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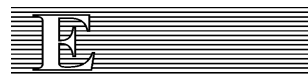
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## **Report on United Nations system-wide support to the African Union and its NEPAD programme**

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## Acronyms

AFSRDC	Agriculture, Food Security and Rural Development Cluster
AGF-VIII	African Governance Forum
AGN	African group of negotiators
APRM	African Peer Review Mechanism
AU	African Union
AUC	African Union Commission
CAADP	Comprehensive Africa Agriculture Development Programme
CFSSD	Committee on Food Security and Sustainable Development
COMEDAF	Conference of Ministers of Education of the African Union
COMESA	Common Market for Eastern and Southern Africa
CRM	Country Review Mission
CSD	Commission on Sustainable Development
DREA	Department of Rural Economy and Agriculture
ECA	Economic Commission for Africa
ECOWAS	Economic Community of West African States
FAO	Food and Agriculture Organization of the United Nations
GAFSP	Global Agriculture and Food Security Programme
ICT	Information and Communication Technology
ILO	International Labour Organization
ITMA	International Trade and Market Access
ITU	International Telecommunications Union
LDCs	Least Developed Countries
MDGs	Millennium Development Goals
NEPAD	New Partnership for Africa's Development
PACTED	Pan-African Conference on Teacher Education
REC	Regional Economic Community
SRCM	Subregional Coordination Mechanism
TYCBP-AU	United Nations Ten-Year Capacity Building Programme for the African Union
UN-CEB	Inter-Agency Cluster on Trade and Productive Capacity
UNCITRAL	United Nations Commission on International Trade Law
UNCTAD	United Nations Conference on Trade and Development
UN-DESA	United Nations Department of Economic and Social Affairs
UNDG	United Nations Development Group
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme
UNESCO	United Nations Educational, Scientific and Cultural Organization
UNOAU	United Nations Office to the African Union
UNOPS	United Nations Office of Project Support Services
WTO	World Trade Organization

## I. Introduction

1. The present report provides an overview of activities undertaken by the United Nations system in support of the African Union (AU) and its NEPAD programme since April 2012. The report is organized around the nine clusters established by the Regional Coordination Mechanism (RCM) of the United Nations agencies working in Africa, convened by the Economic Commission for Africa (ECA). The report is a response to the need expressed by member States for regular and systematic reporting on United Nations activities in support of the sectoral priorities of NEPAD at the regional and subregional levels.

2. The report also underlines the need for United Nations entities to enhance evaluation of the impact of their support to implementing NEPAD, and calls for more coherent United Nations support for African countries to mobilize financial resources for Africa's development, including NEPAD projects and programmes.

Some of the concrete achievements during the past year are highlighted below:

3. The Thirteenth session of the Regional Coordination Mechanism of United Nations Agencies Working in Africa in Support of the African Union and its NEPAD Programme (RCM-Africa) deliberated on the ongoing discussion on the post-2015 agenda and made several suggestions relating to principles and issues for consideration by African policymakers in developing the African position on the global post-2015 development agenda.

- United Nations agencies supported 24 countries in developing National Agriculture and Food Security Investment Plans based on the Comprehensive Africa Agriculture Development Programme (CAADP). The technical support of United Nations agencies led to the securing of \$430 million funding by 11 countries – Burundi, Ethiopia, the Gambia, Liberia, Malawi, the Niger, Rwanda, Senegal, Sierra Leone, Togo and Tanzania - to implement their investment plans. Five of the countries – Burundi, the Gambia, Malawi, Senegal and Tanzania – were selected in May 2012 to receive grants totalling \$160.5 million from the Global Agriculture and Food Security Programme (GAFSP).
- RCM-Africa assisted in training Africa's Rio+20 negotiators and in preparing the Africa Consensus Statement which features prominently in the Rio+20 Outcome Document, "The Future We Want".
- In the area of infrastructure, RCM-Africa helped in the preparation of the African Union Convention on Cyber-security. It also developed a gender-sensitive bioenergy framework and policy guidelines for Africa, which should promote local decent employment.
- To promote reportage and better understanding of the work of AU and its NEPAD Programme, the RCM-Africa Advocacy and Communications Cluster prepared a technical manual for journalists and others who routinely inquire about these two institutions.

4. Despite these achievements, RCM-Africa still faces some challenges. For instance, there are insufficient dedicated resources to implement and monitor cluster work programmes. Inter-cluster communication and advocacy is still weak and the Regional Economic Communities (RECs) are still not playing their anticipated role to achieve the objectives of RCM-Africa. Recognizing the

important role of resource mobilization, cluster members and partners have started to articulate a resource mobilization strategy that is adaptable and reflects the needs of the clusters.

## **II. Key achievements**

### **A. Coordinated United Nations support to programmes of the African Union and NEPAD**

5. The work of RCM-Africa is organized around nine thematic clusters, following the African Union Commission (AUC) departmental nomenclature. Each cluster has a demand-driven business plan or work programme developed from the key priorities of AU and its NEPAD programme, and in consultation with their AUC counterparts. This section summarizes the key achievements of the clusters during the period under review.

#### **1. Agriculture, Food Security and Rural Development Cluster**

6. CAADP remained the overall framework of operation for the cluster. During the year, the cluster participated in key technical assistance activities to put the implementation of CAADP into the right gear. These activities included preparation of the CAADP roundtable meetings; signing of compacts and formulation of post-compact investment plans; technical review of investment plans; organization of business meetings; and preparation of proposals for funding under the GAFSP.

7. Thirty countries and one Regional Economic Community (REC) – the Economic Community of West African States (ECOWAS) - have signed their CAADP Compact, 24 countries developed CAADP-based National Agriculture and Food Security Investment Plans and about 17 conducted a technical review and organized the business meetings. Eleven countries – Burundi, Ethiopia, the Gambia, Liberia, Malawi, the Niger, Rwanda, Senegal, Sierra Leone, Togo and Tanzania - have secured \$430.5 million in GAFSP funding for the implementation of their investment plans. Five of these countries – Burundi, the Gambia, Malawi, Senegal and Tanzania – were selected in May 2012 to receive a total of \$160.5 million in grants from GAFSP.

8. In addition, various meetings were organized to help achieve better understanding of the division of mandates/roles/functions between the NEPAD Agency and the AUC Department of Rural Economy and Agriculture (DREA) and strengthen collaboration among other clusters, such as between the Gender sub-cluster and AUC/DREA. Key projects in which the Agriculture, Food Security and Rural Development Cluster participated include: The Great Green Wall for the Sahara and Sahel Initiative; Response to the Horn of Africa Crises; Cost of Hunger Study in Africa and Partnership for Agriculture Water.

#### **2. Environment, Population and Urbanization Cluster**

9. The cluster supported the AUC in developing a paper on the Strategy for Climate Change Finance. In this regard, a regional dialogue on Climate Change Finance was hosted by the United Nations Development Programme (UNDP) from 17 to 19 April 2012, in Johannesburg, South Africa. Representatives from eight countries (Ethiopia, Ghana, Kenya, Lesotho, Mozambique, South Africa, Tanzania and Zambia) as well as partners from development finance institutions (the PTA Bank, the Development Bank of South Africa, the Agricultural Development Bank of Ghana and the African Development Bank), academia and civil society attended the dialogue. Two key outcomes emerged from this regional dialogue: (a) Request for national level support on climate change finance readiness; and (b) Request by the AUC for support in further developing the Africa Strategy on Climate Change. UNDP will support the AUC in this.

10. Technical assistance was provided to build capacity for the implementation of the Stockholm Convention on Persistent Organic Pollutants (POPs), and National Implementation Plans (NIPs) for African Least Developed Countries (LDCs) of the Common Market for Eastern and Southern Africa (COMESA) subregion. This programme comprises three separate projects that are executed on a subregional basis following the structure of the RECs. Several LDCs in the Southern Africa Development Community (SADC) and COMESA subregions have ratified and are parties to the Stockholm Convention. Request for assistance has been made in the implementation of the Stockholm Convention and their NIPs. In this regard, the programme identified technical, regulatory and institutional barriers to implementation, the need for improved legislative and regulatory framework and increased administrative, institutional and enforcement capacity to manage the POPs.

### **3. Support for Rio+20 and its outcomes**

11. The cluster undertook various activities to strengthen the capacity of the AU/AUC and RECs to lead, coordinate and support African countries in the Rio+20 processes. This result was achieved through a bottom up and multi-stakeholder regional preparatory process, which ECA spearheaded jointly with the AUC and the African Development Bank (AfDB), in strong partnership with RECs, the United Nations Environment Programme (UNEP) and UNDP. The process enjoyed support at the highest level, the African Union Summit, which provided guidance on Africa's preparations for, and participation in Rio+20, and mandated the Republic of the Congo to coordinate Africa's preparations at the political level. The process also received endorsement and enjoyed support from the Joint Annual Meetings of the AU Conference of Ministers of Economy and Finance and the ECA Conference of African Ministers of Finance, Planning and Economic Development.

12. Overall, Africa effectively participated in and achieved a favourable outcome at Rio+20. The Rio+20 outcome document "The Future We Want" largely addresses and reflects Africa's concerns and priorities. This remarkable achievement was an outcome of a number of activities supported by the collaborating partners, under the auspices of an inter-agency steering committee. They included technical support to the African group of negotiators, including through the organization of capacity-building and consultative meetings, the preparation of technical reports and an analysis of the draft negotiating text for the Rio+20 outcome document. At Rio+20, Africa was well represented at both political and technical levels.

13. In support of their effective participation and to promote and advocate for Africa's priorities at the conference, side events including an Africa Day, sponsored by the Republic of the Congo were organized jointly by ECA, AUC, AfDB, the United Nations Office of the Special Adviser on Africa (OSAA), UNEP and UNDP, with the active involvement of RECs and the NEPAD Agency. The Africa Consensus Statement to Rio+20, brochures and leaflets on Africa's perspectives on the conference were distributed. A joint exhibition space was also secured to showcase and disseminate relevant information and advocacy material. There is now increased awareness of member States and RECs on matters related to sustainable development, and strengthened capacity to coordinate within the subregion.

#### **4. Implementation of the outcomes of Rio+20**

14. Following the decision taken at Rio+20 to establish a universal intergovernmental high-level political forum for the balanced integration of the three dimensions of sustainable development, building on, and eventually substituting the Commission on Sustainable Development (CSD), the 20<sup>th</sup> Session of CSD, to be convened in New York in May 2013, will focus its deliberations on the outcomes of Rio+20, and will thus feed into the processes on follow up to the outcomes of Rio+20 under the United Nations General Assembly.

15. In this regard, the regional commissions of the United Nations were requested to organize Regional Implementation Meetings (RIMs) in preparation for CSD-20. In line with established practice, the Eighth Session of the ECA Committee on Food Security and Sustainable Development (CFSSD-8) took place from 31 October to 2 November 2012, and provided the platform for the Africa RIM for CSD-20. The Africa RIM was organized in collaboration with the AUC, AfDB, and the United Nations Department of Economic and Social Affairs. It focused on the main outcomes of Rio+20. The Africa RIM adopted an Africa RIM Outcome Document for CSD-20. The outcome document will clearly define major activities to be implemented at various levels to follow up and implement Rio+20 outcomes.

#### **5. Science and Technology Cluster**

16. The ninth meeting of the United Nations Science and Technology Cluster was held in Addis Ababa on 2 August 2012. The meeting, among others, discussed and endorsed the business plan for 2012-2013 as well as the cluster's contribution to the United Nations Capacity Building Programme for AU. In addition, the proposal that the AUC assumes the function and role of coordinator for the cluster, with the United Nations Educational, Scientific and Cultural Organization (UNESCO) and ECA as vice coordinators was endorsed by cluster members at the meeting.

17. Key joint activities included the implementation of the science journalists' workshop series; and the launching of: (a) the network of science journalists by ECA, AUC and UNESCO; and (b) the African Technology Development and Transfer Network by ECA.

#### **6. Industry, Trade and Market Access Cluster**

18. Programmes at the continental, regional and national levels developed and implemented by the cluster during the reporting period focused on eight priority areas: (a) industrial policy and institutional direction development; (b) promoting infrastructure and energy for industrial development; (c) upgrading production and trade capacities; (d) boosting intra-African trade; (e) skills development for industrial development; (f) industrial innovation systems, research and development and technology development; (g) financing and resource mobilization; and (h) sustainable development.

19. On 29 February 2012, the International Trade and Market Access (ITMA) Cluster officially became the face of United Nations Inter-Agency Cluster on Trade and Productive Capacity (UN-CEB) in Africa, implying that ITMA transfused the agenda of the global Cluster Expert Board (CEB) into the work of the cluster, thereby reducing duplication and enhancing the transmission of learning benefits from the global body to RCM-Africa. The UN-CEB is an interagency mechanism dedicated to the coordination of trade and development operations at the national and regional levels within the United Nations system. It was established on 20 April 2007 and launched the following year. The CEB is led by the United Nations Conference on Trade and Development

(UNCTAD) and includes the United Nations Industrial Development Organization (UNIDO), UNDP, ITC, the Food and Agricultural Organization of the United Nations (FAO), the World Trade Organization (WTO), UNEP, the International Labour Organization (ILO), the United Nations Commission on International Trade Law (UNCITRAL), the United Nations Office for Project Services (UNOPS) and the five United Nations regional commissions. This mechanism makes a concrete and direct contribution to the United Nations system-wide coherence reform by coordinating its participation in the:

- Delivering as One United Nations pilots and countries involved in a new United Nations Development Assistance Framework (UNDAF) process
- United Nations Development Group (UNDG) machinery, in view of the formulation of new United Nations rules and standard mechanisms for development operations

20. The cluster spearheaded functional support to the 18<sup>th</sup> African Union Summit in January 2012, which led to the development of an AU action plan to back the decision on the Continental Free Trade Area. It also supported the African trade policy forums held in November 2011 and September 2012.

## **7. Advocacy and Communication Cluster**

21. The cluster established three priorities for 2011-2013: (a) Increase advocacy and mobilization for AU/NEPAD through the RCM process; (b) Enhance the existing dialogue between the AU/United Nations system and the community of media reporting on Africa; and (c) Increase the technical capacity of the AU/NEPAD Communication Team.

Under these objectives, the cluster supported the following publications and events:

- “*Africa’s decade of change*”, which covers the tenth anniversary of NEPAD;
- Training of media professionals and communication officers of NEPAD countries, with a web cast funded by the Technical Centre for Agriculture and Rural Cooperation;
- Publication of the RCM Quarterly, a newsletter on intra-cluster activities-  
[http://new.uneca.org/Portals/nepad/RCM-Newsletter/RCM-Newsletter\\_fin-Issue1-July-Sept2012.pdf](http://new.uneca.org/Portals/nepad/RCM-Newsletter/RCM-Newsletter_fin-Issue1-July-Sept2012.pdf);
- Briefing sessions for African Ambassadors and United Nations member States by the Chief Executive Officer of the NEPAD Agency and press conferences organized at the United Nations headquarters;
- Preparation of a technical manual on development reporting, to provide common standards and tools for media practitioners in Africa.

## **8. Infrastructure**

22. The AUC and ECA, in collaboration with the RECs, the International Telecommunications Union (ITU) and UNCTAD, organized a series of workshops on harmonization of cyber legislation and cyber security, the outcomes of which include a draft African Union Convention on Cyber Security to be adopted at the African Heads of State Summit in 2013.



23. The workshops made recommendations as follows:

- Member States to integrate cyber security policies and legislation into holistic and broad Information and Communication Technology (ICT) policies and strategies;
- RECs to take into account the key issues related to cyber security within the Subregional Coordination Mechanism framework;
- RECs to support harmonization of cyber security policies and legislation; and
- ECA, in partnership with the AUC and others, to organize tailored capacity-building programmes on cyber legislation for law enforcement institutions and agencies.

24. The Energy sub-cluster focused on two thematic areas:

- Development of a gender-sensitive bioenergy framework and policy guidelines for Africa that will promote local decent employment in bioenergies;
- Development of public-private partnerships (models) to finance rural energy infrastructure development.

## **9. Social and Human Development Cluster**

25. The key achievements of the cluster include:

- Under the health, HIV/AIDS sub-cluster, Aids Watch Africa became operational and held its first consultative meeting with experts. The outcomes were endorsed by African Head of State at the first Aids Watch Africa Heads of States Action Committee meeting.
- Under the leadership of AU, the Pharmaceuticals Manufacturing Plan for Africa finalized its business plan, which in turn was endorsed by African Ministers of Health at the Special Session of the Fifth African Union Conference of Ministers of Health held in April 2011.
- The successful completion of the Cost of Hunger in Africa study and the build up and coordination towards the upcoming African Food and Nutrition Security day are also key accomplishments.
- Under the Culture sub-Cluster, the Third Pan-African Cultural Congress was held and attended by culture experts, practitioners, social scientists, development studies experts; representatives from Government agencies, African traditional institutions and civil society organizations among others. The Congress made several recommendations, including the use of culture as a strong instrument for African regional integration and strengthening the cross-cutting nature of culture so that it is made part of the policies of all other sectors.
- Under the Education sub-Cluster, during the first Pan-African Conference on Teacher Education, Ministers recommended the establishment of a steering committee comprising three countries: Kenya, Senegal and Togo. The committee, assisted by the UNESCO Regional Bureau for Education in Africa (UNESCO-BREDA) and the Association for the Development of Education in Africa, under the auspices of the African Union Commission, was tasked with developing a roadmap, which was

presented and adopted during the Second Pan-African Conference on Teacher Development (PACTED-II) in April 2012, held back-to-back with the Fifth Ordinary Session of the Conference of Ministers of Education of the African Union (COMEDAF-V).

- Under the Social Welfare, Protection and Human Trafficking sub-Cluster, the first major achievement is the alignment of activities with the AUC policy on combating human trafficking. Secondly, the activities of the sub-cluster have been consistent for the past two years with a clear objective of taking the AU Commission Initiative against Trafficking (AU.COMMIT) and the Ouagadougou Action Plan to the RECs and their member States. The sub-cluster has been preparing the remaining launches in North and Central Africa to complete the continent-wide popularization. The participation of partners from the donor community in the work of the sub-cluster has also been a significant added value.

## **10. Governance**

26. In the context of the African Human Rights Strategy being supported by the Human Rights sub-Cluster, synergies and cooperation between the United Nations and AU mechanisms were enhanced; modalities for regular dialogue, exchange of information and experience and good practices have been agreed between the United Nations and AU mechanisms; and a road map has been adopted for enhanced future cooperation between the United Nations human rights treaty bodies and the human rights mechanisms of the African system dealing with the examination of State parties' reports and individual communications.

27. In June 2012, the African Governance Platform was officially launched in Lusaka by the Department of Political Affairs of the AUC. The African Governance Platform is the coordinating arm of the African Governance Architecture. It was launched in response to the decision of the 16<sup>th</sup> AU Summit on the theme "Shared Values in Africa". The role of the Platform is to facilitate information flow, exchanges, dialogue, synergies and joint action among African governance actors.

28. The Eight African Governance Forum (AGF-VIII), held in October 2012, generated a rich policy-relevant and development-oriented debate on the current state of governance in Africa, with special focus on elections and diversity management. In addition, by mainstreaming cross-cutting issues of gender equality and youth empowerment, AGF-VIII contributed to ongoing efforts aimed at bringing marginalized social groups into governance and development processes. Lastly, through the various background papers and the website, AGF-VIII has contributed to the existing stock of knowledge on democracy, elections and diversity management in Africa. It is anticipated that this knowledge, combined with the African Governance Report (AGR-III) will go a long way in helping African countries advance participatory and democratic governance in the long run.

29. On the implementation of the African Peer Review Mechanism (APRM), cluster members assisted the APRM secretariat in various capacities, such as providing technical support to: the Country Review Mission (CRM) of Tanzania from 2 to 23 March 2012; the self-assessment process for Gabon in May 2012; the APRM country support to the Sudan in October 2012 and the organization of a workshop on "Harmonizing the APRM National Plan of Action with the existing development strategies and Medium-Term Expenditure Framework" for Mauritius and Tanzania in April and September 2012 respectively.

## **11. Peace and security**

30. The Peace and Security Cluster continued to provide a major programme of capacity-building support to the AUC. This United Nations Office to the African Union expertise, backstopped by the collective experience, best practices and resources of the United Nations, is deployed in support of the AUC capacity-enhancement objectives in each of the following areas: conflict prevention and mediation; military and police operations (including military planning, logistics, force generation and medical); administration and management of peace operations (including finance, procurement, human resources, training, civilian logistics and CITS); civilian security; security sector reform; mine action, disarmament, demobilization and reintegration; elections and public information.

## **12. Post-2015 development agenda**

31. The current Millennium Development Goals (MDGs) expire in 2015. Several processes have been put in place to devise a new global development agenda, with a view to avoiding the shortcomings of the current one. The Thirteenth Session of the Regional Coordination Mechanism deliberated on the ongoing discussions, and its main conclusions and recommendations were as follows:

### *Participation and ownership*

- (a) Africa is transitioning, and in order to support the process, there is a need to adequately cater for the local dimension and rethink rural-urban interactions and dynamics. This should embody a bottom-up approach to planning and leadership at all levels, from local to regional;
- (b) The post-2015 agenda must include an Africa-owned and Africa-led process that captures the reality of Africa and the aspirations of Africans. Therefore, the process of the post-2015 development agenda for Africa must be broad-based, consultative, transparent and inclusive;

### *Learning from past experiences*

- (c) Africa should critically examine the experiences and lessons of the MDGs in order to explore the possibilities for broadening post-2015 goals into a development agenda that focuses on transformation. Key issues that are not adequately addressed in the current MDG framework such as growth and transformation, inequality, domestic resource mobilization, enablers of development and quality of outcomes should be adequately factored into a post-2015 agenda for Africa;

### *Resource mobilization for transformative development*

- (d) In order to ensure the desired scale of transformation, Africa should mobilize and effectively target all its resources - human, natural and financial - to bring about the transformation needed, so as to better integrate Africa into the global economy and also make a real difference in the lives of its citizens;

### *A human-centered approach to development*

- (e) In elaborating the agenda, people should be put first, and at the centre. This should be particularly so in the case of women, the youth and children, thereby warranting particular attention to social development in economic transformation policies and actions;

*Addressing the needs of the youth*

- (f) Governments should put the right policies in place and have targeted interventions for empowering the youth to become positive agents of change and participate meaningfully in Africa's transformation. In this context, the drive for ensuring decent work for all should take into account the need for an education system that imparts the necessary knowledge and skills that effectively cater to the demands of the labour market;

*The need for an integrated approach*

- (g) Poverty reduction through wealth creation and sustainability should be at the forefront of the agenda. While there could be an apparent tension between these two objectives, win-win outcomes could be achieved if the synergies are harnessed properly. In this respect, an inter-linkages and integrated approach to development should be adopted in order to yield development dividends in the most efficient and effective manner;

*Managing urbanization*

- (h) Given Africa's urbanization trends, there is a need for innovativeness to take advantage of the opportunities presented by this phenomenon. Central to this is leadership that ensures that urbanization becomes a driver of development;

*Responding to climate change and natural disasters*

- (i) In view of the potentially devastating effects of climate change on Africa's fragile economies, climate change should form an integral part of all development interventions (climate-smart development). Furthermore, given that disasters, both natural and manmade, could undo decades of development gains, the disaster prevention and risk reduction framework should be proactive in nature and embody tools such as early warning systems;

*Strengthening evidence-based planning and policymaking*

- (j) Immense progress has been made on generating data on the continent, but more needs to be done to ensure that data is accessible, relevant and usable;

*Enhancing coordination for development effectiveness*

- (k) Effective coordination with member States is essential to ensure that they input directly into the global process in an informed and inclusive manner. In so doing, the grassroots and local perspectives would be factored in.

**B. Coordinated support to AU capacity-building programmes**

32. Following the recommendations by the Eleventh Session of RCM-Africa to develop a comprehensive work programme for the Ten-Year Capacity Building Programme for the African Union (TYCBP-AU), the joint work programme for the implementation of the TYCBP-AU was completed, validated and officially handed over to the AU Commission on 28 June 2012. The report, titled "UN System Support to the African Union Capacity Building Programme: Diagnosis

and Work Programme of RCM-Africa Clusters”, provides a narrative of the proposed work programme of the nine United Nations clusters in the framework of the RCM. Implementation has already started in various AUC departments and units.

### **C. Developments at the Subregional Coordination Mechanism**

33. A joint Subregional Coordination Mechanism (SRCM) has been established for Eastern and Southern Africa. The joint SRCM has developed a business plan in line with the decision by the RECs in the subregion to facilitate a free trade area across Eastern and Southern Africa. A subregional coordination mechanism has also been created in Central Africa and is working towards the implementation of a common programme.

## **III. Challenges, lessons learned, and conclusions**

### **A. Capacity-building**

34. Although the work programme for capacity-building support to AUC was completed and handed over to AUC in June 2012, implementation has been slow due to lack of dedicated resources within the clusters; and weak coordination of capacity-building activities stemming from staffing constraints within the AUC. The absence of a dedicated budget to support the cluster’s coordination role shows the ad hoc nature of activities such as meetings and the difficulties in organizing them.

### **B. Strengthening the Joint Secretariat**

35. The role of the Secretariat in guiding and monitoring coordination among clusters, including monitoring of the implementation of TYCBP-AU, should be strengthened. It is currently limited in its capacity, as the day-to-day business of the Joint Secretariat is handled by staff from the NEPAD Support Section of ECA, and AUC staff from the Office of the Deputy Chairperson, the NEPAD Coordination Unit and the Strategic Planning Unit. This includes responsibility for the organization of the annual RCM-Africa sessions.

36. Many clusters are faced with the challenge of elaborating joint programmes for maximum impact, despite constraints in programming cycles, lack of a common funding pool and differences in individual governing bodies. Therefore, inter-cluster collaboration and cooperation is vital to support the joint Secretariat, so as to create coherence and synergy in the programme and for effective delivery. More frequent meetings among coordinators are needed.

### **C. Leadership and ownership**

37. Ownership and leadership by the main stakeholders in the cluster work is essential. The active participation of the AUC as co-chair of the clusters has continued to make a significant difference to how the operations have been conducted. Pending more tangible results, some AUC management staff have shown great enthusiasm, thereby laying a solid foundation for fruitful cooperation.

### **D. Well-defined role for the regional economic communities**

38. In order to maintain effectiveness, coherence and create synergy in the work of RCM-Africa, there is a need to improve cooperation and coordination between United Nations agencies, AU and NEPAD on one hand, and the RECS, on the other. The role of RECs in African development processes needs to be strengthened.