution of Staff:** *Please, provide information on the distribution of staff in the Secretariat of RCM-Africa*

| Measure | | Director | Principal Officer | Senior Officer | Officer | Assistant | Support/ General Service |
|---|---|---|---|---|---|---|---|
| 1 | Distribution of staff strength of RCM-Africa Secretariat | | | | | | |
| 2 | How many full-time staff are dedicated to the activities of RCM-Africa? | | | | | | |
| 3 | How many are assigned to RCM-Africa functions as part of their regular duties? | | | | | | |

## XIV. FINANCE & FINANCIAL MANAGEMENT CAPACITY: *Please, provide information relating to the finances and financial management capacity available for the delivery of the functions of the RCM-Africa*

| Financial Indicator | 2013 (US$) | 2014 (US$) | 2015 (US$) | 2016 (US$) | 2017 (US$) | 2018 (US$) |
|---|---|---|---|---|---|---|
| RCM-Africa Annual Budget | | | | | | |
| RCM-Africa Total Annual Expenditure | | | | | | |
| Annual Budget Execution Rate (%) | | | | | | |
| Sources of Funds (US$) | 2013 (%) | 2014 (%) | 2015 (%) | 2016 (%) | 2017 (%) | 2018 (%) |

| | | | | | | |
|---|---|---|---|---|---|---|
| a) RCM-Africa Own Funds | | | | | | |
| b) Contributions by UNECA | | | | | | |
| c) Contributions by other UN agencies in the sub-region | | | | | | |
| d) Contributions by AU organs and agencies | | | | | | |
| e) Others | | | | | | |

## XV. MAJOR RISKS FACING RCM-Africa, if any

3) Strategic risks are defined as high-level risks that may compromise the implementation of the strategy such as abrupt loss of funding support or changes in the sub-regional policy environment in which RCM-Africa operates. What major STRATEGIC risks, if any, are faced by RCM-Africa in the implementation of its activities? *Please describe them below.*

| |
|---|
| |

4) Operational risks arise from potential errors and failures in, among others, procedures, systems or internal policies that may affect implementation of RCM-Africa activities. What major OPERATIONAL risks, if any, are faced by RCM-Africa in the implementation of its activities? *Please describe them below.*

| |
|---|
| |

## XVI. MONITORING AND EVALUATION CAPACITY: Does RCM-Africa have an operational M&E System? *Please TICK ✓as appropriate*

| | |
|---|---|
| **YES** | |
| **NO** | |

## XVII. AREAS OF CAPACITY NEEDS TO STRENGTHEN RCM-AFRICA'S OPERATIONS

| |
|---|
| List key areas in which RCM-Africa will need additional capacity strengthening support from the UN system for improved performance: |

## XVIII. COORDINATION OF RCM-AFRICA WITH SRCMs, UNDGs AND UNCTs:

3) *On a scale from Highly Coordinated to Not Coordinated, rate the extent to which RCM-Africa is coordinated with the SRCMs and other agencies on the continent:*

| s/n | SRCMs, UNDGs, UNCTs | Highly Coordinated | Coordinated | Somehow Coordinated | Quite Uncoordinated | Not Coordinated |
|---|---|---|---|---|---|---|
| 1 | SRCM – Central Africa | | | | | |
| 2 | SRCM – East Africa | | | | | |
| 3 | SRCM – Southern Africa | | | | | |
| 4 | SRCM – North Africa | | | | | |
| 5 | SRCM – West Africa | | | | | |
| 6 | UNDGs | | | | | |
| 7 | UNCTs in the sub-regions | | | | | |

4) Please select the options that best describe the NATURE of the COLLABORATION RCM-AFRICA has with the institutions you marked in the previous question above. *Multiple responses are allowed.*

| s/n | SRCMs, UNDGs, UNCTs | Joint Planning of Programs | Information, Knowledge and Lessons sharing | Staff Exchange & Capacity Building | SRCMs Joint Meetings | Resource Mobilisation | Others, Please specify |
|---|---|---|---|---|---|---|---|
| 1 | SRCM – Central Africa | | | | | | |
| 2 | SRCM – East Africa | | | | | | |
| 3 | SRCM – Southern Africa | | | | | | |
| 4 | SRCM-North Africa | | | | | | |
| 5 | SRCM-West Africa | | | | | | |
| 6 | UNDG | | | | | | |
| 7 | UNCTs in the subregions | | | | | | |

4) How do you RATE the VALUE of collaboration RCM-Africa has had with the SRCMs and other agencies? *Please TICK ✓your selected rating for each:*

| SRCMs, UNDGs, UNCTs | | **Excellent** | **Very Good** | **Good** | **Fair** | **Poor** | **None** |
|---|---|---|---|---|---|---|---|
| Rating | | 5 points | 4 points | 3 points | 2 points | 1 point | 0 point |
| 1 | SRCM – Central Africa | | | | | | |
| 2 | SRCM – East Africa | | | | | | |
| 3 | SRCM – Southern Africa | | | | | | |
| 4 | SRCM-North Africa | | | | | | |
| 5 | SRCM-West Africa | | | | | | |
| 6 | UNDGs | | | | | | |
| 7 | UNCTs in the subregions | | | | | | |

## XIX. WHAT WORKED AND WHAT IS NOT WORKING

3) Based on your experience implementing the activities of RCM-Africa, please COMMENT on **WHAT HAS WORKED WELL – AND NEEDS TO BE RETAINED AS IS:**

| |
|---|
| |

4) Based on your experience implementing the activities of the RCM-Africa, please comment on **WHAT HAS NOT WORKED WELL - AND SHOULD BE CHANGED:**

| |
|---|
| |

## XX. RELATIONSHIP BETWEEN RCM-AFRICA AND AU, NEPAD AND RECs

4) How will you rate the EFFECTIVENESS of RCM-Africa's WORKING RELATIONSHIP with AU, NEPAD and the RECs? *Please select your rating for each item:*

| s/n | Relationship | Excellent | Very Good | Good | Fair | Poor | None |
|---|---|---|---|---|---|---|---|
| 1 | General working relationship with AU Agencies, NEPAD and RECs | | | | | | |
| 2 | Quality of communication with Program Management Teams | | | | | | |
| 3 | Timeliness of responses from AU organs, NEPAD and RECs | | | | | | |
| 4 | Mutual respect between RCM-Africa Secretariat and AU agencies, NEPAD and RECs' Program Management Teams | | | | | | |
| 5 | What should RCM-Africa improve in the relationship and communication with AU, NEPAD and the RECs? | Briefly explain: | | | | | |

5) Please characterize the LEVEL OF CLARITY OF ROLES AND RESPONSIBILITY between RCM-Africa and the other agencies in the implementation of activities. *Please TICK ✓your selected rating*

| s/n | AUC, NEPAD, RECs, SRCMs, UNDGs, UNCTs | Very clear | Clear | Somehow clear | Unclear | Very unclear |
|---|---|---|---|---|---|---|
| 1 | AUC | | | | | |
| 2 | NEPAD Agency | | | | | |
| 3 | RECs | | | | | |
| 4 | SRCMs | | | | | |
| 5 | ECA | | | | | |
| 6 | UN agencies and programmes | | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| 7 | UNDGs | | | | | |
| 8 | UNCTs in the subregions | | | | | |

***Please explain your response briefly***

| |
|---|
| |

6) Please suggest how RCM-Africa and the organizations listed in XX (2) could best work collaboratively and exploit synergies:

| |
|---|
| |

## XXI. RECOMMENDED IMPROVEMENTS IN RCM-AFRICA's OPERATIONS

3) What **KIND** of **IMPROVEMENTS** would you like to see at RCM-Africa in the implementation of the UN-AU Partnership?

| | Potential Areas for Improvement | Recommended Improvement |
|---|---|---|
| 1 | Program design | |
| 2 | Partnerships development in support of program delivery | |
| 3 | Financial resources for project implementation | |
| 4 | Governance and management of RCM-Africa | |
| 5 | Achievement of concrete results | |
| 6 | Administrative support services for the operation of RCM-Africa | |
| 7 | Advocacy and communication | |
| 8 | Visibility of RCM-Africa | |
| 9 | Others (please, specify) | |

4) Please make any additional comments or suggestions here, if any:

| |
|---|
| |

## XXII. CONSIDERATION FOR THE FUTURE: *Please, express your opinion with respect to the future of RCM-Africa:*

| s/n | Issues for the Future of the Program | Responses |
|---|---|---|
| 1 | What kind of institutional set-up or arrangement do you think would further enhance the performance of the functions of RCM-Africa? | |
| 2 | Is there a continuing relevance of RCM-Africa in the decade ahead? | |

| | | |
|---|---|---|
| 3 | If yes, what changes or areas of emphasis should be considered in strengthening RCM-Africa? | |
| 4 | If no, what possible alternative coordination mechanism can be considered, for instance, an institutionalized coordinating agency? | |
| 5 | What conditions need to be in place for sustenance of RCM-Africa (e.g. changes in location, strengthening of program management team, activity offerings, etc.) | |
| 6 | If stakeholders seek to sustain RCM-Africa what innovations should AU and UN introduce? What should it do differently? | |

Thank you very much for the responses.

Kindly transmit directly to:

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**ANNEX V:** **DECISIONS OF AU 11TH EXTRAORDINARY SESSION OF THE SUMMIT OF HEADS OF STATE AND GOVERNMENT, 18TH NOVEMBER 2018**

**Addis Ababa, Ethiopia 18 November 2018**: The 11th Extraordinary Session of the African Union Summit, focusing on institutional reform of the African Union, was held in Addis Ababa from 5th to 18th November 2018. It started with a meeting of the Permanent Representatives Committee from 5-7 November, followed by the meeting of the Executive Council from 14th to 15th November. From 17th to 18th November, the AU's apex decision making body, the Assembly, held its meeting. The following is a summary of decisions made on the main issues.

## 1. ON THE STRUCTURE AND PORTFOLIOS OF THE SENIOR LEADERSHIP OF THE AU COMMISSION

The Assembly decided:

That the new structure of the AU Commission shall be composed of eight (8) members as follows: Chairperson, Deputy Chairperson and six (6) Commissioners.

That the portfolios of the Commissioners shall be as follows:

i. Agriculture, Rural Development, Blue Economy and Sustainable Environment;
ii. Economic Development, Trade and Industry and Mining
iii. Education, Science, Technology and Innovation;
iv. Infrastructure and Energy;
v. Political Affairs, Peace & Security;
vi. Health, Humanitarian Affairs and Social Development;

That the structure and portfolios of the senior leadership of the Commission shall come into effect at the end of the current tenure of the Commission in 2021.

## 2. ON THE SELECTION OF THE SENIOR LEADERSHIP OF THE COMMISSION

The Assembly decided that the following key principles shall guide the selection process of the senior leadership of the Commission:

i. Equitable regional representation and gender parity;
ii. Predictable inter and intra-regional rotation following the English alphabetical order to be applied to each senior leadership position
iii. Attracting and retaining Africa's top talent;
iv. Accountable and effective leadership and management;

v. Transparent and merit-based selection;
vi. The principle of rotational gender parity shall be applied to the posts of Chairperson and Deputy Chairperson; ensuring that if the Chairperson is male then the Deputy Chairperson shall be a female and vice versa
vii. The six (6) Commissioner level posts shall be equally distributed by gender and across the three regions that are not represented at Chairperson and Deputy Chairperson level;
viii. The regions with candidates that are elected to the position of the Chairperson or the Deputy Chairperson shall not be eligible for consideration for the six remaining Commissioner posts.

The Assembly established a Panel of Eminent Africans, composed of five (5) eminent personalities, one per region, to oversee the pre-selection of candidatures of the senior leadership of the Commission.

## 3. ON THE ELECTION OF THE CHAIRPERSON AND DEPUTY CHAIRPERSON OF THE AU COMMISSION

The Assembly decided, among others, to Amend Rule 38 of the Rules of Procedure of the AU Assembly that relates to the election of the Chairperson and Deputy Chairperson, to read as follows:

i. The Assembly shall elect the Chairperson of the Commission and his/her Deputy by secret ballot and two-thirds majority of Member States eligible to vote.
ii. The Chairperson of the Commission and his/her Deputy shall be competent women or men with proven experience in the relevant field, commensurate leadership qualities and a good track record in government, parliament, international organizations or other relevant sectors of society.
iii. The selection process should ensure the appointment of the best possible candidate who embodies the highest standards of efficiency, competence and integrity as well as demonstrating a firm commitment to Pan-Africanism and the objectives, principles and values of the AU, proven managerial abilities, extensive experience in international relations and strong diplomatic and communications skills. ”

The Assembly directed the Commission to align all relevant legal instruments by February 2019 and also decided to enhance the transparency and meritocracy of the current selection process.

## 4. ON THE ELECTION OF THE COMMISSIONERS OF THE AU COMMISSION

The Assembly decided, among others that Article 13 of the Statutes of the Commission shall be amended to read as follows:

i. A skills and competency based assessment and shortlisting of candidates shall be undertaken by a High-Level Panel of Eminent Africans (1 per region) assisted by an independent African firm to generate a ranked pool of pre-qualified candidates

nominated by the relevant AU regions from which Commissioners shall be elected and appointed by the Executive Council;

ii. Candidates shall be assessed through an initial review of applications and cvs. Shortlisted candidates will be invited for assessment to assess candidates against the skills and competency criteria established for the leadership posts.

Assembly directed the Commission to align all relevant legal instruments by February 2019.

## 5. ON THE MANDATE OF THE AFRICAN UNION DEVELOPMENT AGENCY

This item referred to Decision Assembly/AU/Dec.635 (XXV111) on the Reform of the African Union of January 2017, which proposed the transformation of the NEPAD Planning and Coordinating Agency (NPCA) into the African Union Development Agency (AUDA). In this regard, the Assembly approved the mandate of the African Union Development Agency (AUDA) as follows:

i. To coordinate and execute priority regional and continental projects to promote regional integration towards the accelerated realisation of Agenda 2063;
ii. To strengthen capacity of African Union Member States and regional bodies; advance knowledge-based advisory support, undertake the full range of resource mobilisation, and serve as the continent's technical interface with all Africa's development stakeholders and development partners.

The Assembly called for the conclusion of a permanent Host Country Agreement for the African Union Development Agency (AUDA) with the Government of the Republic of South Africa.

## 6. ON INSTITUTIONAL REFORM OF THE AFRICAN PEER REVIEW MECHANISM (APRM)

This item referred to, among other decisions, Assembly/AU/Dec.635(XXVIII) adopted by 28th Ordinary Session of the Assembly Union held in Addis Ababa, on the Outcome of the Retreat of the Assembly of the African Union on the Institutional Reform of the AU, which stated that the African Peer Review Mechanism (APRM) should be strengthened to track implementation and oversee monitoring and evaluation in key governance areas on the continent.

i. The Assembly stressed the need for the APR Forum to hold its ordinary sessions on the margins of the AU Summit
ii. It requested the AU Commission to ensure the APRM Forum is allocated and afforded adequate time to fully address its agenda
iii. The Assembly decided to integrate the APRM budget in the statutory Union budget funded by Member States.

iv. It reiterated the need to strengthen the capacity of the APRM, in collaboration with the African Governance architecture, to deliver on its extended mandate, and enhance its functional autonomy.

v. The APRM was requested to present an update on the State of Governance in Africa and to report to the 32nd Ordinary Session of the Assembly scheduled to take place in February 2019.

## 7. OTHER DECISIONS

The Assembly also made decisions on the AU sanctions regime for the non-payment of contributions. Other decisions were made on:

i. The termination of appointment of the Chairperson and the Deputy Chairperson of the AUC
ii. Enhancing performance management at the level of senior leadership of the AUC
iii. Administrative and financial reforms
iv. Establishing an effective division of labour between the African Union, Regional Economic Communities, Member States and continental organisations
v. The African Union scale of assessment and contributions

## ANNEX VI: STUDY WORKPLAN AND DELIVERY TIMELINES

| No | Tasks | October | | | | | November | | | | | December | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | 4 | 14 | 21 | 28 | 31 | 1 | 7 | 12 | 20 | 30 | 1 | 4 | 8 | 21 | 31 |
| 1 | Conclusion of Contract for Assignment | | | | | | | | | | | | | | | |
| 2 | Commencement of Assignment and submission of Inception Report | | | | | | | | | | | | | | | |
| | Submission of Annotated Outline of Study Report | | | | | | | | | | | | | | | |
| 3 | Review of documentation | | | | | | | | | | | | | | | |
| 4 | Survey of stakeholders | | | | | | | | | | | | | | | |
| 5 | Analysis of data and information | | | | | | | | | | | | | | | |
| 6 | Preparation of draft report | | | | | | | | | | | | | | | |
| | Submission of draft report | | | | | | | | | | | | | | | |
| 7 | Provision of feedback by ECA | | | | | | | | | | | | | | | |
| 8 | Revision and transmission of revised draft final report | | | | | | | | | | | | | | | |
| 9 | Preparation and transmission of PowerPoint Presentation for | | | | | | | | | | | | | | | |
| 10 | Presentation of draft report to EGM | | | | | | | | | | | | | | | |
| 11 | Post-EGM revision of draft report and conclusion of assignment | | | | | | | | | | | | | | | |