UNITED NATIONS TEN-YEAR CAPACITY BUILDING PROGRAMME FOR THE AFRICAN UNION

SECOND TRIENNIAL REVIEW (2010-2012)

Final Report

April 2014

United Nations
Economic Commission for Africa

African Union Commission

United Nations Ten Year Capacity Building Programme for the African Union

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Contents

List of Acronyms

ACBF	African Capacity Building Foundation
AfCHPR	African Commission on Human and Peoples' Rights
AfDB	African Development Bank
AGI	African Governance Institute
AMESD	African Monitoring of the Environment for Sustainable Development
APRM	African Peer Review Mechanism
AUC	African Union Commission
CAADP	Comprehensive African Agricultural Development Programme
CARMAA	Campaign on Accelerated Reduction of Maternal, Newborn and Child Mortality in Africa
COMESA	Common Market for East and Southern Africa
DESA	Department of Economic and Social Affairs
DPA	Department of Political Affairs
DPI	Department of Public Information
DPKO	Department of Peacekeeping Operations
DREA	Department of Rural Economy and Agriculture
EAC	East African Community
ECA	Economic Commission for Africa
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
FAO	Food and Agricultural Organisation of the UN
IAEA	International Atomic Energy Agency
IDEA	International Institute for Democracy and Electoral Assistance
IDEP	United Nations Institute for Economic Development and Planning
ICGLR	International Conference on the Great Lakes Region
IGAD	Intergovernmental Authority on Development
ILO	International Labour Organisation
IMO	International Maritime Organisation
IOC	Intergovernmental Oceanographic Commission (IOC) of UNESCO
IOM	International Organisation for Migration
ISDR	United Nations International Strategy for Disaster Reduction
ITU	International Telecommunications Union
NARC	North Africa Regional Capability
NEPAD	New Partnership for African Development
NPCA	NEPAD Planning and Coordinating Agency
OCHA	Office for the Coordination of Humanitarian Assistance
OSAA	Office of the Special Adviser on Africa
PAP	Pan African Parliament
PIDA	Programme for Infrastructure Development in Africa
RCM	Regional Coordination Mechanism
REC	Regional Economic Community
SADC	Southern African Development Conference
SRCM	Sub-regional Coordination Mechanism
TICAD	Tokyo International Conference on African Development
TYCBP-AU	Ten Year Capacity building Programme for the African Union
UNAIDS	Joint United Nations Programme on HIV/AIDS
UNCTA	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNEP	United Nations Environment Programme

UNESCO	United Nations Educational Scientific and Cultural Organisation
UNFCCC	United Nations Framework Convention on Climate Change
UNFPA	United Nations Population Fund
UN HABITAT	The United Nations Human Settlements Programme
UNHCR	United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIDO	United Nations Industrial Development Organisation
UNITAR	United Nations Institute for Training and Research
UNOAU	United Nations Office to the African Union
UNOHCHR	Office of the High Commissioner for Human Rights
UNOPS	United Nations Office for Project Services
UNPEACE	United Nations University of Peace
UN WOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
WFP	World Food Programme
WHO	World Health Organisation
WIPO	World Intellectual Property Organisation
WMO	World Meteorological Organisation
WTO	World Trade Organisation

Executive Summary

1. The main objective of the second triennial review is to assess the extent to which the outcome and recommendations of the first triennial review have helped meet the objectives of enhancing and strengthening the capacity of the AU Commission, NPCA and RECs to act as effective UN partners in meeting the challenges of human security and development in Africa. To this end, the present review is, among other things, to ascertain the extent to which the activities of the UN have been aligned to meet the needs of the AUC and NPCA from the time the first triennial review was undertaken, and make recommendations on actions to be taken to significantly strengthen the management, coordination and monitoring of, as well as the dissemination of information on the implementation of the Programme. It is also to make recommendations on the way forward and propose action measures to be undertaken in preparation for post-2016 when the Programme comes to an end.

2. The review stresses the point that there is no specific provision for the TYCBP-AU in the UN programme budget. Activities in implementation of the Programme are carried out within the framework of Section 11 of Part IV of the biennial programme budget of the UN (programme 9 of the strategic framework), which makes provision for three sub-programmes:

   - Sub-programme 1. Coordination of global advocacy of, and support for the New Partnership for Africa's Development;
   - Sub-programme 2. Regional coordination of, and support for the New Partnership for Africa's Development;
   - Sub-programme 3. Public information and awareness activities in support of the New Partnership for Africa's Development.

3. Sub-programme 1 is the responsibility of OSAA, while sub-programmes 2 and 3 have been assigned to ECA and DPI respectively. OSAA is mandated to provide leadership and overall coordination of programme 9.

4. Whereas, NO reference to the TYCBP-AU was made in previous programme budgets, as clearly pointed out in the first triennial review, the subsequent programme budgets do explicitly state that the objective for which allocations were made under sub-programme 2 is to provide support, first (in the 2010-2011 biennium) "in a manner consistent with" the TYCBP-AU, and more forcefully in the following biennium "within the context of" the TYCBP-AU.

5. It must be said, however, that the bulk of the allocations (85% in both bienniums) made under programme 9 are still meant to support NEPAD. It is now more than ten years that programme 9 has been providing support to NEPAD, even though the landscape has changed over those years, with the coming to the fore, of new programmes such as the TYCBP-AU, in addition to the relationship between NEPAD and the AU having evolved and become much stronger, with NEPAD having been integrated into the AU as a specialized agency of the Union.

6. The First Triennial Review came up with a number of key findings and conclusions on which it based the twenty-five recommendations, which were submitted to the 11th Session of the RCM which convened at Addis Ababa on 14 and 15 November 2010. Of these, 15 were implemented in the period under review. Of those not implemented, 45% had to do with resource mobilization for the TYCBP-AU and the RCM-Africa and its cluster system; another 40% relate to Secretariat's management of the mechanism; 7.5% each addressed the issue of clarity of roles, responsibilities and mandates of stakeholders; and the need for joint planning and programming. The recommendations remained unimplemented primarily because of an inability to raise the resources required for their implementation.

7. Virtually all the recommendations made by RCM-Africa itself have been implemented.

8. The nine Clusters of RCM-Africa are the implementing arms of the TYCBP-AU. The review therefore undertook an in-depth examination of their work in order to ascertain the extent to which they

delivered on the requirements of the TYCBP-AU.

9. Their achievements were documented in their annual reports to RCM-Africa. Drawing on those reports and also on the consultations undertaken with cluster and cluster coordinators, one can conclude that much has been delivered in the three years covered by the review. Substantial contributions have been made towards developing the capacity of the AU institutions through interventions that have advanced the objectives and responded to the priorities of these institutions at the sub-regional, regional and global levels. Clusters provided advisory services, technical assistance, training, and financial support. They have helped in formulating or influencing policy, developing and implementing programmes, building consensus and common positions, imparting knowledge and skills, providing data and information, and raising awareness. They have provided financial and staff resources, technical assistance, advisory services and training. Through their work, the partnership between the UN on one hand and the AUC, NPCA and the RECs on the other has waxed stronger. On the part of these partners, interest in, and contributions to the work of the clusters have increase remarkably. They have also demonstrated a more solid ownership of the process, which is now driven more by them.

10. Individual contributions towards the implementation of the TYCBP-AU were also made by ECA, DPI, DPA, DPKO, OSAA and UNOAU, in addition to the support some of them provided through their work in the various Clusters.

11. In spite of the achievements registered, there are still areas in which much still needs to be done: coordination within and between clusters, sub-clusters and the RCM; information and communications within the system and beyond; joint planning and programming of interventions by stakeholders; mainstreaming cross-cutting issues; monitoring of actions; a stronger engagement with the RECs and the NPCA; and, above all resource mobilization.

12. Based on its findings and conclusions, the Review then makes the following recommendations:

13. It should be recalled that the RCM is a global system operating in each of the UN regions. It was established in its present form more than ten years ago. The time may have come for a review of the workings of the mechanism with a view to ensuring that it is developing alongside the evolving development frameworks at the regional and the global levels, and in a manner that demonstrates recognition of the AU's and NEPAD's growing maturity, self-confidence and strengthened capacity.

14. Perhaps the various regional RCMs should together, begin the reflection on ways of reforming the mechanism and having it more realistically aligned with the changing development needs on the global stage. In addition, it would be helpful if they could develop a formal relationship with each other in order to share experiences and learn from one another. RCM-Africa has served as a useful instrument for strengthening relations between the UN and Africa's regional integration and development organization – the AU. Perhaps it could also serve as a template which other RCMs in other regions could use to forge stronger partnerships between their respective regional political and development organizations and the UN

15. In some quarters, the mandate of the TYCBP-AU is still not clearly understood. Therefore, responsibility for its implementation remains vague. This problem has to be addressed by having the current mandate redefined with greater clarity, and more explicitly and directly related to the NEPAD mandate.

16. The present UN mandate of support to the African Union and its NEPAD Agency for which resources are provided under section 11 of the regular programme budget is twelve years old, and so may have been overtaken by developments within these organizations and on the continent. It is time for it to be re-freshened and updated so that it responds more realistically to present-day needs. The African Union and its NEPAD Agency may be called upon to take up this issue with the UN bearing in mind that the legislative authority for such action to be taken resides with the UN General Assembly.

17. Pending the conclusion of such an exercise and the implementation of any recommendations emanating therefrom, the current UN mandates of support to the African Union and its NEPAD Agency as well as to the TYCBP-AU should be merged under programme 9 and be realigned to have them respond more accurately to realities on the ground. More substantial resource provisions should also be made in support of the partnership between the UN and the AU, including the RECs and the NPCA.

18. In response to the need for supplementary resources from extra-budgetary sources to support TYCBP-AU activities, consideration should be given to engaging bi-lateral partners such as TICAD, and multilateral stakeholders such as the World Bank and AfDB.

19. There are a significant number of recommendations emanating from the first triennial review that are still relevant but have not been implemented. Secretariat should ensure that action is taken to have as many of them as possible implemented in the shortest possible time. Many of the recommendations for the strengthening of the Secretariat were probably not implemented because of the resource situation at the time. However, now that resource outlays have been significantly increased and the Secretariat has been restructured in a manner that further strengthens its capacity for managing the RCM system, it should be easier for implementation to proceed more smoothly.

20. The Joint Secretariat should be made operational. At present it is merely consultative in function. Resources should be provided to allow a fuller participation of the AU in its day-to-day activities, and the AUC itself should do more to strengthen its involvement in its work.

21. Participant turnover in the cluster system is very high. The Secretariat should therefore devise a mechanism of tracking newcomers into the system with a view to providing them the requisite briefing and induction that would make them fit in more easily and begin operating according to requirements without any undue delay.

22. NPCA should be assisted to participate more actively in the Cluster system. Resources should be provided to enable it attend as many cluster meetings as possible. In addition, it should be made to co-chair some clusters. The Infrastructure and the Agriculture clusters could be an ideal starting point for this. Furthermore, clusters should be required to allocate a certain percentage of the activities in their business and work plans to NPCA requirements. OSAA should intensify its advocacy and resource mobilization activities in support of AU/NEPAD programmes such as the CAADP and PIDA.

23. Sub-regional Coordination Mechanisms are being created and made operational. Ways have to be found to link them with the RCM. The RCM-Africa Secretariat and the Secretariats of the various RECs should work out the mechanics of establishing and strengthening this linkage. RECs' Liaison Offices in Addis Ababa may be included in this exercise.

24. Cluster business and work plans do not make provision for dedicated resources for their implementation. Plan implementation has been affected by this oversight. Cluster coordinators should therefore urgently address this issue.

25. Section 11 of the UN Programme Budget should make more explicit provisions for the TYCBP-AU. At present only sub-programme 2 refers – almost only in passing - to it. The two other sub-programmes should ensure that adequate resource outlays are made in its favour. Extra-budgetary resources should also be mobilized into the Trust Fund that is to be created. Bi-lateral and multilateral sources should be tapped into for this purpose.

26. At present, there are at least four capacity building programmes drawn up for the AU system, one each by ECA, UNDP, ACBF and AfDB. All four programmes should be harmonized under the TYCBP-AU.

27. Looking to the horizon, after twelve years, the UN programme of support to the AU and its NEPAD programme must now begin to seek ways of redefining itself so as to be well positioned to contribute meaningfully towards Africa's evolving peace, security, integration and development agendas.

In the last ten years, the AU itself has come up with very solid regional frameworks, programmes and plans of action in the areas of peace, security and development. CAADP is the framework laid down for the continent's food security and poverty reduction; PIDA for Africa's infrastructural development; the Peace and Security Architecture, for Africa's conflict prevention and resolution agenda; the African Governance Architecture, for the promotion of good governance on the continent; the Continental Free Trade Area as a solid instrument of Africa's integration.

28. There are many other regional programmes, plans of action and policy and normative frameworks for youth, children, women, human rights, health, education, science and technology, etc., which the AU has developed well after the creation of NEPAD, OSAA, the RCM and the TYCBP-AU. It is not certain that the present arrangements for putting flesh on the relationship between the UN and the AU - as borne out in the current programmatic and institutional support - have been aligned with the latter's needs, goals and objectives as expressed in the frameworks, programmes and plans of action which it has formulated in recent times.

29. Furthermore, the TYCBP-AU is approaching it's life's end. This is the time for action to be initiated on a coherent, well-resourced successor programme. The replacement that is to be decided upon should be an integral part of one comprehensive medium- to long-term programme of support to the African Union. The requisite institutional support for the implementation of such a programme should also be fully considered.

30. The relationship between the UN and the AU as defined in this new programme may be rendered more meaningful if it were woven around the regional and sub-regional sectoral and thematic roadmaps that have been drawn up for the attainment of the AU's objectives and goals, as well as the AU's strategic plans and long-term vision. What is now required is for this relationship to be elevated above a mere partnership, to become a COMPACT in which the UN works hand-in-hand with the AU in a systematic, determined and focused manner, on the latter's several integration and development instruments and roadmaps.

31. How to make this compact operational, should be the subject of deep reflection and extensive consultation between all stakeholders on the UN and the AU sides. This reflection should be taken to the RECs, NPCA and the various organs of the AU. A technical working group, representing the major stakeholders should be constituted to make proposals on how to craft the new relationship and make it operate in a manner that delivers discernable, measurable results. The African Union, which is the principal stakeholder in the partnership, may be requested to undertake the appropriate demarches with the UN in order to initiate the process of change.

A. Introduction, Terms of Reference and Methodology

a. Introduction

1. In November 2001, upon the conclusion of the United Nations New Agenda for the Development of Africa (UN-NADAF), the UN General Assembly in its resolution 57/7, adopted an Africa-designed new programme as its successor, the New Partnership for African Development (NEPAD). It called upon the UN Agencies, within their respective mandates, to "align their activities in Africa within the priorities of the New Partnership".....and to "organize the activities of the United Nations system around clusters covering the priority areas of the New Partnership". It also "urged the United Nations system to work closely with the African Union and other regional and sub-regional inter-governmental organizations to ensure the implementation of the programmes and priorities of the New Partnership".

2. In 2005, the UN General Assembly at the 60th session, adopted resolution A/RES/60/1 in which it approved, inter alia, the formulation and implementation of a ten-year capacity building plan for the African union. Following consultations between senior officials of the UN and the AU, the objectives and areas of focus of such a plan were elaborated in a Declaration which was signed in November 2006, by the Heads of both organizations. The Declaration, entitled, "**Enhancing UN-AU Cooperation: framework for the Ten Year Capacity Building Programme for the African union**". (TYCBP-AU), was formulated taking into consideration the expanded mandate of the African Union vis-à-vis that of its predecessor, the Organization of African Unity. It seeks to broaden the partnership in institutional strengthening and capacity building between the AU and the UN, to encompass activities that go beyond peace and security, and cover governance, conflict prevention, development, human rights and regional integration.

3. The declaration was meant to serve as the "...UN overall strategic framework for cooperation with the AU" to "...enhance the capacity of the AUC and the African sub-regional organizations to act as effective UN partners in addressing the challenges of human security in Africa." In this, priority would be accorded to the following areas:

   - Institution building, human resources development and financial management;
   - Peace and security;
   - Human rights;
   - Political, legal and electoral matters;
   - Social, economic, cultural and human development; and
   - Food security and environmental protection.

4. In ordering its response to this declaration and making the appropriate provisions for its implementation, the UN came out with several General Assembly and Security Council resolutions, Secretary General Bulletins and other management instructions in support of Africa's peace, security and development agendas.

5. General Assembly Resolution A/61/L.70 of September 2007called for the accelerated implementation of the TYCBP-AU via RCM-Africa. Resolution 61/296 also of September 2007 called for the UN to support Africa in its efforts to implement the MDGs, NEPAD and the TYCBP-AU.

6. For its part, the Regional Coordination Mechanism of the UN System which was established by General Assembly resolution 57/7 of November 2002 to better coordinate and harmonize the various activities of members of the UN family in Africa and have them aligned with the priorities of the AUC, the RECs and NEPAD[1], decided at it 8th session, that in response to the requirements of the TYCBP-AU, its "...clusters should increase focus on, and align activities with ...the programmes and strategic plans of the AU Commission and the NEPAD Secretariat, relevant decisions of the AU

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1   See UNGA res. 57/7, 20 Nov. 2002

and RECs as well as the outcomes of relevant AU ministerial sectoral bodies."[2] The clusters and sub-clusters of the RCM would now focus attention on the capacity building needs of the AUC, the RECs, NEPAD and the other organs of the AU, and would be the instruments for the implementation of the TYCBP-AU.

7.   The Programme was to be reviewed every three years over the entire course of its life. Accordingly, the first review was undertaken in 2010. It covered the period 2006-2009. The present review is the second, covering the period 2010-2012.

b.   Terms of Reference

8.   The following are the Terms of Reference established for the present review:

Objective and scope

9.   The main objective of the second triennial review is to assess the extent to which the outcome and recommendations of the first triennial review have helped meet the objectives of enhancing and strengthening the capacity of the AU Commission, NPCA and RECs to act as effective UN partners in meeting the challenges of human security and development in Africa. To this end, the review will:

(a) Determine the progress achieved so far in assisting the AUC and NPCA in the build up of capacity in the areas of peace and security; institution building; political affairs; peacekeeping operations; governance; human rights; peace building; humanitarian response, recovery and food security; social, cultural and health matters; and management of the environment;

(b) Ascertain the extent to which the activities of the UN have been aligned to meet the needs of the AUC and NPCA from the time the first triennial review was undertaken;

(c) Propose measures for ensuring full ownership of the Programme by the AU Commission and the NPCA, and for further strengthening the partnership between them and the UN;

(d) Based on the lessons learned from the first triennial review, advise on the best approach of enhancing and strengthening the capacity of the RECs and other organs of the AU based on consultations with them.

(e) Make recommendations on actions to be taken to significantly strengthen the management, coordination and monitoring of, as well as the dissemination of information on the implementation of the Programme and what needs to be done in terms of getting prepared for 2016 when the Programme comes to an end.

(f) Make recommendations on a resource mobilization strategy for the implementation of the Programme in 2013-2016.

10.   The review should cover all areas contained in the Framework for the TYCBP-AU, and the mechanisms and structures involved in its implementation, as well as the extent to which the recommendations of the first triennial review were implemented.

Description of tasks

(a) Ascertain the extent to which the recommendations of the first triennial review regarding roles and responsibilities of the beneficiaries (AUC/NPCA and RECS) and of the partners (UN system organizations) have been implemented.

(b) Review the major achievements of the Programme vis-à-vis its intended objectives, including the challenges encountered and those identified by the first triennial review.

(c) Review the role of the steering and implementing organs (UN and AU organisations in the

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2   RCM-Africa Secretariat, "Delivering as One" Addis Ababa, 2009, p.12

context of the RCM-Africa and its Clusters) in the implementation of the Programme

c.   Methodology

11. The methodology used in putting this report together included an exhaustive review of relevant documents especially RCM, SRCM and Cluster reports; extensive consultations with all the stake-holders, individually and in groups; interviews with leaders of selected UN system agencies, programmes, funds and Offices, regional and sub-regional organizations, including the AUC, the NPCA and selected RECs. Extensive documentary research was also undertaken.

12. Missions were undertaken to the UNH/Q, New York; ECOWAS H/Q Abuja, NPCA H/Q, Midrand SA. Because of unforeseen circumstances, the planned mission to ECCAS, COMESA and SADC had to be cancelled.

13. Many senior officials of the ECA, AUC, NEPAD, the RECs and certain UN Headquarters Departments and Offices, were consulted, notably: the ECA Executive Secretary, his Deputy, some directors and other senior managers; the Deputy Chairperson of the AUC and a number of Commissioners and Directors as well as consultants on the AU's Agenda 2063; the AU's Ambassador and Permanent Representative to the UN; the UN Under-Secretary-General at the UN Office to the African Union (UNOAU); the Chief Executive Officer of the NEPAD Agency; the Vice President of ECOWAS Commission the UN Under-Secretary-General for Communications and Public Information; the UN Under-Secretary-General for Peacekeeping Operations; the Under-Secretary-General, Office of the Special Adviser on Africa; the Assistant Secretary-General for Political Affairs; the Director, Economic, Social and Development Unit, Executive Office of the Secretary-General; the Head, Capacity Development Office, UN Department of Economic and Social Affairs; the Chief Economist and Head, Strategic and Advisory Unit, UNDP-RBA.

14. A preliminary report on the review was submitted to the 14th Session of RCM-Africa in Addis Ababa in November 2013. The full report was presented to the 15th Session in Abuja, Nigeria in March 2014. The views expressed during the discussions of the report at both for a have been incorporated where pertinent, into this final version.

B.   UN Programme and Budget Support for the TYCBP-AU[3]

15. Programme 9 of the UN Strategic Framework provides support for the development of Africa. It makes specific provision for support to NEPAD, the UN's successor programme to the United Nations New Agenda for the Development of Africa in the 1990s (UN-NADAF), which came to an end in 2000.

16. There is no specific provision for the TYCBP-AU in the UN programme budget. Activities in implementation of the Programme are carried along on Section 11 of Part IV of the biennial programme budget of the UN (programme 9 of the strategic framework), which makes provision for three sub-programmes:

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3   Information contained herein is from UN, "Proposed Programme Budget for the Biennium 2010-2011" New York, March 2009; and "....2012-2013", New York, March 2011

Sub-Programme	Description	Responsible	Overall leadership and Coordination
Sub-programme 1	Coordination of global advocacy of, and support for the New Partnership for Africa's Development;	OSAA	
Sub-programme 2	Regional coordination of, and support for the New Partnership for Africa's Development	ECA	OSAA
Sub-programme 3	Public information and awareness activities in support of the New Partnership for Africa's Development	DPI	

17. Sub-programme 1 is the responsibility of OSAA, while sub-programmes 2 and 3 have been assigned to ECA and DPI respectively. OSAA is mandated to provide leadership and overall coordination of programme 9.

## Budget Allocation 2010-2011 (000')
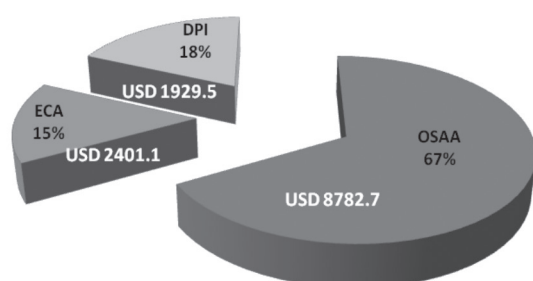
18. In the 2010-2011 and 2012-2013 programme budgets, allocations to programme 9 were as follows:

Sub-programmes
2010-2011('000)   2012-2013 ('000)

1 (OSAA): US$8782.7 or 67%   US$8549 or 67.6%
2 (ECA):   US$1929.5 or 15%   US$1765 or 14%
3 (DPI):   US$2401.1 or 18%   US$2327 or 18.4%

19. The overall objective for which these outlays were made in both bienniums, is to "strengthen international cooperation in support of the New Partnership for Africa's Development and the achievement of the Millennium Development Goals". However, the stated objective of sub-programme 2 – "Regional Coordination and Support..." in the 2010-2011 programme budget is to "strengthen system-wide support for the implementation of the New Partnership for Africa's Development at the regional and sub-regional levels *in a manner consistent with the declaration on "Enhancing United Nations-African Union Cooperation: Framework for the Ten-Year Capacity-building Programme for the African Union".*

Budget Allocation 2012-2013 (000')
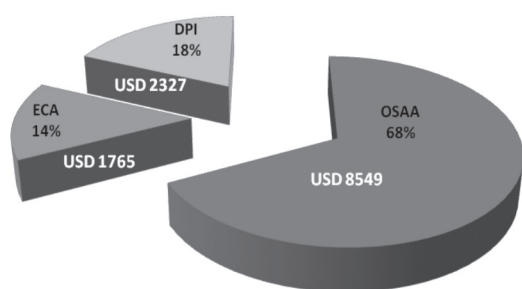
20. In the 2012-2013 biennium, the objective of sub-programme 2 is to provide system-wide support to the AU and NEPAD, *"...within the context"* of the TYCBP-AU.

21. Whereas, **NO** reference to the TYCBP-AU was made in previous programme budgets, as clearly pointed out in the first triennial review, the subsequent programme budgets covering the review period do explicitly state that the objective for which allocations were made under sub-programme 2 is to provide support, first (in the 2010-2011 biennium) *"in a manner consistent with"* the TYCBP-AU, and more forcefully in the following biennium *"within the context of"* the TYCBP-AU.

22. It must be said, however, that the bulk of the allocations (85% in both bienniums) made under programme 9 were still meant to support NEPAD. It is now more than ten years that programme 9 has been providing support to NEPAD, even though the landscape has changed over those years, with the coming to the fore, of new programmes such as the TYCBP-AU, in addition to the relationship between NEPAD and the AU having evolved and become much stronger, with NEPAD having been integrated into the AU as a specialized agency of the Union.

23. Added to resources from the regular programme budget, resources were also secured from extra-budgetary sources. In 2010-2011, a small amount of US$163,000 was budgeted for, although US$113,000 was actually raised in support of sub-programme 2 activities. In the following biennium however, total extra-budgetary funds planned for, shot up to almost US$1 million (US$937,000). Unfortunately, none of this was raised in the period under review. According to the narrative in the Proposed Programme Budget for the 2012-2013 biennium, these amounts were to complement resources from the regular programme budget "...to finance technical cooperation activities to provide support in enhancing the capacity of, and coordination among Member States, the African Partnership Forum, the African Peer Review Mechanism secretariat, the African Union Commission, the NEPAD Agency, the Regional Coordination Mechanism cluster (sic), the regional economic communities and organizations in implementing NEPAD, the Ten Year Capacity Building Programme for the African Union, the Regional Coordination Mechanism, the Subregional Coordination Mechanism and the African Peer Review National Programme of Action." In the absence of a disaggregation of these objects of expenditure, it is not possible to determine what portion of the total outlay was voted in favour of the TYCBP-AU.

24. In the period under review, about 60% of allocations to sub-programme 2 was post-related and 40% went for support to programme activities in technical assistance and capacity building for institutional development, project implementation, resource mobilization and advocacy.[4]

25. In the envisaged outputs of sub-programmes 1 and 3 in the 2010-2011 and 2012-2013 bienniums, no mention is made of activities in support of the TYCBP-AU, leading to the inevitable conclusion that this has become the sole responsibility of sub-programme 2 - ECA.

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4   ECA, "Second Performance Report of the Biennium 2012-2013 (Section 11)", Addis Ababa, 2013

C. The First Triennial Review: Its Findings, Conclusions and Recommendations.[5]

26. The First Triennial Review was conducted in 2010. It covered the period 2006 – 2009. It undertook a comprehensive review of the TYCBP-AU as it related to the development objectives and priorities of the AU/NEPAD programme, as well as the major achievements of the programme vis-à-vis its intended objectives. It also critically examined the RCM and its operational arm, the cluster system so as to identify its constraints, challenges and successes and also looked into the way the various roles and responsibilities of the stakeholders were understood and discharged. It then came up with a number of key findings and conclusions on which it based its recommendations, which were then submitted to the 11th Session of the RCM which convened at Addis Ababa on 14 and 15 November 2010.

27. **First,** the Review found that what existed up to that point, was a ***framework for a programme,*** NOT the programme itself. It therefore recommended that the beneficiary institutions, namely, the AUC, NPCA and the RECs, in collaboration with the various clusters and sub-clusters, urgently draw up medium-term plans and programmes of action for capacity building and institutional strengthening. It would then be on these plans and programmes, that partners on the UN side, especially within the framework of the cluster system, would base their activities and support.

28. **Second,** the point was made that there did not exist among stakeholders, a common understanding of the concept and meaning of capacity building. This rendered it difficult for all stakeholders to be on the same page with regard to the identification of the critical areas of action on capacity building. The review therefore recommended a definition of the concept for consideration by the RCM. Accordingly, the RCM adopted the following as its working definition:

> "*Capacity building may be described as entailing those actions that invest in an organisation, the ability to formulate, plan, manage and implement policies and programmes towards the full attainment of that organisation's objectives and goals. This would require the creation, within the organization, of a critical mass of skills, knowledge and expertise and the availability of the requisite financial resources and organizational instruments, processes and mechanisms, all interacting in ways that conduce to effectiveness in the formulation and prosecution of policy, and success in the implementation of plans and programmes"*

29. **Third,** among the stakeholder institutions, especially the beneficiaries, knowledge of, and information on the Programme was inadequate. Efforts were therefore to be intensified to popularize the TYCBP-AU among all concerned, and beyond.

30. **Fourth,** the beneficiary institutions had to demonstrate much stronger leadership on, and ownership of the Programme. To the extent possible, they should be made to chair or co-chair all clusters. Activities of the UN partners, as well as cluster and sub-cluster activities should be based on their own expressed needs and priorities.

31. **Fifth,** the relevant UN regional programmes of support as provided for in the regular programme budget, were designed to buttress the nascent and fledgling NEPAD programme. No provisions were ever made in support of the TYCBP-AU. Part IV of Section 11 of Programme 9 of the Programme Budget of the UN, provides for support to NEPAD through three sub-programme budgets: coordination of global advocacy of, and support to NEPAD, to be executed by OSAA; regional coordination for, and support to NEPAD, for which ECA would be responsible; and information and awareness activities in support of NEPAD, which mandate was given to DPI. The bulk of the resource allocation went to OSAA and DPI, even though all the partners agreed that their interac-

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5   See ECA/AU, " Implementation of the Declaration on 'Enhancing UN-AU Cooperation: Framework for the Ten Year Capacity Building Programme of the African Union (TYCBP-AU)' First Triennial Review", Addis Ababa, 2010

tion, as far as their involvement with the UN on the TYCBP-AU was concerned, was by far with ECA than with the other two. It was therefore recommended that substantial and predictable resource allocations be made in the UN regular programme budget in support of the TYCBP-AU. Also, resource allocations under sub-programme 9 should be re-structured to assign realistic weights to the actual activities of each of the beneficiaries under that sub-programme. Furthermore, with NEPAD having been integrated into the AUC as one of its specialized agencies, and with the current existence of the TYCBP-AU, Section 11 programmes of support to OSAA, DPI and ECA, may need to be refreshened and re-aligned.

32. **Sixth,** the RCM and its clusters needed to be strengthened and made more sharply focused on the TYCBP-AU. Clusters should meet at least every quarter, and sub-clusters, in between meetings of clusters. A calendar of meetings of clusters should be drawn up and maintained by the Secretariat. Participating cluster members should ensure that cluster activities are accounted for in their regular work programmes and programme budgets. Cluster meeting reports should be circulated to all RCM members so as to strengthen coordination and information exchange among clusters. Activities of the RCM and its clusters should be provided for in the regular programme budget of the UN.

33. **Seventh,** the RCM Secretariat should be housed at ECA and should be given a broader mandate and realistic resource allocations to match this new set of responsibilities. The latter should include responsibility for convening and servicing cluster meetings; conducting policy research and providing policy guidance; carrying out advocacy, communication and information activities in support of the Programme; undertaking resource mobilization activities; and carrying out periodic reviews and evaluation of the TYCBP-AU.

34. **Eighth,** UN resource support to African regional programmes was heavily skewed in support of NEPAD. Even though a restructuring of this support to reflect current-day realities is called for, it should not follow that the historical relationship with NEPAD should be brought to an end. Therefore the RCM-Africa should formulate a special programme of support based on NEPAD's expressed needs and priorities in capacity building and institutional strengthening.

35. **Ninth,** there is considerable merit in having sub-regional coordination mechanisms (SRCMs) created under the leadership of RECs in the respective sub-regions. Efforts were already under way to have a mechanism created in Eastern, Central and Southern Africa. Consultations with West and North Africa sub-regions on a mechanism for their respective jurisdictions, should be initiated by the Secretariat. Also, the Secretariat should provide the guidance and support required towards the implementation of this recommendation.

36. Finally, in a bid to increase its outreach and widely disseminate information about the TYCBP-AU, action should be taken to submit annual reports on the Programme to the Assembly of Heads of State and Government of the AU. Also, RCM-Africa and the MDG-Africa Working Group should attend each others' meetings in order to ensure a healthy cross-fertilization of ideas and to exchange valuable information and coordinate activities.

a.   Recommendations that have been implemented

37. It would be useful to ascertain in the present review, the extent to which these recommendations have been implemented. The recommendations and action taken on them are detailed below:

   1.   The AUC, NEPAD and the RECs should formulate medium-term plans and programmes of action for capacity building and institutional strengthening on which the UN partners could focus their activities and target their support.

38. The exercise commenced in 2011 with the preparation of a "UN System Support to the African Union Capacity Building Programme: Diagnosis and Work Programme of RCM Clusters". A team of consultants was put together to undertake this exercise. They were supported by inputs from the

RCM Secretariat and relied heavily on AUC sources for the outcome of their work. The Programme was completed in 2012 and was formally presented to the leadership of the AUC at a ceremony organized for that purpose. The World Bank has also embarked on a similar study. Preparations for a programme for the NPCA were started in 2012 with the consultancy study carried out in 2013. The entire AU system is expected to be covered in the near future. The RECs are in the process of formulation their own programmes with the active support of UNDP, ACBF and NPCA.

2.   RCM meetings should devote a session to a theme that is of relevance to the beneficiaries and is topical.

39.   RCM has been doing so. In 2010, the theme was "Capacity Building"; in 2011, "Rio+20"; and in 2013, the "Post 2015 Development Agenda".

3.   Leadership and ownership

40.   The AUC, which is the major stakeholder, has demonstrated much stronger leadership in, and ownership of the process. It now actively chairs or co-chairs all of the clusters, as it does the RCM itself. The capacity building programme which the work of the clusters is to address, was itself based on the expressed capacity needs of programme managers of the Commission. All RCM sessions have been co-chaired by the Deputy Chair of the AUC, with Commissioners participating.

4.   RCM and cluster activities should be provided for in the work programmes and programme budgets of all stakeholders.

41.   Some cluster participants have implemented this recommendation. Most however, have yet to do so.

5.   Inter- and intra- cluster coordination should be improved

42.   Efforts were made to work out modalities of improving intra- and inter-cluster coordination. In July 2012, cluster coordinators were convened at a meeting in Naivasha, Kenya to work out *inter alia* modalities of harmonizing cluster work plans and strengthen inter-cluster relations. The co-ordinators also agreed to have their matrices and business plans consolidated by the RCM-Africa Joint Secretariat.[6]

6.   Resource allocation from the UN regular budget should be increased to allow the Secretariat perform its executive functions.

43.   In the 2012-2013 biennium, for all of Section 11 of the Programme Budget, there was a slight increase of 7.4% over the 2010-11 biennium. A total amount of US$113,000 only was raised under sub-programme 2 from extra-budgetary sources during the reporting period.

7.   Each stakeholder institution should designate a focal point and liaison with the Secretariat.

44.   Only a few have done so.

8.   Staffing of the Secretariat should be significantly strengthened.

45.   Action was initiated during the reporting period. In the restructuring of the ECA Secretariat, sig-

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6   See Outcome document, Framework for Enhancing Inter-Cluster Coordination and Resource Mobilisation, Inter-cluster coordination meeting, Naivasha, 26-27 July 2012.

nificant provisions have been made not only to increase the staff and financial resources of the RCM-Africa Secretariat, but also to elevate its status to that of a full Division.

9.   Action should be taken to mobilize resources for the implementation of the TYCBP-AU

46.   In July 2012, a workshop was held to design resource mobilization strategies for the implementation of the TYCBP-AU. It decided that a well-costed, consolidated clusters business plan should be prepared by the end of 2012. This was indeed prepared, though not costed, different planning and budgeting cycles of participating agencies rendering it difficult for them to be harmonized in this way.

47.   A resource mobilization committee was also set up, whose work was to culminate in the launch of a resource mobilization drive by early 2013. Thereafter, a Trust Fund for UN support to the TYCBP-AU would be set up.[7]

Current Planning and Budgeting Cycles of Selected UN Entities in the Cluster System
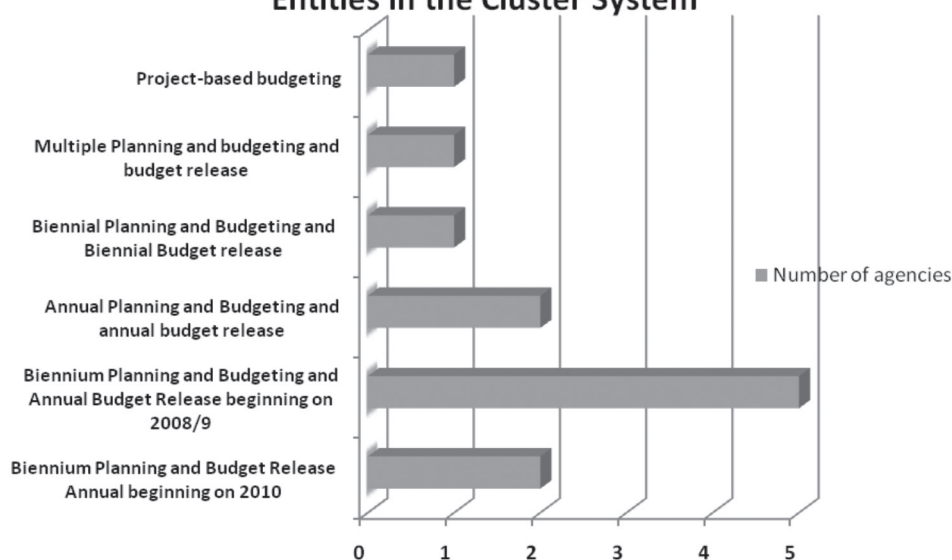
10.   Stakeholders on the UN side should also contribute to the operations of the Secretariat.

48.   Attempts were made to have this recommendation implemented. UNDP, ILO and UNFPA did contribute resources in support of the work of the Secretariat in 2011. It was a one-time contribution which was not sustained thereafter.

11.   A special programme of institutional strengthening should be designed for the NPCA.

49.   At a Regional Dialogue on the implementation of NEPAD programmes held in Durban, South Africa, in June 2012, strategies for enhancing the delivery of NEPAD as a technical specialized agency of the AU were considered. These included the drawing up of an implementation action plan at the national, sub-regional and regional levels. A capacity building workshop was also organized for the main stakeholders from AUC, NEPAD, the RECs and UN agencies on monitoring and evaluation of NEPAD programmes in a bid to enhance NEPAD's capacity for greater impact and effectiveness.[8] In 2012, action was initiated for the preparation of a Capacity Needs Assessment for Institutional Strengthening of the NEPAD Agency.

7   See Outcome document, Framework for Enhancing Inter-Cluster Coordination ... op.cit.

8   See Outcomes Report on Regional Dialogue on Enhancing Coordination towards NEPAD Implementation, Durban, South Africa, 6-7 June 2012.

12.   The RECs, individually or in groups, should engage with their UN partners to agree on a programme for the TYCBP-AU.

50.   The process has already begun with ECCAS, ECOWAS, EAC, COMESA and SADC. Since UNDP and ACBF had initiated action to assist some RECs in this exercise, it was decided that the requirement of the TYCBP-AU be incorporated into theirs so that the resources of all three initiatives are pooled together to more effectively deliver on this recommendation.

13.   A report on the implementation of the TYCBP-AU should be submitted to the Assembly of Heads of State and Government of the AU every year.

51.   Reports were submitted to the Executive Council of the Union in 2011 and 2012.

14.   Cooperation between RCM-Africa and the MDGs Africa Working Group should be further strengthened.

52.   Action towards implementing this recommendation was taken by way of a formal meeting in 2011 between the Secretariats of the two groups, whose outcome was the setting up of a Task Force to work out the modalities of cooperation. The theme chosen for the 13th session of RCM-Africa – "Post 2015" – was at the request of the Working Group.

15.   Action should be initiated to establish a sub-regional coordination mechanism for the West and North Africa sub-regions.

53.   Action was initiated and the West Africa SRCM was subsequently established in 2011. Establishing the SRCM in North Africa suffered delays, probably on account of the political situation in that sub-region during the reporting period.

16.   RCM Secretariat should take steps to engage with those RECs that are not yet part of a SRCM with a view to getting them involved in the process.

54.   ECCAS, ECOWAS, EAC, SADC AND COMESA have been brought on board.

b.   Recommendations that have not been implemented

55.   The following recommendations are still under consideration and so have not been acted upon:

55.1 Provision should be made in the UN programme budget for the work of the RCM.

55.2 Efforts should be made by the AU system, NPCA and the RECs, to undertake joint programming of actions in the implementation of the TYCBP-AU.

55.3 The respective mandates of OSAA, DPI and ECA under Section 11 of the UN Programme Budget should be reviewed and realigned with the needs of the TYCBP-AU. Their resource allocations should also be restructured accordingly.

55.4 A consultative group should be established to define and update mandates, roles and responsibilities, resources and the issue of leadership of the AU in the process.

55.5 Clusters should meet on a quarterly basis and sub-clusters in between meetings of clusters.

55.6 A calendar of cluster and sub-cluster meetings should be drawn up and maintained at the RCM Secretariat.

55.7 Cluster meeting reports should be circulated to all stakeholders.

55.8 RCM Secretariat should be responsible for convening and servicing the meetings of the RCM and its clusters, undertake policy research and provide policy guidance, prepare and disseminate reports, undertake monitoring and follow up actions, mobilize resource support, and periodically conduct reviews and evaluation exercises.

55.9 Participating partner organisations, the World Bank and the AfDB in particular, should also make contributions in support of RCM-related activities.

56. Of the above-mentioned recommendations that were not implemented, some 45% dealt with issues of resource mobilization for the TYCBP-AU, RCM-Africa and its cluster system; another 40% relate to Secretariat's management of the mechanism, while the remaining 15% was split equally between the need to have the roles, responsibilities and mandates of key stakeholders further clarified, and the need for joint programming and planning.

Unimplemented Recommendations by Area of Interest
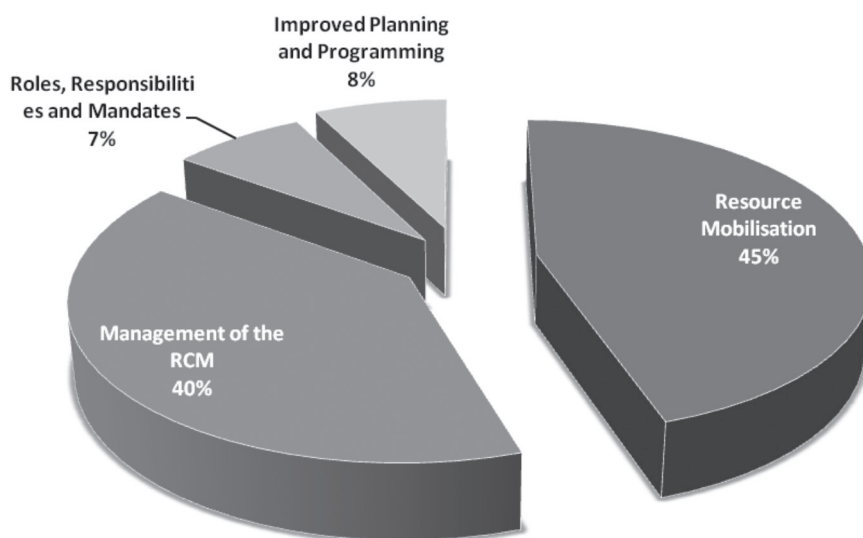
c.   Recommendations of RCM-Africa

57. RCM-Africa itself had made recommendations designed to strengthen its processes and procedures. Some of these overlap with those of the First Review. In what follows, a summary is provided of the more pertinent of these recommendations and the extent to which they have been implemented.

1.   Cluster programmes and plans should be aligned with strategic programmes, plans and planning cycles of the beneficiary institutions as well as existing regional frameworks of relevance to them.

58. Virtually every Cluster has striven to base their programmes and plans on strategic institutional or regional frameworks of the AU. The Strategic Plans of the AUC have been particularly helpful.

2.   **The RCM Secretariat should be transformed into a joint AU/UN Secretariat and be strengthened with financial and human resources.**

59. A joint AUC/ECA Secretariat has been set up, whose activities are largely consultative on matters relating to the TYCBP-AU and the RCM.

3. **The focus of cluster reports should shift from activities to results. Clusters should also endeavour to focus on a limited number of deliverables for greater impact.**

60. Clusters report that efforts had been made to shift focus from activities to results. It was possible to confirm this from an examination of some work plans and cluster reports. What is certain is that all concerned are more conscious of this need and are working diligently towards meeting it.

4. **Relationship between RCM-Africa and the RDTs should be established.**

61. Cooperation with the RDTs was indeed initiated in 2010 around the MDGs. UNDP which has a presence at the country level was to lead in this cooperation. The Governance Cluster did engage with the UNDG RDT for Eastern and Southern Africa to decide on specific areas of cooperation. It was agreed that the Cluster would work with the various UNDG RDT Working Groups: Gender and Human Rights; Quality Support and Assurance; Programme Support.

5. **Sub-regional Coordination Mechanisms should be established in the ECA sub-regions.**

62. In implementation of this recommendation, the following actions were taken:

- A meeting of a Task Force comprising ECA, UNDP, UNEP, WHO, UNIDO and UNESCO was convened in Kigali, Rwanda in 2010 to deliberate on the Operationalisation of the Sub-Regional Coordination Mechanism (SRCM) for the United Nations System-wide Support to the African Union (AU), its New Partnership for Africa's Development (NEPAD) Programme and Regional Economic Communities (RECs) in Eastern and Southern Africa sub-region.
- Based on the current work programmes and priorities of the RECs as reflected in their MYPs, five thematic clusters were set up: Regional Integration and Infrastructure; Climate Change and Natural Resources Management; Governance; Gender and Social Development; and Agriculture and Food Security. These focus areas were consistent with the priority thematic areas of the NPCA. Knowledge Management and Information sharing was identified as a cross cutting issue.
- The new SRCM was launched in November 2011 at Addis Ababa and a business plan covering the period 2013-2017 was agreed upon. A joint Steering Committee comprising representatives from the two sub-regions was set up.
- It was agreed that the business plan represented a comprehensive tool through which UN agencies and other development partners could support the RECs in the implementation of their programmes and activities. Annual work plans would be derived from the business plan. Leadership in the implementation of the plan would be assigned as follows:
  - EAC to lead on 'fostering broad-based economic development'
  - IGAD leads 'natural resource management and food security'
  - SADC leads on 'building institutions for social cohesion'
  - COMESA takes the position of Co-Chair of the SRCM
- In pursuance of the call for a SRCM to be established in Central Africa (SRCM-CA), a consultative meeting was convened in Douala, Cameroon. A Joint Indicative Programme (JIP) covering the period 2010-2012 was adopted and six thematic clusters based on the priorities of ECCAS and CEMAC were agreed upon: Infrastructure (Transport, Energy, Water and Sanitation); Governance, Peace and Security ; Industry, Trade and Market Access; Agriculture, Food Security and Environment; Science and Technology, Employment and Training, HIV and AIDS; Institutional Strengthening.
- Members of the SRCM-CA were ECA, ADB, UNDP UNEP, World Bank, CEEMAC[9], CEEAC[10], CI-

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9   Communauté Economique et Monétaire de l'Afrique Centrale

10   Communauté Economique des Etats de l'Afrique Centrale

COS[11], PEAC[12], BDEAC[13], COMIFAC[14] UNOHCHR, NEPAD, UNESCO, UNICEF, WFP, UNIDO, ACBF, FAO, WHO, ILO, UNAIDS, UNFPA.

- An assessment of the implementation of the SRCM's business plan in 2012, revealed an implementation rate of 50 per cent. This was considered to be low on account of weak communications between stakeholders, problems of coordination and resource inadequacies.
- Although the West Africa SRCM was established in 2011, it did not become operational during the reporting period. North Africa had not had its SRCM established at all.

6. Inter-cluster coordination and communication should be improved, and the Advocacy and Communication cluster should interact more with all other clusters.

63. In 2010, OSAA invited each cluster to designate a focal point. It then organized a workshop for them in Senegal on mainstreaming communications into the cluster system. Chairpersons of clusters and sub-clusters also attended that workshop.

7. Cross-cutting issues should be mainstreamed into the work of the clusters.

64. Following the training workshop for cluster members that was organized by the Gender and Youth sub-clusters, efforts were made by many clusters to have the cross-cutting issues mainstreamed in their business and annual Work Plans. These efforts were supported by training and sensitization activities that were undertaken by some sub-clusters. A gender analysis of one Cluster's plans, activities and processes was conducted. Guidelines for mainstreaming gender were prepared by the gender sub-cluster for use by cluster members. The Employment and Labour sub-cluster sensitized clusters on mainstreaming employment into their plans and programmes. The Health and the Environment sub-clusters did the same in respect of health and climate change respectively.

8. Capacity building work programmes for the beneficiary institutions should be drawn up showing clearly-defined activities, expected outcomes, timelines, monitoring and evaluation frameworks and resource requirements for their implementation.

65. The Programme for the AUC was completed during the reporting period. Arrangements for the preparation of NPCA's were initiated in 2012.

9. Action should be taken to popularize the TYCBP-AU among stakeholders and beyond.

66. No verifiable action has been taken on this recommendation.

67. It can thus be seen that with the exception of the last recommendation, all the other recommendations emanating from RCM-Africa in 2010-2012 have been implemented.

D. Achievements and Challenges of the Clusters and Other Stakeholders

68. The nine Clusters of RCM-Africa are the implementing arms of the TYCBP-AU. The review therefore undertook an in-depth examination of their work in order to ascertain the extent to which they delivered on the requirements of the TYCBP-AU.

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11   Commission Internationale du Bassin Congo-Oubangui-Sango

12   Pool Enérgétique de l'Afrique Centrale

13   Banque de Dévelopment des Etats de l'Afrique Centrale

14   Commission des Forêts de l'Afrique Centrale

69. Their achievements were documented in their annual reports to RCM-Africa. Drawing on those reports and also on the consultations undertaken with clusters and cluster coordinators, one can conclude that much has been delivered in the three years covered by the review. Clusters provided advisory services, technical assistance, training, and financial support. They helped organize workshops, expert group and policy organ meetings; assisted with the formulation and development of important frameworks, programmes and plans of action; provided staff support; facilitated the forging of common positions on global issues and supported Africa's negotiations on them.

70. Individual contributions towards the implementation of the TYCBP-AU were also made by key stakeholders such as ECA, DPI, DPA, DPKO, OSAA, and UNOAU , in addition to the support some of them provided through their work in the various Clusters.

71. In this section therefore, the Review examines the work of the Clusters, their sub-clusters and other individual stakeholders as reported in their annual and other reports and gleaned from consultations with them.

a.   Governance

72. The Governance Cluster is convened and co-chaired by UNDP and the Department of Political Affairs of the AUC. Members are NPCA, APRM, PAP AfDB, ECA, IDEA, ACHPR, AfCHPR, ILO, OCHA, OSAA, DESA, UNHCR, UNICEF, UNOAU, UNOHCHR, UN WOMEN, AGI, IDEP, UNPEACE

73. The Cluster's point of entry into the AU is through the Commission's Department of Political Affairs (DPA). The strategic goal of the Department is to strive towards a united and integrated Africa through an effective implementation of AU principles, norms and standards on democracy, elections, governance, rule of law, human rights and international humanitarian law. The Department pursues this goal in line with the AUC's Strategic Plan 2009-2012. One of the four pillars of this Plan is Shared Values (the third pillar). Central to the achievement of this pillar is the promotion of democratic governance, human rights and constitutionalism as well as the formulation and implementation of programmes aimed at strengthening African public services and intensifying the fight against corruption. This has required the establishment of an overaching coordination mechanism for all governance work of the AU in the form of the African Governance Architecture. It is to these that the Governance Cluster directed its attention during the period under review.

74. The Cluster consists of four sub-clusters: Economic and Corporate Governance; Human Rights; Public Service and Administration; and Democracy and Elections. It reported that based on the recommendations of the First Triennial Review, it is now more focused in its planning, programming and delivery of capacity building interventions in support of the AU, as prescribed in the latter's Strategic and Business Plans and Work Programmes. The First review did in fact assist the cluster to be more results-oriented in its work. The capacity building support of the Cluster to the AUC/DPA and other AU Organs and Institutions has also been further refined since the First Triennial Review. This support assumed two main forms: programme support through the delivery of technical assistance and advisory services; and operational support through institutional capacity building. In all its actions during the reporting period, it has striven to mainstream gender, youth, minority rights, climate change, etc. where appropriate.

75. In the period under review, the cluster, through the work of its sub-clusters, delivered a number of outputs in support of the objectives of the AU as well as its policy and normative frameworks. In a bid to assist the AU design and implement a human rights strategy for Africa, the cluster, in collaboration with the African Commission on Human and Peoples' Rights, organized a number of training, validation and consultative workshops and meetings leading to the finalization and adoption of the Human Rights Strategy for Africa. It then went further to help craft a workable Action Plan for the implementation of the Strategy. The Cluster also provided technical assistance towards the conceptualization and design of the African Governance Architecture (AGA) which was considered and validated by experts before being adopted by the Summit of Heads of State and Government in

July 2011. The AGA's coordinating arm, the African Governance Platform was created and launched in Lusaka, Zambia in 2012. It was made fully operational following two consultative fora: the AGA technical meetings and the AGA political meetings. The Cluster together with the AUC/DPA and the PAP embarked on a concerted effort to popularize the African Charter on Democracy, Elections and Governance which ultimately led to the securing of the requisite 15 ratifications by AU member states to bring the Charter into force in 2012, the year declared as the Year of Shared Values by the AU Heads of State and Government.

76. The Cluster provided policy advice and technical assistance to the AU for the finalization and adoption by the Conference of African Ministers of Public Service, of the African Charter on Public Service Values and Principles. An Action Guide, based on the Charter, was also produced. Similar assistance was provided for the conceptualization and development of the African Charter on Decentralization and Local Governance. Financial and technical support was delivered for the convening of the Eighth African Governance Forum (AGF VII) in Gaborone, Botswana in 2012 on the theme, "Democracy, Elections and the Management of Diversity in Africa". In attendance were some 500 delegates from AU Organs and Institutions, governments, civil society, think tanks, youth and women's organizations, the UN, RECs, etc.

77. The African Peer Review Mechanism continued to enjoy the financial and technical support of the Cluster whose members also provided human resource support to the AUC/DPA especially the Democracy and Electoral Assistance Unit and the Humanitarian Affairs Unit.

78. Interventions in support of the NPCA and the RECs were rather limited. Financial and technical assistance was made available for the convening of the SADC and ECOWAS meetings of Ministers of Public Service. Assistance was provided in the development of capacity in ECOWAS member states for a more determined fight against corruption. A three-year plan of action was formulated with provision for an annual Report on the State of Anti-corruption in ECOWAS Member States. Technical support was provided to the NPCA governing bodies: the NEPAD Steering Committee; the Heads of State and Government Orientation Committee; and several NPCA fora such as the Third African Regional Meeting on Development Effectiveness which was held in Addis Ababa in 2011.

b. Science and Technology

79. The Science and Technology Cluster is co-chaired by UNESCO and AUC. Membership consists of: ECA, FAO, NPCA, OSAA, UNDP, UNEP, UNCTAD, WHO and World Bank.

80. The Science and Technology programme of the African Union is the responsibility of the Commission's Department of Human Resources, Science and Technology. The mandate is to promote the development and use of science and technology, including ICT, for the social and economic transformation of the continent. It is in support of AU's delivery on this mandate that the cluster orders its interventions. In this, it assists in the implementation of NEPAD's Science and Technology Consolidated Plan of Action, which promotes the application of science and technology for Africa's industrialization and growth. It also assists in the promotion of R&D in science and technology as well as in capacity building.

81. The second Science with Africa Conference was organized in 2010, whose outcomes include the formulation of an African Innovation Framework (AIF) and the establishment of the African Science and Technology Endowment Fund (ASTIF). The Cluster conceived and formulated the AU's Science Consolidated Plan of Action which was validated, finalized and made ready for adoption. In 2011, it helped organize an experts group meeting on the Science of Climate Change.

82. In 2011, it helped to convene the Committee on Development Information, Science and Technology during which the African Inter-Parliamentary Forum on Science, Technology and Innovation (AIPF-STI) was launched. The following year, it had the First African Forum on Science, Technology and Innovation Networks and Associations convened. This led to the creation of networks for the ECOWAS and the COMESA sub-regions; the conduct of capacity building activities for members of

the Parliamentary Forum on Science, Technology and Innovation; and the creation of the African Technology Development and Transfer Network.

83. As regards assistance to the RECs, capacity building workshops were organized for ECOWAS member states in 2010 and 2011 on STI policy formulation and review. The ECCAS sub-region was served in 2011. IGAD, ECOWAS, SADC and CEEAC also benefited from capacity building in e-learning.

c.   Infrastructure Development

84. ECA and AUC are Co-chairs of this cluster. Members are: FAO, UNCTAD, UNDP, UNEP, UNESCO, UNICEF, UN-HABITAT, WHO, UNOPS, WMO, IAEA, ILO, IOM, ITU, UNITAR, WIPO, World Bank and WTO.

85. There are four sub-clusters within this cluster: Energy; Transport; ICT; and Water, Sanitation and Hygiene. The Transport and Energy sub-clusters are too small with only two members each. They have therefore not been active. Cluster activities were also very limited with equally limited contributions to the TYCBP-AU and no reported interactions with NPCA.

86. The mandate of the AUC's Department of Infrastructure and Energy is to accelerate the development of the transport, communications and tourism infrastructure, improve the efficiency of services, and promote the sustainable exploitation of energy. In collaboration with the NPCA, EU and the UN system, the Department is implementing the Programme for Infrastructure Development for Africa (PIDA), which is the AU's strategy and framework for the development of infrastructure and energy on the continent up to 2040. These, together, form the context within which the Cluster seeks to deliver its services.

87. In 2010, the ICT sub-cluster formulated a project on Support for Harmonization of ICT Policies in Sub-Saharan Africa whose implementation allowed the AUC and the RECs to assist member states harmonize their ICT policies and regulations. It also developed the ICT African Reference Frame (AFREF) which was subsequently adopted for use by the AU.

88. Much assistance in the ICT area was provided to the RECs. In 2010, ECOWAS and ECCAS were assisted to have model laws on ICT drafted for used in the enactment of national ICT laws by member states, and their Supplementary Acts transposed to all member countries. ECCAS and CEMAC were assisted with the development of their respective regional legislations on cyber security. Technical assistance was extended to SADC for the review and updating of its ICT Policy and Model Legislation, the preparation of its Universal Access and Service (UA/S) Guideline as well as the toolkit of best practices on the use of UA/S funds.

89. The Water sub-cluster works closely with the AU's African Ministerial Council on Water (AMCOW) through the UN-Water/Africa partnership. It assisted the council in organizing the Africa Water Week that is held annually. The sub-cluster has also actively participated and contributed to the meetings of the Technical Advisory Committee of AMCOW (AMCOW-TAC).

90. Unfortunately, it is in the area in which the cluster could have been of much relevance and use to the AU and its NEPAD Agency –PIDA- that it has been the most unresponsive and inactive. Efforts must be made to correct this.

d.   Social and Human Development

91. Cluster members are: UNESCO, UNFPA, UNAIDS, UNHCR, UNICEF, UNIDO, FAO, UNOHCHR, UNWOMEN,WFP, COMESA, EAC, ECCAS, ECOWAS, OSAA, IOM, ILO and NPCA. WHO and AUC are co-chairs. The Cluster consists of six sub-clusters: Social Welfare and Human Trafficking; Health, HIV/AIDS, TB, Malaria and other Infectious Diseases; Education and Human Resources; Labour and Employment; Gender, Youth and Development; Sports and Culture;

92. The social and human development programmes of the African Union seek to promote a holistic and human-centered approach to development with a view ultimately, to alleviating poverty and improving the quality of life of the African people. They address issues of health, nutrition, human settlements, water and sanitation, drugs, culture, youths, sports, education and human resources development.

93. In the first two years of the reporting period, the cluster continued to be very active. However, the momentum slowed down considerably in the last year, due mainly to a change in leadership and the coming on board of a number of new individual participants. Even so, in its reports, the cluster states that it undertook a significant number of activities, mainly through the work of the sub-clusters. It was also able to develop and finalize its business plan which it based on the work programme of the AUC's Department of Social Affairs, especially on its reporting obligations on commitments made on HIV/AIDS and the promotion and protection of the welfare of children, women, youths, the girl-child, vulnerable groups and the disabled.

94. Labour and employment interventions were based on the commitments of the Ouagadougou Plan of Action. In education and human resources development, cluster programmes were based on the AU's Second Decade of Education for Africa Plan of Action and the African Youth Charter. The Gender sub-cluster aligned its activities with the strategic plan of the AUC.

95. The cluster assisted the AUC in the popularization of the Ouagadougou Action Plan on Human Trafficking, working through the RECs, and helped mobilize resources for the launch of the AU.COMMIT campaign in EAC, IGAD and ECOWAS RECs as well as for a number of technical workshops for member states and civil society organizations. Training was provided for 138 volunteers in the African Union Youth Volunteer Corps in readiness for their deployment into various countries across Africa. Technical and financial support was provided for the convening of the Pan African Conference on Teacher Development in Africa (PACTED) and the Conference of Ministers of Education of the African Union, both of which took place in 2011.

96. The development of the African Plan for the Elimination of Mother to Child Transmission of HIV was supported and later approved by African Ministers of Health. Furthermore, extensive technical and financial support was provided for the development of joint indicators for monitoring the Abuja Call and Maputo Plan of Action at the country level, and a continental M&E report was finalized. The establishment of Aids Watch Africa (AWA), moreover, represents a high level advocacy and accountability platform for HIV/AIDS, TB and Malaria. A common strategy for financing, treating and investing in the AIDS response, and prepared the AU-Roadmap for Shared Responsibility and Global Solidarity, has been prepared by AWA and approved by Heads of States.

97. The cluster provided technical support for the preparation of the AU's State of Africa's Children Report which was officially launched at the Kampala summit of Heads of State and Government in 2010. Similar support was provided for the preparation of the African Common Position on HIV and AIDS and the AU's Pharmaceuticals Manufacturing Plan which was finalized and adopted by the African Ministers of Health in 2012.

98. Assistance was provided to the RECs in the development of their programmes on women's entrepreneurship development and the harmonization of cross-border migration laws and procedures. IGAD and SADC were given technical assistance on the ratification, implementation and popularization of the Charter for African Cultural Renaissance. Funds were also mobilized in support of capacity building workshops in Sports for Development for the RECs.

99. The cluster made it possible for ECCAS, ECOWAS, COMESA, EAC, IGAD, IOC, ICGLR and SADC to participate in the regional steering committee meetings of Africa UNiTE Campaign, and so be invested with the capacity to implement the objectives of the campaign at the sub-regional and country levels.

100. In 2012, NPCA received both financial and technical support for the formulation of its strategy on sustainable financing for health, which was endorsed by the NEPAD Heads of Government Committee.

e. Agriculture, Food Security and Rural Development

101. The Co-chairs of this cluster are FAO and the AUC. Members are: ECA, NPCA, OSAA, IOM, OCHA, UNCTAD, UNDP, WMO, IAEA, WIPO, UNHCR, World Bank, WFP, IFAD, ILO, UNWOMEN and UNIDO.

102. The Comprehensive Africa Agricultural Development Programme (CAADP) adopted in July 2003 by the Summit of Heads of State and Government is the overarching framework for the Cluster's support to AUC/DREA, the NPCA, the RECs and ultimately, the African countries themselves. CAADP is the regional programme for the revitalization of African agriculture for food security and poverty-reduction.

103. Within this framework, the Cluster has prepared its business plan and has gone further to formulate a medium term comprehensive capacity building programme for the implementation of CAADP, based on the comprehensive needs assessment conducted by the Cluster.

104. Cluster members felt that there had been a much sharper focus in their work since the first review, the formulation of their business plan and the finalization of their Capacity Development Programme for the implementation of CAADP. Some members now have regular budgetary resource allocations. This has allowed them to participate fully in cluster activities. This was the case for AUC, FAO, WFP, ECA and UNDP.

105. The cluster provided technical, and in some cases, financial support to the country round table process, leading to the signing of compacts, the formulation of post-compact investment plans and strategies for resource mobilization for the implementation of CAADP at the country and the sub-regional levels. Through this support, thirty countries and one REC (ECOWAS) signed their compacts, 24 countries developed CAADP-based National Agriculture and Food Security Investment Plans, and 17 countries organized technical reviews and business meetings on their respective Plans. The process led to a substantial amount – US$430.5 million – being mobilized in support of the country investment plans. The cluster also lent support to the AUC initiative to create commodity exchanges in a number of African countries.

106. Rural development is a central pillar of CAADP. In pursuit of CAADP's objectives in this area, and in a bid to have rural employment strategies given priority in the country investment plans, the cluster organized a workshop on Rural Employment in Africa with Special Focus on Women and Youth, during the 7th CAADP Partnership Platform Meeting in 2011. In the same year, another meeting on Creating New Jobs in Agriculture for Rural Youth was organized in the margins of the Summit.

107. The development of agribusiness and agro-industries is also an important objective of CAADP. The cluster therefore provided support for the convening of high-level meetings for African heads of State and Government, Ministers and other senior government officials, international organizations, etc. to consider, finalize and adopt the African Agribusiness and Agro-industry Development Initiative (3ADI). A Task Force consisting of members of the cluster, was set up in 2012 to work out the modalities of setting up an Equity and Guarantee Fund for African Agribusiness.

108. Cluster members actively participated in the work of the MDGs Africa Working Group on Agriculture and Food Security, whose mission is to support implementation of the NEPAD CAADP programme as a contribution to the attainment of MDG1 – eradication of extreme poverty and hunger. It is also involved in the Cost of Hunger Study in Africa which is being undertaken within the context of the Regional Nutrition Strategy 2005-2015.

109. Two activities undertaken in 2011 helped to promote inter-cluster cooperation as well as cooperation across AUC Departments - The Response to the Horn of Africa (HoA) Crisis and the Partnership for Agriculture Water meetings. DREA, DPA and the Peace and Security Department collaborated closely in the convening and servicing of these meetings, as did the Agriculture, Peace and Security and the Governance clusters. Equally, with the collaboration of the Gender and Development sub-Cluster, it has been possible for gender to now be more systematically mainstreamed into the work of the Cluster and ultimately into CAADP's implementation processes.

110. Technical assistance was provided to the NPCA with the secondment of two experts from WFP and FAO, in addition to the services of a Senior Policy and Investment Officer. A senior Policy Officer and two experts were made available to AUC/DREA.

f. Peace and Security

111. UNOAU and AUC co-chair this cluster. Members are: ECA, FAO, ILO, IOM, UNAIDS, UNDP, UNHCR, UN WOMEN, OCHA, UNICEF, WFP, WHO, World Bank, UNOHCHR, UNFPA, UNESCO, UNEP, COMESA, EAC, ECCAS, ECOWAS, SADC, NARC.

112. The engagement of the UN with the AU over peace and security issues is long-standing and pre-dates the RCM and the TYCBP-AU. The Peace and Security Cluster of the RCM which this engagement has now evolved into, is therefore relatively much more settled in its workings and more focused on its mandate. It is in the area of peace and security that the partnership on capacity building has shown the most visible results. It should be recalled that it was through the intervention of DPKO and DPA that the UN engaged the AU on peace and security issues. The engagement has over the years, now led to the AU being invested with the capacity to define and manage its own peace and security agendas fairly independently – further testimony that in this area, capacity is truly being developed.

113. As the partnership between the AU and the UN developed, the Peace and Security Cluster as a coordination and delivery tool has also evolved, leading to the creation of new Sub-clusters and the restructuring of existing ones. The Cluster, co-chaired by the AUC and, first by the UN Liaison Office to the AU and now, the UNOAU, has four Sub-clusters chaired by the AUC: African Peace and Security Architecture (APSA) co-chaired by UNOAU; Post Conflict Reconstruction and Development (PCRD) co-chaired by the Liaison Office of the United Nations High Commissioner for Refugees to the AU (UNHCR LO AU); Emergency Preparedness & Response (EP&R) co-chaired by the Liaison Office of the Office for the Coordination of Humanitarian Affairs to the AU (OCHA LO AU); and Transitional Justice (TJ) co-chaired by the Liaison Office of the Office of the High Commissioner for Human Rights to the AU (OHCHR LO AU).

114. In 2011, the AU initiated work on a Humanitarian Policy Framework with a disaster management component. This initiative was fully supported by the Emergency Preparedness and Response Sub-cluster. The sub-cluster also provided logistical and technical support for the implementation of the Plan of Action of the AU Special Summit on Refugees, Returnees and Internally Displaced Persons in Africa. This was in the form of advocacy with member states as well as sub-regional consultations in Southern, Eastern and West Africa. Staff resources were also provided to the AUC to assist with the implementation of the Plan.

115. The Sub-cluster on the Peace and Security Architecture of the AU continued its support to the AUC in the implementation of AMANI AFRICA training programme, which will run up to 2014. It contributed to the development of AU policies, guidelines, planning tools, training, and standard operating procedures for the formulation and operationalization of the APSA, especially the capacity of the AU and the African Stand-by Force (ASF) to plan, deploy and manage complex multidimensional peace support operations. Staff resources were provided to the core planning team, to deliver training and operational support and advice to the AU and the RECs. Pre-deployment training was provided in communications, in mission planning and for EOD/IED operators. Mission leaders' and Police commanders' courses were also provided for officers in preparation for deployment to the various missions. Training was delivered in areas such as conflict prevention, human rights, investigation of sexual and gender-based violence, etc. The sub-cluster provided technical expertise and planning support for the AU's engagement in peace support operations, such as AMISOM in Somalia and the Regional Initiative Against the Lord Resistance Army. Technical assistance was also made available for the restructuring of the Peace Support Operations Division of the AUC.

116. Activities of the sub-cluster on Post Conflict Reconstruction and Development in the period under review, were based on the AU's six indicative elements in these areas: security; humanitarian/emergency assistance; political governance and transition; socio-economic reconstruction and development; human rights, justice and reconciliation; and gender. The sub-cluster worked closely with the Governance cluster on the Human Rights Strategy, and with the Social and Human Development Cluster on the COMMIT and the UNiTE campaigns. The Sub-cluster supported preparations for the first conference of the African Solidarity Initiative (ASI), which was held in the margins of the January 2014 Summit.

117. The Emergency Preparedness and Response Sub-cluster was formally launched in May 2012. Its focus is on three broad areas of partnership with the African Union: (a) strategic coordination in Humanitarian Action; (b) tools and SOPs for strengthened assessment, preparedness and response capacity in serious humanitarian emergencies; and (c) strengthened and effective advocacy on humanitarian issues, including the implementation of relevant AU treaties and conventions. The Sub-cluster focused its work, inter alia, on mapping Early Warning Systems on the African continent, raising awareness on humanitarian issues, and coordinating UN participation in high-level events. On the communications strategy, the cluster developed visibility materials, monthly info graphics, facebook and twitter accounts, and an EP&R Newsletter. To support the raising of awareness of the AU's humanitarian role and the activities of its partners, the Sub-cluster supported the convening of a meeting of African Disasters Managers at the UN Economic and Social Council (ECOSOC) meeting and the launching of the Helping Hands Initiative. In efforts to make the Sub-cluster's work inclusive of all relevant actors, it invited non-UN partners working on humanitarian issues with the AU to participate in its work.

118. The Transitional Justice sub-cluster continued to work closely with the AU Division of Political Affairs (AU/DPA) and the Pretoria Centre on Violence and Reconciliation (CSVR) to move forward the AU Policy Framework on Transitional Justice, which is to be endorsed by the African Commission on Human and People's Rights for submission to the AU Conference of Ministers of Justice. The Sub-cluster has been assisting with preparations for the International Day of Tolerance and has helped in the establishment of the African Human Rights Memorial site. To promote inter-Cluster discussions, the Sub-cluster held joint meetings with Clusters to discuss joint programmes and issues of common concern, including the mainstreaming of human rights into cluster work.

g. Environment, Population and Urbanization

119. UNEP and AUC are the Co-conveners of the cluster. Membership of the cluster is open-ended. Active members of the cluster include UNECA, UN-Habitat, UNCCD, UNFPA, UNCTAD, ILO, UNISDR, UNIDO, UNEP, IMO, WMO, IOM, UNESCO, AfDB, SADC, ECOWAS, COMESA, AUC, NEPAD, UNIDO, UNDP, ILO and WHO.

120. In addition to the priorities of the AU as expressed in the Commission's Environment and Natural Resource Management programme as well as the priorities of the Department of Rural Economy and Agriculture, the cluster deals with crosscutting and sectoral issues and aims at assisting the AU Commission and other African organisations in the implementation of their environment, population and urbanization policies. Cluster work is guided by the 2009-2012 Strategic Plan for the AUC's Department of Rural Economy and Agriculture (AUC-DREA).The AUC-DREA plan takes into account the NEPAD strategic plan for implementation of agriculture development in the context of the Comprehensive Africa Agriculture Development Program (CAADP).

121. In 2010, the Cluster developed a Business Plan 2010-2012 which was fully implemented. It also implemented all the key recommendations assigned during the Annual Sessions of the RCM. At the request of the RCM Secretariat, the cluster developed a guidance note on mainstreaming climate change into the activities of the RCM clusters/sub-clusters based on the United Nations Development Group (UNDG) guidance note. The aim of the note was to build capacity of RCM members

and provide them with a tool for mainstreaming climate change into cluster and sub-cluster work plans and activities. It also sought to clarify the different roles to be played by all RCM members in the integration of the climate change agenda into the activities of clusters and sub-clusters.

122. The cluster undertook capacity building activities in member states to address policy, legislative and institutional issues and to provide guidance on the appropriate measures towards ratification and effective implementation of various protocols, conventions and Multilateral Environmental Agreements (MEAs). The cluster supported the AU Maritime Transport Charter and Action Plan through provision of training on contingency planning for oil pollution and control and the implementation of the Ballast Water Management Convention (BWM).

123. Technical and financial support was provided to the African Ministerial Conference on the Environment (AMCEN) which enabled African negotiators to meet and update aspects of the African Common Negotiating Position on Climate Change and contribute to the development of AMCEN communication strategy and the development of the regional framework of African climate change programmes. The Cluster assisted with the preparation of global climate change negotiations which resulted in strengthening the leadership of AU and its organs in the coordination of the position of African countries, and resulted in a full representation of member states in the climate change negotiations at Copenhagen. The cluster played an active role in supporting the AU in enhancing the capacity of member states to address climate change challenges. Support to AMCEN helped in consolidating the African Common Position on Climate Change and the preparations for the UN Conference on Sustainable Development (Rio+20) Decisions on climate change. Support was also provided to the Conference of African Heads of State and Government on Climate Change (CAHOSCC). Technical and financial support for the implementation of the programme on the Great Green Wall Initiative for the Sahara and the Sahel (GGWSS) and the African Monitoring of the Environment for Sustainable Development (AMESD) Centre was also provided.

124. The Cluster ensured that African concerns and priorities with regard to the implementation of commitments of CSD-18 including transport, chemicals, waste management, mining and a Ten Year Framework Programme on Sustainable Consumption and Production (SCP) were adequately reflected in the CSD 18 outcome document.

125. In 2011 the Cluster developed a Framework for public health adaptation to climate change in the African region. This was endorsed by the AU Ministers of Health as well as the African Ministerial Conference on the Environment. Support was provided to AMCEN and the African group of negotiators on climate change on the roadmap to Durban for Climate Change Negotiations. Support was provided for the implementation of the Africa Strategy for Disaster Risk Reduction and its Programme of Action. This resulted in increased advocacy and commitment to greater investment in disaster risk reduction in line with the Declaration of the Second Ministerial Conference on DRR.

126. Assistance was also provided to the RECs. The cluster led sub-regional consultations on climate change for better understanding the policy and technical needs emerging from the RECs and sub-regions, individual countries, donors and partners working on climate related issues. Technical assistance was also provided to RECs on the implementation of the Stockholm Convention on POPsS for sound management of chemicals; and the development and implementation of Nationally Appropriate Voluntary Mitigation Actions (NAMAS) for direct access to funds on adaptation. As a result, an emergency fund was put in place to support ECOWAS member states affected by natural disasters and many countries in the sub-region benefitted from the funds. RECs have been supported in the provision of strategic guidance to their respective member states on the implementation of sub-regional as well as national DRR strategies and programmes.

127. In 2012, the cluster carried out a global campaign on DRR thematic area dubbed `Making Cities Resilient', My City is Getting Ready". Under this campaign, many African cities have committed themselves to support the call.

128. The cluster prepared issue papers on `How does Population Dynamics Matter for Long-Term Perspective Development in Africa' which showed the nexus of population growth and urbanisation and its long term impact on Africa's development. Awareness was created on the importance of organic agriculture for food security, climate change adaptation, job creation, productivity improvement, ecologically balanced system of agriculture, resilient building against unstable external inputs, and trade opportunities within Africa and in the international markets. Under the Libreville Declaration on health and environment, a guide for the development of National Plans of Joint Action (NPJA) and Framework for evaluation of inter-sectoral actions on health and environment linkages was developed in order to guide countries in the implementation process.

129. The cluster led a bottom-up and multi-stakeholder regional preparatory process with strong partnership with RECs and the NPCA. It strengthened their capacity to lead, coordinate and support African countries in the Rio+20 processes. The process culminated in the convening of the Africa Regional Preparatory Conference for Rio+20. The cluster ensured effective participation at Rio+20 by Africa and achievement of a favourable outcome. Through the efforts of the cluster, Africa effectively participated in Rio+20 whose outcome document `The Future we want' largely addresses Africa's concerns and priorities. This was achieved through the leadership of the cluster which organized capacity building and consultative meetings, preparation of technical reports and an analysis of the draft negotiating text for the Rio+20 outcome document.

130. The cluster supported the crafting of African Group positions by actively participating in the meetings of the African Group of Negotiators (AGN) and by providing technical backstopping during the UNFCCC sessions: funding the elaboration of the science agenda; supporting national delegations; developing position papers, etc.

131. The cluster assisted SADC in setting-up the Meteorological Association of Southern Africa (MASA) and did the same for the AU in the establishment of the African Ministerial Conference in Meteorology (AMCOMET).

132. The Cluster contributed to the preparation of the Integrated Drought Risk Reduction programme in the Greater Horn of Africa (GHA) by coordinating a consortium of local and international institutions and NGOs to implement the drought risk reduction project in the GHA region. Technical assistance was provided to build capacity for the implementation of Stockholm Convention, National Implementation Plans (NIPs) in African Least Developed Countries (LDCs) of the COMESA sub-region.

133. In an effort to combat illegal traffic of chemicals and hazardous wastes, the cluster provided technical support to countries which resulted in enhanced customs' capacity to detect and act on illegal trade in environmentally sensitive items covered by several MEAs. There was strengthened capacity of the AUC/AU and RECs to integrate DRR into their planning programmes. Training was provided to the staff of the AUC, RECs, RBOs and specialized regional institutions in DRR management.

h. Advocacy and Communications

134. The Cluster is co-chaired by OSAA and the AUC Directorate of Information and Communications. Members are ECA, NPCA, UNDP, UNEP, UNAIDS, DPI, UNESCO, UNFPA, UNHCR, UNICEF, UNOAU and World Bank.

135. The AU's mandate for advocacy and communications resides in the Information and Communications Directorate of the AUC. It is to gather and disseminate information about the Organisation to stakeholders and to the world at large. The Directorate plays a strategic role in branding and building a positive image for the Organization. It is through what it does that the AU achieves visibility and showcases its relevance, legitimacy and impact.

136. The Cluster decided to focus its activities on three priorities: strengthening advocacy in support of AU/NPCA through the RCM processes; enhancing dialogue between the AU and UN systems on one

hand and the community of media reporting on Africa on the other; and improving the capacity of the AU/NPCA communication teams.

137. In pursuit of these objectives, the cluster organized a series of activities for AU/NPCA in New York in 2011. These included the AU/NPCA@10 Week at UN headquarters, which was in essence, a week of advocacy for, and information dissemination on AU/NPCA as part of NEPAD's tenth year celebrations. Briefing sessions were also conducted for the African Group and for other member states. Arrangements were made for the CEO of NPCA to address the General Assembly. A Press Conference moderated by the AUC, co-chair of the Cluster was organized at which the international press was fully briefed on the activities of NPCA. In 2012, the cluster organized another NEPAD Week at the UN during which briefing sessions for member states as well as press conferences were organized.

138. A workshop on a communications strategy for the AU was organized in 2012. Communications Officers from the RECs, the AU Organs and Institutions, the NPCA and the staff of the Directorate of Information and Communication of the AUC were in attendance. The workshop examined the AU communications strategy and guidelines for the creation and management of the AU website, and its use of social media.

139. In both its 2011 and 2012 reports, the Cluster stated that "no specific capacity building report *stricto sensu* has been provided to the RECs", although it reported that in July 2012, the cluster organized an expert group meeting on the role of RECs in peace and development in Africa in Yaoundé, Cameroon.

i.   Industry, Trade and Market Access

140. The co-chairs of this Cluster are UNIDO and AUC/Directorate of Trade and Industry. Members are ECA, FAO, ILO, NPCA, OSAA, UNCTAD, UNDP, UNESCO and World Bank. The Cluster has no sub-clusters. In the period under review, it has not delivered much by way of capacity building interventions for the AU, although it reported that in 2010, it assisted in the organization of a high level conference on Development of Agro-industries and Agri-business in Africa in Abuja, Nigeria. As a follow up to that conference, country strategy papers were formulated and a meeting of RECs and NPCA was convened. An expert group meeting on opportunities and challenges for Agri-business was held in 2011.

141. The Cluster has since been dormant.

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During the Review Period:
Almost all the Clusters
Have 3-year business plans

Priorities and activities of clusters
Are based on priorities of the AUC Strategic Plan, Regional and International declarations, frameworks and instruments as well as the TYCBP-AU

Clusters Activities
covered advisory services, technical assistance, training, and financial support

Very few
Clusters have costed their Business Plans

Guidelines for Mainstreaming
Gender, climate change, health, decent work and employment have been developed

Only 2
Clusters have undergone a Participatory Gender Audit

Not all cross-cutting issues
Have been adequately mainstreamed into the work of clusters

Clusters Business Plans and reports
Were, for the most part, activity-, rather than results-oriented

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E.   Individual Contributions of Stakeholders

142. ECA, OSAA, DPI, DPA, DPKO, UNOAU and UNDP in their individual capacities, made significant contributions within the context of the TYCBP-AU, to meet the capacity development needs of the AUC, NPCA and the RECs. A summary of these contributions is provided below.

a.   ECA

143. ECA is the Strategic Coordinator of RCM-Africa. It provides the secretarial services for the RCM and is responsible for monitoring and reporting on the implementation of its recommendations and decisions. ECA is also actively involved in the work of the various clusters and subclusters providing substantive technical backstopping and inputs as well as guidance and direction. ECA and AUC together constitute the Joint Secretariat of the RCM whose mandate is to: strengthen collaboration and cooperation among partners; support the RCM and its clusters to enable them respond effectively to programmatic and priority needs of the AU and its organizations; be responsible for monitoring the implementation of recommendations of RCM-Africa as well as programmes/business plans of clusters/sub-clusters; monitor progress and impact of support to the AU and its organizations through RCM-Africa; provide Information on achievements of RCM-Africa, and progress in the implementation of the AU-NEPAD programme and the TYCBP-AU; and coordinate UN/RECs activities at the sub-regional level.

144. Further, ECA has been working with the AUC, the AfDB and the UNDP Regional Bureau for Africa in producing the Africa MDG Report since 2010. It has also been actively involved in conducting sub-regional consultative meetings, in order to come up with an AU-mandated African Common Position on the post 2015 development agenda. ECA spearheaded the Africa Regional Preparatory Process for Rio+20 in 2011 jointly with the AUC, AfDB, in strong partnership with Regional Economic Communities (RECs), UNEP and UNDP. ECA together with AfDB has also been supporting preparations for G8 and G20 meetings.

145. ECA's support extended to the NEPAD Agency in the development of its Strategic Direction for 2010-2013 and subsequent alignment to the AUC's Strategic Plan. It also helped the Agency to develop its Knowledge Management platforms. In collaboration with the NEPAD Agency, APRM, OSAA and DPI, ECA has been co-organizing the "Africa NEPAD Week" at the United Nations Headquarters in New York on the margins of the UN General Assembly Debate on Development of Africa.

146. ECA's SROs have supported the establishment of the SRCM in Central Africa and West Africa and the joint SRCM for Eastern and Southern Africa. ECA has produced promotional materials like NEPAD Today, RCM-Africa Briefing Notes, and a Directory of RCM-Africa Members in a bid to enhance communication and sharing of information among RCM Clusters and other stakeholders. It has also made use of other platforms to improve awareness of NEPAD and the TYCBP-AU such as the 2010 workshop on Capacity Building in Africa as well as the information session for AUC directors and capacity building focal points to take stock of capacity building programmes within the AUC and NEPAD agency.

b.   OSAA

147. In the 2010-2012 period, OSAA spearheaded the annual organization of the Africa-NEPAD Week during the UN General Assembly Debate on Development of Africa, in collaboration with its strategic partners: ECA, DPI, African Union (AU) and NEPAD Agency. Within the framework of the landmark tenth anniversary of NEPAD in 2011, the Africa-NEPAD Week consisted of a series of events that focused on "Reflecting on a Decade of Change/Progress – Moving Forward Africa's Development through strengthening NEPAD and United Nations partnership". OSAA provided financial and substantive assistance in the preparation and organization of the events, including a special briefing to the African Group of Ambassadors and Permanent Representatives to the UN, the launch

of the 2011 MDGs Africa Report in which the UN Deputy Secretary-General fully participated to reaffirm the UN support to African countries in advancing the MDGs. Also, the Week featured a High-Level Panel Discussion in which both the 66th President of the UN General Assembly and the Deputy Secretary-General actively participated to reaffirm the UN support to NEPAD as a flag-ship programme of the AU. Furthermore, the Week featured a special briefing to the UN Interde-partmental Task Force on African Affairs, a commemorative lecture at Columbia University, and resulted in a joint publication by OSAA, ECA and NEPAD Agency on "Africa's Decade of Change: Reflections on 10 Years of NEPAD".

148. OSAA continued to prepare three annual reports of the Secretary-General on: i) Progress in Imple-mentation of NEPAD and International Support;ii) Causes of Conflict and the Promotion of Durable and Sustainable Development in Africa; and iii) UN System Support for NEPAD. As part of the an-nual Africa-NEPAD Week, OSAA, the AU and NEPAD Agency organised a high-level briefing session where they further provided briefings on the first two listed reports to Member States, UN system entities and civil society, as well as made two thematic presentations, followed by interactive dis-cussions, on: i) "progress and forward looking approaches in NEPAD implementation", and ii) "im-proving governance in Africa through the APRM: progress and challenges".

149. OSAA was part of the Africa Steering Committee that was set up, in the context of the Rio+20 UN Conference that was held in June 2012, to establish a regional preparatory process in Africa that supported the AU in the formulation of the "African Consensus Statement to Rio+20". As part of this process, OSAA collaborated with the AUC, UNECA, UNEP, UNDP, and the AfDB, to jointly orga-nize four events on: (i) institutional framework for sustainable development: integrating the three pillars of sustainable development; ii) financing sustainable development: transition towards a green economy in Africa; (iii) promoting inclusive green growth and building a green economy as a means of achieving sustainable development; and (iv) the Africa Day, comprising a high-level round table on sustainable development. OSAA also partnered with the OHRLLS, UNCCD, FAO, GEF and ITU to co-sponsor a pre-event at Rio+20 that addressed the issue of desertification and land degradation in Least Developed Countries, Land Locked Developing Countries and Small Island Developing States.

150. OSAA continued to Co-Chair the Advocacy and Communications Cluster (ACC) of the RCM with the AUC Department of Information and Communication (DIC). In 2011, OSAA organized consul-tations for the DIC in New York with UNHQ departments, agencies, commissions, funds and pro-grammes that identified specific areas of cooperation aimed at strengthening coordination and coherence between the AUC and the UN system. In 2012, OSAA organised an expert group meeting in Yaounde, Cameroon, that provided tangible recommendations for enhancing the role of RECs and the media in peace and development in Africa.

c.   UNOAU

151. The United Nations Office to the African Union was created in 2010 in response to the require-ments of the Framework for a Ten-Year Capacity-Building Programme. Mandated to strengthen the strategic partnership between the UN and the African Union in the area of peace and secu-rity, the Office, with an annual budget of approximately $10 million, comprises 22 expert planners partnering with the AUC in a broad spectrum of technical conflict prevention, peacekeeping and peace-building specialties. These planners have the dual role of supporting the planning and man-agement of current operations and the development of policies, on the one hand, while helping de-velop institutional capacities in the service of the partnership, on the other. UNOAU reached its full operating capacity in the 3rd quarter of 2011 and since that time, according to a strategic review of UNOAU conducted by UNHQ, the AUC's capacities in the area of peace and security have improved.

152. As the lead UN entity on peace and security cooperation with the AU, UNOAU chairs the Peace and Security Cluster of the RCM/TYCBP-AU, in collaboration with the Peace and Security Department of the AUC. The Cluster ensures the coordination of UNOAU's work with that of other UN entities

working in peace and security, promotes the incorporation of cross-cutting themes, and facilitates collaboration and joint initiatives between members of the cluster wherever value can be added.

d.   Department of Political Affairs (DPA)

153. DPA organized a UN/AU course on "Capacity Building in Dialogue and Mediation through Experience Sharing". Participants came from the AU, the RECs and the UN. Another course on "Facilitation of Dialogue Processes and Mediation Efforts" was mounted in 2010 at which there was participation from the AU. As a result of these activities, the AUC itself mounted a training course at its headquarters on "Towards Enhancing the Capacity of the African Union in Mediation". Participants included AU Special Envoys and Special Representatives, Desk Officers, staff of the AU Peace and Security Department and the RECs. In 2010, assistance was provided to the AUC for the organization of a workshop on gender mainstreaming and implementation of Security Council resolution 1325 on women, peace and security.

154. The Department provided financial and technical assistance to help set up the Secretariat of the Panel of the Wise. The Democracy and Electoral Assistance Unit was also provided staff support to develop and manage a data base on African Technical Assistants and Observers, and an Electoral Assistance Fund. Technical assistance was made available to train AU staff in database management.

e.   Department of Peacekeeping Operations (DPKO)

155. DPKO assisted with the development of the AU's Continental Early Warning System (CEWS), linking its Situation Room with the AU's. Training was provided in various fields for senior mission leaders and in strategic and operational planning. At the request of the AUC, DPKO assisted in developing the AU ASF's Rapid Deployment Capability (RDC), police capacity, logistic support concept and manual, the ASF evaluation manual and the civilian dimension concept.

f.   Department of Public Information (DPI)

156. DPI publishes Africa Renewal, a quarterly magazine on development issues in Africa, in English and French. The print version's circulation is about 40,000 copies per issue. Themes covered in the issues published in the reporting period include Rio+20 and sustainable development, Africa's stock exchange markets and economic growth, MDGs, agriculture, youth, conflict resolution and peace-building, gender, industrialization as well as social media and information and communication technology.

157. The on-line edition is carried on its website, the African Renewal Online (http://www.un.org/AfricaRenewal), which registers about 300,000 visits per year. The website also features web-only articles and social media content. By the end of 2012, the website's Twitter account had risen to more than 50,000 followers and over 6,000 likes on Facebook. In addition, through its radio and television programmes on Africa, DPI provides additional support to the African Union and its NEPAD Agency. From time to time, it produces stories on the Agency and other development-related themes for reprint or republication by the print and electronic media in Africa and abroad. In 2012, for instance, hundreds of such stories were republished in more than one hundred media outlets. In addition, Africa Renewal continued to promote the African Union's and NPCA's programmes by publishing stories and information on major regional frameworks such as the Comprehensive African Agriculture Development Programme (CAADP), the Programme for Infrastructure Development in Africa (PIDA), etc.

158. The Department contributes to the organization of the yearly Africa NEPAD Week in New York. It mounts a media support and outreach campaign include drafting and disseminating information

products, organizing press conferences and interviews for senior officials of the NEPAD Agency and using social media to publicize the Week's activities.

g.   Conclusion

159. All told, in spite of the constraints, the RCM clusters and the individual stakeholders have made substantial contributions towards developing the capacity of the AU institutions through interventions that have advanced the objectives and responded to the priorities of these institutions at the sub-regional, regional and global levels. They have helped in formulating or influencing policy, developing and implementing programmes, building consensus and common positions, imparting knowledge and skills, providing data and information, and raising awareness. They have provided financial and staff resources, technical assistance, advisory services and training.

160. The partnership between the UN on one hand and the AUC, NPCA and the RECs on the other has waxed stronger. On the part of these partners, interest in, and contributions to the work of the clusters have increased remarkably. They have also demonstrated a more solid ownership of the process, which is now driven more by them.

161. It has however been observed, that much more needs to be done to respond more forcefully to the needs of NPCA and the RECs and to have them more fully integrated into the processes of the RCM. The Secretariat, through ECA's SROs should pursue this objective with greater vigour.

162. A few clusters and sub-clusters need to be reinvigorated and reactivated since there is evidence of a loss of interest and momentum in their work. Secretariat is called upon to act on this.

F.   The Sub-regional Coordination Mechanisms

163. Two SRCMs have been established during the reporting period: East and Southern Africa (2010), West Africa (2011). The Central Africa SCRCM had come on stream in 2009.

164. It should be recalled that in October 2010, SRO-Central Africa and SRO-West Africa made an attempt to launch a combined SRCM in Dakar, Senegal. The objective was to promote greater effectiveness and synergy in the way UN leverages its development in the two sub-regions. The combined SRCM attempt encountered difficulties as ECOWAS and ECCAS were at different stages of advancement in having their respective SRCMs operational. The ECCAS sub-region was far advanced while the ECOWAS sub-region was just taking off. For this reason West Africa decided not to hold back Central Africa and instead proceeded to have its own SRCM and work with ECOWAS as the lead REC.

165. During the review period, the SRCMs were engaged mainly on process and strategy issues such as modalities of operationalizing their respective SRCMs; ways of interfacing with RDTs, UNDAF and the RCM itself; roles and responsibilities of the RECs and the IGOs; funding mechanisms, etc. They were also able to draw up their business plans which were based on the strategic and other plans of their respective RECs.

166. SRCM-CA met every year during the period under review. It did attempt to implement its business plan (which it called a "Common Indicative Programme"). In 2012, it reported an implementation rate of 52%, and that most of the activities were carried out in partnership with CEMAC, ECCAS and their specialized agencies. It was noted however that the number of joint activities implemented was low, indicating an equally low level of synergy among the stakeholders. Most reports of activities undertaken were bi-lateral rather than joint as is expected of a coordination mechanism.

167. SRCM-WA had not drawn up its own plans and programmes by the end of the reporting period. During the consultations with the ECOWAS REC, it was discovered that the critical programmes in the institution (such as Strategic Planning and Partnerships) had no knowledge of the TYCBP-AU

or of the SRCM-WA and had therefore not participated in any of the meetings. They had also had no say in the ordering of priorities or the choice of the thematic clusters which subsequently took place.

168. A distinguishing feature of all the SRCMs is the heavy involvement of IGOs and CSOs. In West Africa for example, there exist in operation, many IGOs and CSO for water, renewable energy, HIV/Aids, women and children, meteorological applications, river basin development, rice development, monetary integration, health etc. The work of these organizations and institutions does have a bearing on the work and programme priorities of the RECs and vice-versa. A number of these IGOs and CSOs have been participating in SRCM-WA meetings. Also, the CSOs have their own fora under their West African Civil Society Organisation (WACSO), during which they inform of their activities and endeavour to coordinate among themselves.

169. The IGOs also have theirs. ECOWAS has taken the laudable initiative of promoting harmonization and coordination of work by the West African Inter Governmental Organizations (WAIGOs), and to formalize cooperation on their integration and development initiatives in the sub-region. In this regard, meetings have been held to enable WAIGOs to exchange information on their respective activities, experiences and challenges, to discuss regional integration issues in West Africa and to develop strategies to strengthen collaboration and coordination for effective delivery of development results.

170. The SRCM-WA should take advantage of these existing frameworks and use them to its own advantage.

171. In East and Southern Africa, an impressive array of IGOs participates in the work of the SRCM. These include the Central Corridor-Transit, Transport Facility Authority (CC-TTFA), North Corridor-Transit Coordination Agency (NC-TTCA), East Africa Sub-regional Support Initiative for the Advancement of Women (EASSI), the International Community of the Great Lakes Region (ICGLR) and the Nile Basin Authority.

172. Each of the three SRCMs have identified the thematic areas around which to build their respective clusters and all of which are based on the strategic plans and programme priorities of their respective RECs. For the SRCM-E&SA, five areas have been identified: Regional Integration and Infrastructure; Climate Change and Natural Resources Management; Governance; Gender and Social Development; and Agriculture and Food Security.

173. In Central Africa, the thematic clusters are: Infrastructure; Governance, Peace and Security; Industry, Trade and Market Access; Agriculture, Food Security and Environment; Science and Technology, Employment and Training, HIV and AIDS; and Institutional Development.

174. The establishment of the West Africa SRCM had not been sufficiently grounded as to have built up its thematic clusters by the end of the reporting period.[15]

175. The question of management of the SRCMs arose during consultations with the RECs. It was the view that the RCM secretariat, the RECs, including their liaison offices in Addis Ababa and the SROs should meet to decide on the most appropriate location for the SRCM Secretariat, bearing in mind the need for strong monitoring of the implementation of the various business plans; the mobilization of resources; the convening, servicing and preparation of reports of meetings; and the maintenance of a strong interface with the RCM.

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15 In 2013, SRCM-WA reported that it had set up the following six thematic clusters: Governance, Peace, Security and Humanitarian Action; Economic Integration; Infrastructure; Human Development and Gender; Agriculture, Food Security Water and the Environment; Development of the Private Sector, Industry and Mines.

G. Pending Challenges

176. Evidently, much has been achieved in the three years covered by this review, although there is still room for improvement. The following are some of the challenges that need to be addressed:

1   Coordination and information dissemination within and across clusters is still work in progress, although efforts have been made to improve the situation. The meetings of cluster coordinators was intended to meet this need. Clusters and sub-clusters still by and large, work in silos, thus impacting negatively, the coherence of the entire system.

2   Communications within and out of the system continues to need significant improvement. There is need for an effective communications strategy to be put in place such that information on activities of sub-clusters, clusters and the RCM as a whole, is made available to all stakeholders and to the wider public. OSAA and DPI may be called upon to assist the Secretariat to take action on this.

3   Work Plans and programmes need to be more results-based and contain clear performance indicators for ease of monitoring and evaluation. Reporting on results should be given greater prominence in the preparation of cluster reports. To the extent possible, work and business plans should contain resource provisions, to ensure their implementation.

4   By and large, priorities and activities of clusters are based on priorities of the AUC Strategic Plan, regional and international declarations, frameworks and instruments as well as the TYCBP-AU. However, upon close examination, business plans of many clusters indicate a certain amount of overloading, leading to a loss of focus. In some cases activities are agency- as opposed to cluster-based. This is especially evident in some reports to RCM. Very few clusters have costed their business plan. Clusters should endeavour to target key flagship programmes for joint implementation based on their value addition to regional integration and development.

5   Mainstreaming cross-cutting issues into the work programmes of clusters is still work in progress, although steps have been taken to facilitate this, through the training workshops on mainstreaming that were provided to cluster coordinators.

6   In order to increase impact and effectiveness of the RCM and its clusters, there is still need to enhance greater synergy and coherence between UN system plans and programmes on one hand and those of the partner institutions on the other. Activities of the SRCMs need to be aligned with the programme priorities of the RECs. There is evidence that the three SRCMs that have been put in place have endeavoured to do so.

7   NPCA's involvement in the cluster system both as participant and as beneficiary is still marginal. This is largely because most clusters are Addis Ababa-based, making it difficult for institutions that are based elsewhere to be able to participate, considering the resource implications. In addition, because of its absence in cluster meetings, its needs are by and large, not made known and so are not adequately catered for.

8   Two clusters and a number of sub-clusters have become dormant. Their respective leadership and an inadequate monitoring and provision of direction by the secretariat are to blame.

9   Resource mobilization for the work of the RCM, its clusters and sub-clusters needs to be better assured on a regular, predictable and sustainable basis. Participating institutions, particularly the AfDB and the World Bank should more systematically contribute to the operations of the RCM system. A resource mobilization strategy and plan should urgently be put in place.

10 Many of the constraints and challenges reported by Clusters are a repeat from year to year, suggesting that not much is being done within clusters to address them, or that if in fact action to have them redressed is to come from outside the cluster the source of that action has repeatedly failed to act. Secretariat should give this issue its most serious and urgent attention.

H. Issues for Consideration

177. In the consultations with Cluster Co-chairs and members and stakeholders at UN Headquarters in New York and elsewhere, there emerged a number of conclusions on which there was general agreement. Cluster participants and other stakeholders reiterated their commitment to the RCM process. It was the view that the initiative was of considerable merit with potentially enormous benefits to be derived if made to work more effectively. However, there still lingered a certain amount of misunderstanding surrounding its objectives and processes. The TYCBP-AU also needed to be much better understood.

178. Stakeholders strongly believed that the findings, conclusions and recommendations of the First Triennial Review were extremely helpful in getting them to sharpen their focus and be more results- and programme- oriented. A much stronger display of ownership of the TYCBP-AU had resulted in the AU leading and driving the process with greater confidence, although there was still some room for improvement. Virtually every Cluster had come up with a business plan based on the policy and programme priorities of the AU and the NPCA Plan of Action 2010-2015. This had contributed significantly to improving focus.

179. It was the view that institutional changes that took place at the RCM Secretariat and at the AUC towards the end of the reporting period did have an effect on the performance of the mechanism. A change of leadership at both institutions had led to a slowing down of work momentum, and disoriented Cluster activities somewhat. This was evident in the performance of the leadership at the level of Clusters and sub-clusters as well as the level of the Secretariat, while for some Clusters, leadership by the AUC became totally absent. Consequently, Cluster work started to become less active as interest among participants began to wane. Much of the effect of this slowing down began being felt in the second half of 2012.

180. Participation in the mechanism is by a transient population. Frequent and continuous changes of individual participants make it difficult for continuity and institutional memory to be maintained. The problem is further compounded by the absence of a system for the orientation and induction of new individuals into the mechanism. This has had an effect on the quality of work of many Clusters. Cluster members agree that there was need for attendance at meetings to be improved and the level of participation to be raised. The use of Video conferencing facilities to allow members who may be based away from Addis Ababa to participate in meetings should be seriously considered.

181. Issues of resource availability for Cluster activities loomed large. The recommendations of the First Review regarding resource mobilization had, for the most part, not been implemented. Many participating agencies had not made the necessary budgetary provisions for their participation in cluster work. The requisite support to, and interest in the RCM processes that are to be expected of the headquarters authorities of many participating agencies was considered to be inadequate. This has affected levels of resource allocation in support of Cluster activities. The point was made however, that when required to provide resources for cluster work, many stakeholders tended to think in terms of financial outlays, failing to see resources in terms of the material, technical, human and logistical. The inadequacy of all of these put together, had depressed output and results, and significantly limited Cluster outreach especially with NPCA and the RECs.

182. Drawing up a business plan is one thing. Having it implemented is another. Cluster members admitted that the rate of implementation of their plans was not as high as they would have wanted, primarily because of resource constraints, but also because plans may have been overambitious, if not unrealistic. Also, it was the view that plans were, for the most part, activity-, rather than results-oriented.

183. Monitoring and coordination at all levels of the mechanism were thought to be extremely weak. Sub-clusters were not coordinated at the level of the Cluster, which were themselves poorly coordinated and monitored at the level of the Secretariat. With the new restructured and strengthened Secretariat, this problem should now be more easily addressed.

184. Invariably, Cluster reports were prepared only in time for submission to RCM meetings. There was little evidence to show that Clusters worked with each other even though there clearly were areas where mandates overlapped, thus requiring synergy and cross-fertilization of ideas. A good example is in the Science and Technology Cluster whose work would be of benefit to the groups dealing with agriculture, industry and education.

185. Many Cluster members were found to be relatively unfamiliar with the core texts that provide the justification and the context for their work: the Declaration, the First Review, the UN System Support to the AU Capacity Building Programme, the AU Strategic Plan, etc. Action should be taken to correct this.

186. RECs complained of an increased isolation within the RCM system, especially in 2012. And although efforts had been made to have them organize their own SRCMs, the connection necessary to make the latter an integral part of the former has still not been made.

I. Recommendations

187. It should be recalled that the TYCBP-AU as well as the RCM – the vehicle for its implementation – are both established by UN General Assembly resolutions and made operational by numerous directives and management instructions of the UN Secretary General. It is therefore incumbent on all stakeholders to ensure that they make their contributions in a positive and enabling manner. UN system entities operating in Africa have no choice as to whether to participate in RCM-Africa activities or not.

188. It should also be recalled that the RCM is a global system operating in each of the UN regions. It was established in its present form more than ten years ago. The time may have come for a review of the workings of the mechanism with a view to ensuring that it is developing alongside the evolving development frameworks at the regional and the global levels, and in a manner that demonstrates recognition of the AU's and NEPAD's growing maturity, self-confidence and strengthened capacity.

189. Perhaps the various regional RCMs should together, begin the reflection on ways of reforming the mechanism and having it more realistically aligned with the changing development needs globally, and in the developing regions of the world. In addition, it would be helpful if they could develop a formal relationship with each other in order to share experiences and learn from one another. RCM-Africa has served as a useful instrument for strengthening relations between the UN and Africa's regional integration and development organization – the AU. Perhaps it could also serve as a template which other RCMs in other regions could use to forge stronger partnerships between their respective regional political and development organizations and the UN

190. In some quarters, the mandate of the TYCBP-AU is still not clearly understood. Therefore, responsibility for its implementation remains vague. This problem has to be addressed by having the current mandate redefined with greater clarity, and more explicitly and directly related to the NEPAD mandate.

191. The present UN mandate of support to the African Union and its NEPAD Agency for which resources are provided under section 11 of the regular programme budget is twelve years old, and so may have been overtaken by developments within these organizations and on the continent. It is time for it to be refreshened and updated so that it responds more realistically to present-day needs. The African Union and its NEPAD Agency may be called upon to take up this issue with the UN bearing in mid that the legislative authority for such action to be taken resides with the UN General Assembly.

192. Pending the conclusion of such an exercise and the implementation of any recommendations emanating therefrom, the current UN mandates for support to the African Union and its NEPAD Agency

as well as to the TYCBP-AU should be merged under programme 9 and be realigned to have them respond more accurately to realities on the ground. More substantial resource provisions should also be made in support of the partnership between the UN and the AU, including the RECs and the NPCA.

193. In response to the need for supplementary resources from extra-budgetary sources to support TYCBP-AU activities, consideration should be given to engaging bi-lateral partners such as TICAD, and multilateral stakeholders such as the World Bank and AfDB.

194. There are a significant number of recommendations emanating from the first triennial review that are still relevant but have not been implemented. Secretariat should ensure that action is taken to have as many of them as possible implemented in the shortest possible time. Many of the recommendations for the strengthening of the Secretariat were probably not implemented because of the resource situation at the time. However, now that resource outlays have been significantly increased and the Secretariat has been restructured in a manner that further strengthens its capacity for managing the RCM system, it should be easier for implementation to proceed more smoothly.

195. The Joint Secretariat should be made operational. At present it is merely consultative in function. Resources should be provided to allow a fuller participation of the AU in its day-to-day activities, and the AUC itself should do more to strengthen its involvement in its work.

196. Participant turnover in the cluster system is very high. The Secretariat should therefore devise a mechanism for tracking newcomers into the system with a view to providing them the requisite briefing and induction that would make them fit in more easily and begin operating according to requirements without any undue delay.

197. NPCA should be assisted to participate more actively in the Cluster system. Resources should be provided to enable it attend as many cluster meetings as possible. In addition, it should be made to co-chair some clusters. The Infrastructure and the Agriculture clusters could be an ideal starting point for this. Furthermore, clusters should be required to allocate a certain percentage of the activities in their business and work plans to NPCA requirements. OSAA should intensify its advocacy and resource mobilization activities in support of AU/NEPAD programmes such as the CAADP and PIDA.

198. Sub-regional Coordination Mechanisms are being created and made operational. Ways have to be found to link them with the RCM. The RCM-Africa Secretariat and the Secretariats of the various RECs should work out the mechanics of establishing and strengthening this linkage. RECs' Liaison Offices in Addis Ababa may be included in this exercise.

199. The SRCMs should also be managed by a permanent Secretariat. The Joint Secretariat should consult with the RECs, and the SROs in order to agree on the modalities of establishing this secretariat.

200. Cluster business and work plans do not make provision for dedicated resources for their implementation. Plan implementation has been affected by this shortcoming. Cluster coordinators should therefore urgently address this issue.

201. Section 11 of the UN Programme Budget should make more explicit provisions for the TYCBP-AU. At present only sub-programme 2 refers – almost only in passing - to it. The two other sub-programmes should ensure that adequate resource outlays are made in its favour. Extra-budgetary resources should also be mobilized into the Trust Fund that is to be created. Bi-lateral and multilateral sources should be tapped into for this purpose.

202. At present, there are at least four capacity building programmes drawn up for the AU system, one each by ECA, UNDP, ACBF and AfDB. All four programmes should be harmonized under the TYCBP-AU.

J. The Way Forward

203. The configuration of the current partnership between the UN and the AU may already have been outdated and out of sync with present-day needs and realities. NEPAD, the RCM and OSAA are more than twelve years old. The TYCBP-AU is in its eighth year and approaching the end of its life. Perhaps the time has come for these programmes, mechanisms and institutional arrangements to be re-visited, re-defined and re-configured for greater results and impact, especially in view of the fact that many developments in the peace, security, integration and development arena have occurred on the African continent since these programmes and mechanisms were created, and institutional arrangements made. Democracy has definitely taken root and is continuously being deepened within African countries. The spread of civil strife and conflict is narrowing, as Africa's capacity for preventing and redressing them grows.

204. On the development plane, much progress has been registered over the last decade. The per capita GDP has more than doubled and poverty has been reduced by more than ten percentage points. The decade has witnessed unprecedented high rates of growth of the regional economy. The access indicators (health, education, literacy, sanitation, potable water, etc.) have all shown marked improvements in the last ten years. Mortality ratios (child, U5, maternal) have seen a significant decline. And while serious challenges still dog Africa's strive towards the attainment of the MDGs, it cannot be gainsaid that much progress has been made. Moreover, on all fronts, the prognosis for the future is most encouraging.
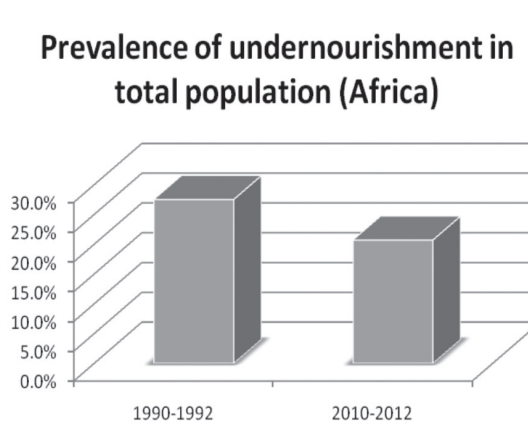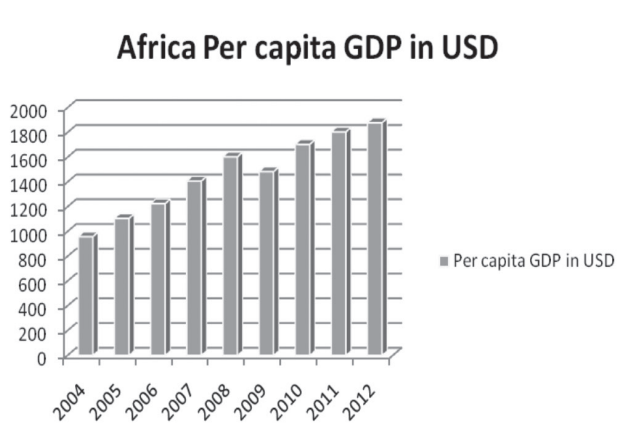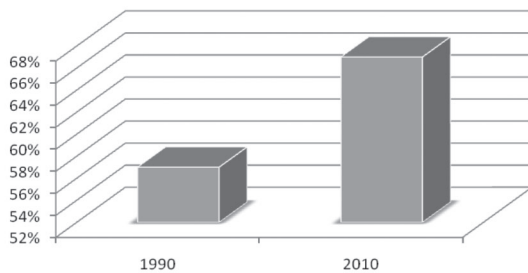
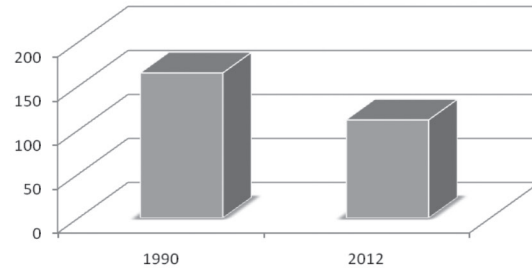Source: African Statistical Yearbook, 2013
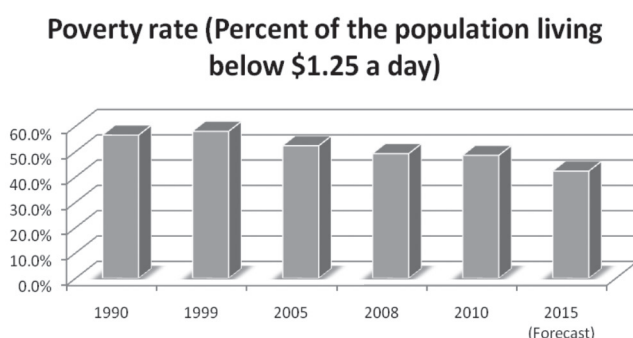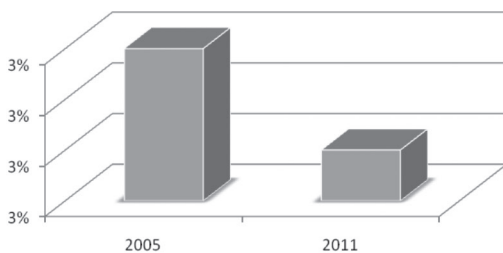
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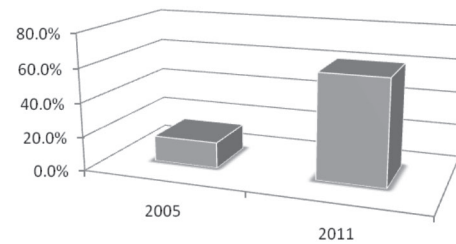
Access to safe Water (Africa)

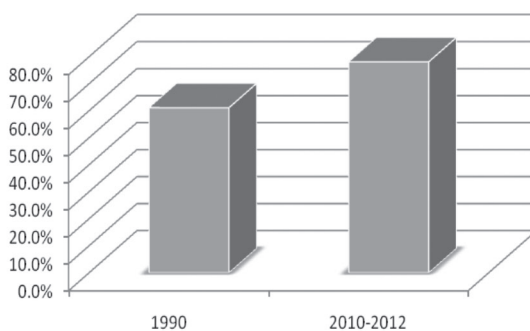## Under 5 Mortality Rate per 1000

Main Telephone line per 100 inhabitants (Africa)

Mobile Cellular Subscribers per 100 inhabitants (Africa)

Net Primary Enrolment Ratio

Primary Girls to Boys Ratio
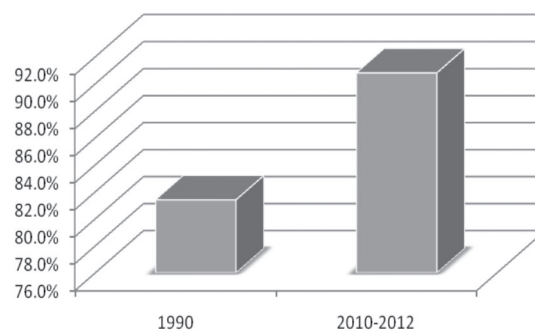
Literacy Rate of 15-24 Year Olds
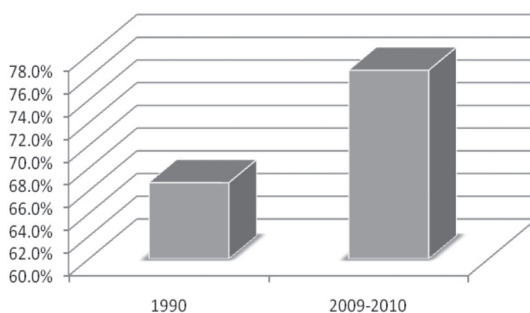
Female to Male Ratio literacy Rate of 15-24 Year Olds
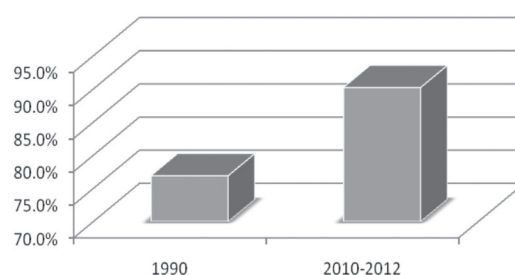
Source: African Statistical Yearbook, 2013

205. All told, Africa has moved away from hopelessness to resilience, strength and greater self-confidence. Progress and promise have replaced despondency and despair. The continent has definitely moved on, making the Africa of a decade ago different from the Africa of today.

206. In the last twelve years, the AU itself has come up with very solid regional frameworks, programmes and plans of action in the areas of peace, security, integration and development. CAADP is the framework laid down for the continent's food security and poverty reduction; PIDA for Africa's in-

frastructural development; the Peace and Security Architecture, for Africa's conflict prevention and resolution agenda; the African Governance Architecture, for the promotion of good governance on the continent; the Continental Free Trade Area as a solid instrument of Africa's integration.

207. There are many other regional programmes, plans of action and policy and normative frameworks for youth, children, women, human rights, health, education, science and technology, etc., which the AU has developed well after the creation of NEPAD, OSAA, the RCM and the TYCBP-AU[16]. It is not certain that the present arrangements for putting flesh on the relationship between the UN and the AU - as borne out in the current programmatic and institutional support - have been aligned with the latter's needs, goals and objectives as expressed in the frameworks, flagship programmes and plans of action which it has formulated in recent times. In addition, the new UN Office to the African Union (UNOAU) has joined the constellation of stakeholders in the relationship, with its role and position among them yet to be clearly defined.

208. Things have evolved and moved on, and it cannot be said with certainty that the present arrangements have allowed the UN system to move along side-by-side with them. Furthermore, Africa's post- 2015 agenda and its Sustainable Development Goals are currently being crafted and the AU itself is in the process of designing its long-term Vision 2063, to which the international system - the UN in particular - must contribute at both the formulation and the implementation stages.

209. In view of all of the foregoing, it seems imperative that the UN must now begin positioning itself to be able to more realistically respond to the present-day and emerging long-term, comprehensive requirements for Africa's integration and development. Furthermore, the TYCBP-AU is approaching it's life's end. This is the time for action to be initiated on a coherent, well-resourced successor programme. The replacement that is to be decided upon should be an integral part of one comprehensive medium- to long-term programme of support to the African Union. The requisite institutional support for the implementation of such a programme should also be fully considered.

210. The relationship between the UN and the AU as defined in this new programme may be rendered more meaningful if it were woven around the regional and sub-regional sectoral and thematic roadmaps that have been drawn up for the attainment of the AU's objectives and goals, as well as the AU's strategic plans and long-term vision. What is now required is for this relationship to be elevated above a mere partnership, to openly display commitment, dedication, companionship, alliance, bonding – a COMPACT in which the UN works hand-in-hand **with** the AU in a systematic, determined and focused manner, on the latter's several integration and development instruments and roadmaps.

211. The new relationship may be called,

> **The UN-AU Compact on Africa's Integration**
> **and Development Agendas.**
> **(CAIDA)**

212. How to define this compact make it operational, should be the subject of deep reflection and extensive consultation between all stakeholders on the UN and the AU sides. This reflection should be taken to the RECs, NPCA and the various organs of the AU. A technical working group, representing the major stakeholders should be constituted to make proposals on how to craft the new relationship and make it operate in a manner that delivers discernable, measurable results. The African Union, which is the principal stakeholder in the partnership, may be requested to undertake the appropriate demarches with the UN in order to initiate the process of change.

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16   Seen Annex 1

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Annex 1 Some Continental and Global Frameworks, Instruments and Programmes by the AU/NEPAD 2001-2013

Name	Description
The Abuja Call for Accelerated Action towards Universal Access to HIV and AIDS, Tuberculosis and Malaria Services in Africa (2001)	The "Abuja Call for Accelerated Action towards Universal Access to HIV and AIDs, Tuberculosis and Malaria Services in Africa" was supported by heads of state and governments of the African Union as a renewed effort to review progress made in implementing the "Abuja Declaration and Plan of Action on Roll Back Malaria (RBM)" of 2000 and the "Abuja Declaration and Plan of Action on HIV and AIDS, Tuberculosis and Other Infectious Diseases (ORID)" of 2001. There is marked progress towards the achievement of the 2000 and 2001 Abuja commitments in the Call's declarations and plan of action. African heads of states and governments acknowledge the need for: leadership at national, regional and continental levels, resource mobilization, protection of rights, poverty reduction, strengthening healthcare systems through disease prevention, treatment, care and support, access to affordable medicines and technologies, research and development, accelerating implementation, and increasing quality of partnerships, monitoring, evaluation and reporting.
The African Peace and Security Architecture (APSA) 2002	APSA was established by the African Union in collaboration with the Regional Economic Communities. Its role is to deal with prevention, management and resolution of conflicts in Africa. Its core organ is the African Union Peace and Security Council.
African Peer Review Mechanism (APRM) 2003	The African Peer Review Mechanism (APRM) is a voluntary, unconditional and mutually agreed upon review process among African governments designed to promote good governance through country-self assessment and peer-review. Adopted in March 2003 and open to all 54 AU member states, the APRM has by 2014 grown to 34 member states. The APRM mandate is to ensure that each participating country's governance policies and practices conform to the agreed values and codes provided for in AU's Declaration on Democracy, Political, Economic and Corporate Governance of 2002.
Comprehensive Africa Agriculture Development Programme (CAADP) 2003	Agricultural development in Africa is driven through AU/NEPAD's Comprehensive Africa Agriculture Development Programme (CAADP). CAADP's objective is to raise agricultural productivity in Africa to at least six percent annually to contribute to poverty alleviation and elimination of hunger in Africa. In addition, CAADP requires countries to commit at least 10 percent of their national budgets to agriculture. CAADP was established as part of NEPAD in July 2003 and focuses on improving and promoting agriculture across Africa. The programme is premised on four pillars – each dealing with key issues: • Sustainable land and reliable water control systems; • Private sector development, rural infrastructure, improved trade and market access; • Increasing food supply and reducing hunger; and • Agricultural research and dissemination of agricultural technology.
Science and Technology Consolidated Plan of Action (CPA) 2003	AU/NEPAD's Science and Technology Consolidated Plan of Action (CPA) aimed at the explicit application of S&T for industrialization and economic growth. The November 2003 African Ministerial Conference on Science and Technology, organized by the NEPAD Secretariat with the support of South African DST and the United Nations Education, Scientific and Cultural Organization (UNESCO), adopted an 'Outline of a Plan of Action' containing twelve flagship programme areas and specific policy issues. It also established the African Ministerial Council on Science and Technology (AMCOST) and its Steering Committee for Science and Technology as the overall governance structure for setting continental priorities and policies pertaining to the development and application of science and technology for Africa's socio-economic transformation.
Pharmaceutical Manufacturing Plan (2005)	The aim is to establish an Africa PMP which will provide the framework for local production of essential medicines by AU Member States and RECs.

Name	Description
Second Decade of Education for Africa – Plan of Action (2006-2015)	The action plan represents the collective decision of the Member States of African Union on education for the second decade (2006-2015). The plan was prepared "by Africa itself for the benefit of the entire African continent and its people". Seven areas of focus were identified in 2006 for the Second Decade of Education: (i) Gender and Culture (ii) Education Management Information Systems (iii) Teacher Development (iv) Tertiary Education (v) Technical and Vocational Education and Training, including education in difficult situations (vi) Curriculum and Teaching and Learning Materials (vii) Quality in all its Ramifications In 2009, Conference of Ministers of Education of the African Union added Early Childhood Development and Education (ECD) as the eighth area of focus.
African Youth Charter (2006)	In July 2006, African Union Head of States and Governments meeting in Banjul, Gambia, endorsed the African Youth Charter (AYC). The Charter is a political and legal document which serves as the strategic framework that gives direction for youth empowerment and development at continental, regional and national levels. The AYC aims to strengthen, reinforce and consolidate efforts to empower young people through meaningful youth participation and equal partnership in driving Africa's development agenda. Overall: The Youth Charter is a legal document to support policies, programmes and actions for youth development in Africa. The Charter refers to the rights, freedoms and duties of Young people in Africa. The Youth Decade Plan of Action 2009-2018 is a roadmap for the effective popularizing, ratifying and implementing the AYC Ratification As of April 19, 2012, 28 Member States have Ratified the Charter, 39 Member States have Signed the Charter, 6 Member States are yet to sign and ratify
Charter for African Cultural Renaissance (2006)	The objectives of this Charter are to assert the dignity of African men and women as well as the popular foundations of their culture; to promote freedom of expression and cultural democracy, which is inseparable from social and political democracy; to promote an enabling environment for African peoples to maintain and reinforce the sense and will for progress and development; to preserve and promote the African cultural heritage through preservation, restoration and rehabilitation; to combat and eliminate all forms of alienation, exclusion and cultural oppression everywhere in Africa;
Ouagadougou Action Plan to Combat Trafficking In Human Beings, Especially Women and Children (2006)	The Ouagadougou Action Plan was adopted by Ministers of Foreign Affairs, Ministers Responsible for Migration and Ministers Responsible for Development from Africa and EU Member States and AU and EC Commissioners and Other Representatives gathered in Tripoli inNovember 2006.

Name	Description
The Maputo Plan of Action to curb maternal deaths in Africa (2006)	In September 2006, ministers of health and delegates from 48 African countries met in Maputo, Mozambique where they agreed unanimously that the right to health is under serious threat in Africa, and that poor sexual and reproductive health is a leading killer. To address this problem, they adopted a plan of action to ensure universal access to comprehensive sexual and reproductive health (SRH) services on the continent. The plan recommends a number of measures, among them the following: • Integrating HIV/AIDS services into sexual and reproductive health and rights; • Promoting family planning as a crucial factor in attaining the Millennium Development Goals; • Supporting the sexual and reproductive health needs of adolescents and young people as a key SRH component; • Addressing unsafe abortions through family planning; • Delivering quality and affordable health services to promote safe motherhood, child survival, and maternal, newborn and child health; • Adopting strategies that would ensure reproductive health commodity security.
The Great Green Wall for the Sahara and Sahel Initiative (GGWSSI) 2007	The Great Green Wall initiative is a pan-African proposal to "green" the continent from west to east in order to battle desertification. It aims at tackling poverty and the degradation of soils in the Sahel-Saharan region, focusing on a strip of land of 15 km (9 mi) wide and 7,100 km (4,400 mi) long from Dakar to Djibouti.
Action Plan for the Accelerated Industrial Development of Africa (AIDA) 2008	In January 2008, the African Union Assembly endorsed AIDA. The Conference of African Ministers of Industry (CAMI) subsequently adopted a Strategy for the Implementation of AIDA to: • Promote economic diversification through industrial value-added activities; • Create an enabling environment and institutional framework that promotes private sector sensitive industrial development, regional economic cooperation and international competitiveness; and • Enhance supply side and demand side capacity for industrial production and trade. It is a strategy aimed at mobilizing both financial and non-financial resources to increase Africa's competitiveness with the rest of the world.
The AU Commission Initiative against Trafficking (AU.COMMIT) Campaign (2009-2012)	The African Union has chosen the Day of the African Child, an initiative to fight human trafficking in Africa. This campaign seeks to make the fight against trafficking in persons a priority on the development agenda of the continent. It also calls on African States to build on the Ouagadougou Action Plan to Combat Trafficking in Human Beings, which guides African Union member States in developing and reforming their policies and laws on trafficking in persons.
Programme for Infrastructure Development in Africa (PIDA) 2009	The Programme for Infrastructure Development in Africa (PIDA) is a strategic framework for the development of regional and continental infrastructure (Energy, Transport, Information and Communication Technologies (ICT) and Trans-boundary Water Resources). The overall goal of PIDA is to promote socio-economic development and poverty reduction in Africa through improved access to integrated regional and continental infrastructure networks and services. The PIDA Sector Studies will assist in developing a vision on Africa's infrastructure based on strategic objectives and sector polices; prioritized regional and continental infrastructure investment programs (Energy, Transport, Information and Communication Technologies (ICT) and Trans-boundary Water Resources) over the short, medium, and long term, up to the year 2030. In addition, the Studies will recommend the required institutional arrangements, legal frameworks, and the financing mechanisms for the implementation and monitoring of the programs.

Name	Description
African Maritime Transport Charter and Plan of Action Maritime Transport (2009)	The objectives of the African Maritime Charter are as follows to:
	Declare, articulate and implement harmonized maritime transport policies capable of promoting sustained growth and development of African merchant fleets and to foster closer cooperation among the Member States of the same region and between the regions.
	Facilitate and encourage regular consultations for determining African common positions on issues of international maritime policy and to define, for each given problem, concerted solutions.
	Promote effective implementation of international maritime instruments to which Member States are parties.
	Promote bilateral and multilateral cooperation among the maritime administrations of Member States, and their respective operational organizations in the field of maritime and inland waterways transport and port activities.
	Promote the funding, undertaking of research studies by national institutions that encourage the promotion and development of cooperation in maritime and inland waterways transport and port operations among States and regions.
	Encourage the establishment and support of maritime and ports administrations.
	Encourage the establishment of shippers' councils and support them in the performance of their functions;
	Promote the establishment of national and regional shipping lines and provide them the assistance necessary for their success.
	Develop and promote mutual assistance and cooperation between Member States in the area of maritime safety, security and protection of the marine environment.
	Promote the sharing of best practices among Member States in the overall management and operation of Maritime Administrations and other maritime entities established in terms of this Charter.
	Promote the provision of maritime education and training at all levels including secondary schools.
	Promote the employment of seafarers, decent working conditions and training of seafarers.
	Promote development of multimodal transport and integration of all modes of transport.
	The Plan of Action constitutes a road map primarily aimed at outlining the global objectives pursued in a bid to improve African maritime transport, The major activities or actions identified for attaining the objectives, the measure of outputs, the lead and other institutions responsible for the implementation of the activities detailed in the Action Plan.

Name	Description
African Agribusiness and Agro-Industries Development Initiative (2010)	3ADI for "African Agribusiness and Agro-Industries Development Initiative" was launched in August 2010 in response to a request from the Commission of the African Union; it is predicated on driving an alignment of individual actions and priorities between public authorities responsible for emitting signals that are clear, consistent and observable by all; those responsible for transport, energy and communication infrastructure; the rural world, its skills and organization; the holders of scientific, technological and financial resources, domestic and foreign; the inputs, seeds, fertilizers, pesticides and advisory services providers; access to markets with its increasing requirements of quality, safety, standardization and traceability. The initiative is to be implemented in 3 consecutive steps: 1. Assess key constraints faced by agro-industries that limit their ability to add value to agricultural production through agro-processing, post-harvest handling, supply chain management and trade promotion; 2. Develop and validate concrete interventions that promote agro-industry development in close collaboration with stakeholders and external resources; 3. Assist beneficiaries and countries in resource mobilization from international finance institutions and a range of private partners, research institutions and non-governmental organizations. Target resources include finance (public and private), investment, technology, expertise and scientific knowledge for agribusiness development.
Global Plan towards the Elimination of New HIV Infections Among Children by 2015 and Keeping Their Mothers Alive (2011-2015)	The goal of the Global Plan is to move towards eliminating new HIV infections among children and keeping their mothers alive. This plan focuses on reaching pregnant women living with HIV and their children—from the time of pregnancy until the mother stops breastfeeding. Prior to pregnancy, and after breastfeeding ends, HIV prevention and treatment needs of mothers and children are to be met within the existing continuum of comprehensive programmes to provide HIV prevention, treatment, care and support for all who need it.
African Governance Architecture (AGA) 2011 and African Governance Platform (2012)	The 16th Ordinary Session of the Assembly of Heads of State and Government of the African Union which convened in Jan. 2011 under the theme "Towards Greater Unity and Integration through Shared Values" adopted the African Governance Architecture and its Platform by endorsing the EC Decision EX .CL Dec. 619 (XVIII) and Assembly/AU/Decl.1(XVI). The African Governance Architecture (AGA) is the overall political and institutional framework for the promotion of democracy, governance and human rights in Africa. The overall objective of the AGA is to achieve good governance, democracy and human rights as reflected in the objectives of the African Charter on Democracy, Elections and Governance through better coordination, coherence, partnership and efficiency among AU organs and RECs charged with these mandates. The added value of the AGA to efforts aimed at addressing Africa's governance challenges, lies on how it translates the Charter from being a commitment to concrete actions to support, complement and enhance the capacity of AU Member States in consolidating and improving their governance processes.

Name	Description
	The AGA seeks to achieve this objective by:
	(a) formalizing, consolidating and promoting closer cooperation between AU Organs/institutions and other stakeholders;
	(b) establishing a coordinating mechanism of regional and continental efforts for the internalization and implementation of the African Governance Agenda; and
	(c) enhancing the capacity of AU Organs and institutions in the promotion, evaluation and monitoring of governance standards and trends.
	The coordinating structure for the AGA is the Platform, the secretariat of which is located within the DPA. The Platform, which was launched in June 2012 in Lusaka, Zambia, presents a framework through which many of the stakeholders on governance, democracy and human rights on the Continent can influence the process of facilitating accession to and ratification of AU instruments, but more importantly their domestication, as well as the monitoring and evaluation of their implementation at the domestic level.

Annex 2 Declaration: Enhancing UN-AU Cooperation: Framework For the Ten-Year Capacity Building Programme for the African Union

DECLARATION

ENHANCING UN-AU COOPERATION:
FRAMEWORK FOR THE TEN-YEAR CAPACITY BUILDING PROGRAMME
FOR THE AFRICAN UNION

We, the Secretary-General of the United Nations and the Chairperson of the Commission of the African Union, united in our commitment to the maintenance of international peace and security and the enhancement of development on the African continent, and desiring, for that purpose, to develop stronger relationship between our two organizations by establishing a basis for expanding and strengthening consultations and cooperation between our respective secretariats, have agreed to the following in furtherance of the Cooperation Agreement between the United Nations and the Organization of African Unity of 9 October 1990.

1.   In view of the persistent needs of the African Union to address the peace and security situation in Africa, we underscore the importance of cooperation between the United Nations (UN) and the African Union (AU) in promoting international peace and security on the African continent, especially programmes and activities that take into account the special needs of Africa, which was reaffirmed by the 2005 World Summit Outcome. To this end, cognizant of the grave toll conflict is taking in many parts of Africa, we undertake to focus our efforts, with priority, on conflict prevention, mediation and good offices, peacekeeping and peacebuilding. We have together identified key areas for collaboration in these sectors so to build the capacity of the African Union and ensure that our organizations work effectively together to meet the challenges to peace and security in Africa.

2.   Bearing in mind the wide range of fundamental challenges facing Africa, and pursuant to the World Summit Outcome, we further undertake to deepen and broaden the cooperation between our two organizations, as appropriate, through consultations between us and senior officials, and talks at the staff level, as well as through the implementation of the projects/programmes within the context of the evolving Framework for the Ten Year Capacity Building Programme for the African Union (the Framework). We reiterate that the evolving Framework should be conceived as the UN overall strategic framework for cooperation with the AU, and whose main objective should be to enhance the capacity of the AU Commission and African subregional organizations to act as effective UN partners in addressing the challenges to human security in Africa, focusing on the areas described in paragraph 6 below.

3.   We reaffirm that the evolving Framework should cover all aspects of the cooperation between the UN and the AU, including but not limited to the following areas: peace and security (including crime prevention); assistance in institution building, and political and electoral matters; peacekeeping operations; governance, human rights and the rule of law; peace-building; humanitarian response, recovery and food security; social, cultural, and health issues; and the environment.

4.   We recognize that the ongoing cooperation between the AU and the organizations of the UN system at the AU headquarters is the operational component of the evolving Framework.

5.   We agree to align the support of the organizations of the UN system for New Partnership for Africa's Development (NEPAD) with the evolving Framework.

6.   Our cooperation will continue to develop in a practical fashion, taking into account each organization's specific expertise and capabilities, and contributing to improving collaboration among all elements of the international community's response to the challenges on the African continent. We are also prepared to share best practices and lessons learned. In the context of the evolving Framework, we agree to give special emphasis to enhancing the AU's capacities in the following areas:

   a) Institution-building, human resources development and financial management;
   b) Peace and security;
   c) Human rights;
   d) Political, legal and electoral matters;
   e) Social, economic, cultural and human development;
   f) Food security and environmental protection.

7.   We agree that existing cooperation arrangements between the organizations of the UN system and the AU will continue. In addition, new cooperation projects/programmes, as well as long-term partnership arrangements with the AU and the African sub-regional organizations, should be designed within/in the context of the evolving Framework and should be consistent with their specific mandates and area of competence.

8.   We undertake to implement the ongoing and envisaged UN-AU cooperation programmes on the basis of the evolving Framework, the detailed Joint African Union-United Nations Action Plan for United Nations Assistance to the African Union Peacekeeping Capacity Building and all subsequent sectoral action plans.

9.   We agree to periodically review the evolving Framework at three-year intervals.

Done at Addis Ababa, on 16 November 2006.

Kofi A. Annan
Secretary-General of the United Nations

Alpha Oumar Konaré
Chairperson of the African Union
Commission

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Annex 3: General Assembly Resolution 61/296:

General Assembly

Sixty-first session
Agenda item 108 (*a*)

Resolution adopted by the General Assembly

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

61/296. Cooperation between the United Nations and the African Union

The General Assembly,

Having considered the report of the Secretary-General on cooperation between the United Nations and regional and other organizations,[1]

Recalling the provisions of Chapter VIII of the Charter of the United Nations, as well as its resolutions 55/218 of 21 December 2000, 56/48 of 7 December 2001, 57/48 of 21 November 2002 and 59/213 of 20 December 2004,

Recalling also the principles enshrined in the Constitutive Act of the African Union adopted at the meeting of the Heads of State and Government of the African Union, held in Lomé from 10 to 12 July 2000,[2]

Recalling further the decisions and declarations adopted by the Assembly of the African Union at all its ordinary and extraordinary sessions, held in Durban, South Africa, on 9 and 10 July 2002,[3] in Maputo from 10 to 12 July 2003,[4] in Addis Ababa from 6 to 8 July 2004,[5] in Abuja on 30 and 31 January 2005,[6] in Sirte, Libyan Arab Jamahiriya, on 4 and 5 July 2005,[7] in Khartoum on 23 and 24 January 2006,[8] and in Banjul on 1 and 2 July 2006,[9]

Welcoming the adoption of the African Union Non-Aggression and Common Defence Pact at the fourth ordinary session of the Assembly of the African Union,[6] as an instrument to reinforce cooperation among States members of the African

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[1] A/61/256 and Add.1.
[2] United Nations, *Treaty Series*, vol. 2158, No. 37733.
[3] See A/57/744, annex III.
[4] See A/58/626, annex I.
[5] See African Union, documents Assembly/AU/Dec.33–54 (III) and Assembly/AU/Decl.12 & 13 (III).
[6] See African Union, documents Assembly/AU/Dec.55–72 (IV) and Assembly/AU/Dec.1–2 (IV).
[7] See African Union, documents Assembly/AU/Dec.73–90 (V), Assembly/AU/Dec.1–3 (V) and Assembly/AU/Resolution 1 (V).
[8] See African Union, documents Assembly/AU/Dec. 91–110 (VI), Assembly/AU/Dec.1–3 (VI) and Assembly/AU/Recommendations (VI).
[9] See African Union, documents Assembly/AU/Dec. 111–132 (VII) and Assembly/AU/Decl.1–4 (VII).

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Union in the areas of defence and security and that can in particular contribute to the work of the Peace and Security Council of the African Union and its cooperation with the United Nations,

Welcoming also the adoption of the framework for the ten-year capacity-building programme for the African Union set out in the declaration on enhancing United Nations-African Union cooperation, signed in Addis Ababa on 16 November 2006 by the Secretary-General and the Chairperson of the African Union Commission, [10] which highlights the key areas for cooperation between the African Union and the United Nations, namely 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, as an important step to further enhance the level of cooperation between the two organizations,

Acknowledging the decision of the African Union Peace and Security Council at its 68th meeting, held on 14 December 2006, on the establishment of a coordination and consultation mechanism between the African Union Peace and Security Council and the United Nations Security Council, taking note of discussions between the United Nations Security Council and the African Union Peace and Security Council held in June 2007, and welcoming the agreement to hold joint meetings at least once a year, [11]

Welcoming, while taking into account the role of the General Assembly, the statements by the President of the Security Council of 19 November 2004 on the institutional relationship with the African Union[12] and of 28 March 2007 on the relationship between the United Nations and regional organizations, in particular the African Union, in the maintenance of international peace and security, [13]

Bearing in mind the United Nations Declaration on the New Partnership for Africa's Development, contained in its resolution 57/2 of 16 September 2002, and its resolutions 57/7 of 4 November 2002, 58/233 of 23 December 2003, 59/254 of 23 December 2004, 60/222 of 23 December 2005 and 61/229 of 22 December 2006 on the New Partnership,

Stressing the urgent need to address the plight of refugees and internally displaced persons in Africa,

Stressing also the need for extending the scope of cooperation between the United Nations and the African Union in the area of combating illegal exploitation of natural resources in Africa,

Emphasizing the importance of the effective, coordinated and integrated implementation of the United Nations Millennium Declaration, [14] the Doha Development Agenda, [15] the Monterrey Consensus of the International Conference on Financing for Development, [16] the Plan of Implementation of the World Summit

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[10] A/61/630, annex.

[11] See S/2007/386, annex.

[12] S/PRST/2004/44; see *Resolutions and Decisions of the Security Council, 1 August 2004–31 July 2005*.

[13] S/PRST/2007/7; see *Resolutions and Decisions of the Security Council, 1 August 2006–31 July 2007*.

[14] See resolution 55/2.

[15] See A/C.2/56/7, annex.

[16] *Report of the International Conference on Financing for Development, Monterrey, Mexico, 18–22 March 2002* (United Nations publication, Sales No. E.02.II.A.7), chap. I, resolution 1, annex.

on Sustainable Development ("Johannesburg Plan of Implementation")[17] and the 2005 World Summit Outcome,[18]

Welcoming the efforts to enhance cooperation within the framework of a partnership between the peace and security structures of the United Nations and the African Union in the realm of conflict prevention and resolution, crisis management, peacekeeping and post-conflict peacebuilding in Africa,

Acknowledging the significant contribution of the 1999 Algiers Convention on the Prevention and Combating of Terrorism, and noting the centrality of international partnership and cooperation between the African Union, the relevant United Nations organs and the wider international community in the global fight against terrorism,

Acknowledging also the contribution of the United Nations Liaison Office in strengthening coordination and cooperation between the United Nations and the African Union, as well as the need to consolidate it so as to enhance its performance,

Convinced 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 Africa,

1.   *Takes note with appreciation* of the report of the Secretary-General;[1]

2.   *Stresses* the need for closer cooperation and coordination between the United Nations system and the African Union, in accordance with the Cooperation Agreement as well as other relevant memorandums of understanding between the two organizations, particularly in the implementation of the commitments contained in the United Nations Millennium Declaration[14] and the 2005 World Summit Outcome[18] and as regards achieving the internationally agreed development goals, including the Millennium Development Goals, at the national, subregional and regional levels;

3.   *Invites* the Secretary-General to request 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[2] and the Treaty establishing the African Economic Community,[19] 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;

4.   *Also invites* the Secretary-General to request the United Nations system to enhance its support for the Commission of the African Union in the implementation of its Strategic Plan (2004–2007);

5.   *Requests* the United Nations system, while acknowledging its primary role in the promotion and maintenance of international peace and security, to intensify its assistance to the African Union, as appropriate, in strengthening the

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[17] *Report of the World Summit on Sustainable Development, Johannesburg, South Africa, 26 August–4 September 2002* (United Nations publication, Sales No. E.03.II.A.1 and corrigendum), chap. I, resolution 2, annex.
[18] See resolution 60/1.
[19] A/46/651, annex.

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institutional and operational capacity of its Peace and Security Council and in coordinating with other international partners when needed, in particular in the following areas:

(a) Development of its early warning system, including the Situation Room of the Peace and Security Directorate;

(b) Training of civilian and military personnel, including a staff exchange programme;

(c) Regular and continued exchange and coordination of information, including between the early warning systems and mediation mechanisms of the two organizations;

(d) Peace support missions of the African Union in its various member States, in particular in the area of communication and other related logistical support;

(e) Capacity-building for peacebuilding before and after the cessation of hostilities on the continent;

(f) Support for the Peace and Security Council in taking humanitarian action on the continent in accordance with the Charter of the United Nations and the Protocol relating to the Establishment of the Peace and Security Council;

(g) The full establishment of the African standby force and the military staff committee;

(h) Enhancement of the institutional capacity of regional peace support training centres for States members of the African Union;

(i) Cooperation between the United Nations Security Council and the African Union Peace and Security Council;

6. *Calls upon* the United Nations system to support the African Union and its member States in their efforts to implement the internationally agreed development goals, including the Millennium Development Goals;

7. *Calls for* the implementation of the declaration on enhancing United Nations-African Union cooperation: framework for the ten-year capacity-building programme for the African Union,[10] and in this regard, requests the Secretary-General to take appropriate measures to strengthen the capacity of the United Nations Secretariat and to implement its mandate with respect to meeting the special needs of Africa;

8. *Recognizes* the need for sustainable and predictable financing and operational and logistical support for African Union peacekeeping operations and the crucial role the United Nations has to play with the international community to work towards a solution quickly, and to that end urges the United Nations to encourage donor countries, in consultation with the African Union, to contribute to adequate funding, training and logistical support for African countries in their efforts to enhance their peacekeeping capabilities, with a view to enabling those countries to participate actively in peacekeeping operations within the framework of the Protocol relating to the Establishment of the Peace and Security Council and the framework of the United Nations, and looks forward to the report of the Secretary-General on these issues;

9. *Stresses* the urgent need for the United Nations and the African Union to develop close cooperation and concrete programmes aimed at addressing the

problems posed by illicit trafficking in small arms and light weapons and anti-personnel mines, within the framework of the relevant declarations and resolutions adopted by the two organizations;

10. *Calls upon* the United Nations system, the African Union and the international community to intensify their cooperation in the global fight against terrorism through the implementation of the relevant international and regional treaties and protocols and, in particular, the African Plan of Action adopted in Algiers on 14 September 2002, as well as their support for the operation of the African Centre for Studies and Research on Terrorism, inaugurated in Algiers in October 2004;

11. *Calls upon* the United Nations system to intensify its efforts, in collaboration with the African Union, in combating illegal exploitation of natural resources, particularly in conflict areas, in accordance with relevant resolutions and decisions of the United Nations and the African Union;

12. *Encourages* the United Nations system to effectively support the efforts of the African Union by urging the international community to strive for the successful and timely completion of the Doha round of trade negotiations, including negotiations aimed at substantial improvements in areas such as trade-related measures, including market access and regional economic integration, to promote sustainable growth in Africa;

13. *Invites* the United Nations system to enhance its support for African countries in their efforts to implement the Johannesburg Plan of Implementation;[17]

14. *Encourages* the United Nations to take special measures to address the challenges of poverty eradication through debt cancellation, enhanced official development assistance, increases in flows of foreign direct investment and transfers of affordable and appropriate technology;

15. *Calls upon* the United Nations system to accelerate the implementation of the Plan of Action contained in the document entitled "A world fit for children", adopted on 10 May 2002 at the special session of the General Assembly on children,[20] and to provide assistance, as appropriate, to the African Union and its member States in this regard;

16. *Calls upon* the United Nations system and the African Union to develop a coherent and effective strategy, including through joint programmes and activities, for the promotion and protection of human rights in Africa, within the framework of the implementation of regional and international treaties, resolutions and plans of action adopted by the two organizations;

17. *Urges* the United Nations system to increase its support for Africa in the implementation of the declaration of the extraordinary summit meeting of the Assembly of Heads of State and Government of the Organization of African Unity on HIV/AIDS, tuberculosis and other related infectious diseases, held in Abuja in April 2001,[21] and the Declaration of Commitment on HIV/AIDS[22] so as to arrest the spread of these diseases, inter alia, through sound capacity-building in human resources;

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[20] See resolution S-27/2.

[21] Organization of African Unity, document OAU/SPS/ABUJA/3.

[22] Resolution S-26/2, annex.

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18. *Also urges* the United Nations system to continue to implement resolution 58/149 of 22 December 2003 on assistance to refugees, returnees and displaced persons in Africa, and effectively to support African countries in their effort to incorporate the problems of refugees into national and regional development plans;

19. *Requests* the United Nations system to cooperate with the African Union and its member States in the implementation of appropriate policies for the promotion of the culture of democracy, good governance, respect for human rights and the rule of law, and the strengthening of democratic institutions which will enhance the popular participation of the peoples of the continent in these issues, in accordance with the purposes and principles of the Constitutive Act of the African Union and the New Partnership for Africa's Development;[23]

20. *Urges* the Secretary-General to encourage the United Nations system to work towards ensuring the effective and equitable representation of African men and women at senior and policy levels at the respective headquarters of its organizations and in their regional fields of operation;

21. *Calls upon* the Secretary-General and the Chairperson of the African Union Commission, working in collaboration, to review every two years the progress made in the cooperation between the two organizations, and requests the Secretary-General to include the results of the review in his next report;

22. *Requests* the Secretary-General to report to the General Assembly at its sixty-third session on the implementation of the present resolution.

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17 September 2007

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[23] A/57/304, annex.

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Annex 4: The Nine Thematic Clusters of the Regional Coordination Mechanism in Africa (RCM-Africa) 2012

Cluster	Coordinators	Subcluster	Members
Infrastructure Development	AUC and ECA		FAO, UNCTAD, UNDP, UNEP, UNESCO, UNICEF, UN-HABITAT, WHO, UNOPS, WMO, IAEA, ILO, IOM, ITU, UNITAR, WIPO, World Bank and WTO.
	AUC and UNIDO	Water	
	AUC and AUC and ECA	Energy	
	AUC and ECA	ICT	
	AUC and ECA	Transport	
Governance	AUC and UNDP		UNDP, AGI, AUC, UNCTAD, UNOAU/DPA, IDEA, IDEP, NPCA, COMESA, UNFPA,UN WOMEN, EAC, SADC, CEN-SAD, UNOHCHR, World Bank, OCHA, UNHCR, AfDB, APRM Secretariat, UNDESA and UNIDO
	AUC/DPA and UNECA	Economic and Corporate governance	
	AUC/DPA and OHCHR	Human Rights	
	AUC/DPA and ECA	Public Service and Administration	
	AUC/DPA and UNOAU	Democracy and Governance	
Social and Human Development	AUC and WHO		ILO, AUC, UNESCO, UNFPA, IOM, ECA, COMESA, ECCAS, UNAIDS, UNHCR, UNICEF, UNIDO, UNOHCHR, ECOWAS, FAO, IGAD, IOM, IOM, OSAA, UN WOMEN, WFP , NPCA ,WHO, ITU and World Bank
	AUC and UNAIDS	Health , HIV and AIDS, Malaria, TB and other infectious diseases	
	AUC and UNWOMEN	Gender, Youth and Development	
	AUC and IOM	Social Welfare, Protection and Human Trafficking	
	AUC and ILO	Labour and Employment	
	AUC and UNESCO	Sports and Culture	
	AUC and UNESCO	Education and Human Resources	
Agriculture Food Security and Rural Development	AUC and FAO		ECA, NPCA, OSAA, IOM, OCHA, UNCTAD, UNDP, WMO, IAEA, WIPO, UNHCR, World Bank, WFP, IFAD, ILO, UNWOMEN and UNIDO
Science and Technology	AUC and UNESCO		UNESCO, UNECA, WIPO, UNIDO, UNAIDS, UNCTAD, FAO, UNEP, ILO, WHO, UNDP, UNU-MERIT, IAEA
Peace and Security	AUC and UNOAU		ECA, UNAIDS, AUC, FAO, ILO, IOM, OCHA, UNDP, UNHCR, UN WOMEN, UNOAU, UNOHCHR, UNICEF, WFP, UNESCO, WHO, ECCAS, ECOWAS, SADC AU, NARC AU, UNEP, COMESA, and UNFPA

Cluster	Coordinators	Subcluster	Members
	AUC and DPKO	Africa Peace and Security Architecture of the AU	
4	AUC and UNHCR	Post Conflict Reconstruction and Development	
	AUC and OHCHR	Transitional Justice	
	AUC and UNOCHA	Emergency Preparedness & Response	
Advocacy and Communications	AUC and OSAA		AUC, AU-NPCA, ILO, IOM, UNAIDS, UNDP, UNDPI, UNECA, UNEP, UNESCO, UNFPA, UNHCR, UNWOMEN, and OSAA
Environment, Population and Urbanisation	AUC and UNEP		UNEP, AUC, ECA, AfDB, ILO, IOM, ISDR, UNFPA, UNCTAD, WMO, ECOWAS, COMESA, UNCCD, NPCA and UNDP
Industry, Trade and Market Access	AUC and UNIDO		FAO, IFAD, ILO, UNCTAD, UNDP, UNECA, UNESCO, AfDB and World Bank

List of Institutions Consulted

No.	Institution
1.	UNECA
2.	UNOAU
3.	UNWOMEN
4.	ILO
5.	FAO
6.	IOM
7.	UNAIDS
8.	OSAA
9.	DESA
10.	DPKO
11.	DPI
12.	DPA
13.	Permanent Observer Mission of the AU to the UN New York
14.	ECOWAS Secretariat, Abuja, Nigeria
15.	ECOWAS Liaison Office
16.	COMESA Liaison Office to AU
17.	EAFSCOM Liaison Office
18.	IGAD Liaison Office to AU
19.	Office of the DSG
20.	UNDP New York
21.	UNDP Addis Ababa
22.	WFP
23.	UNOCHA
24.	WHO
25.	UNFPA
26.	UNESCO
27.	Oxfam International
28.	Norwegian Refugee Council
29.	International Federation of Red Cross and Red Crescent Societies (IFRC)