



UNITED NATIONS
ECONOMIC AND SOCIAL COUNCIL
ECONOMIC COMMISSION FOR AFRICA

Thirty-first meeting of the Committee of Experts



AFRICAN UNION
COMMISSION

Seventh meeting of the Committee of Experts

Meeting of the Committee of Experts of the 5th Joint
Annual Meetings of the AU Conference of Ministers
of Economy and Finance and ECA Conference of
African Ministers of Finance, Planning and Economic
Development

Addis Ababa, Ethiopia
22–25 March 2012



Distr.: GENERAL

E/ECA/COE/31/14
AU/CAMEF/EXP/14(VII)
10 February 2012

Original: ENGLISH

Report on

United Nations system-wide support to the African Union and its NEPAD programme

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Abbreviations and acronyms

APRM	African Peer Review Mechanism
APSA	African Peace and Security Architecture
AU	African Union
AUC	African Union Commission
CAADP	Comprehensive Africa Agriculture Development Programme
EAC	East African Community
ECA	Economic Commission for Africa
ECOWAS	Economic Community of West African States
IGO	Intergovernmental Organization
MDGs	Millennium Development Goals
NEPAD	New Partnership for Africa's Development
NPCA	NEPAD Planning and Coordinating Agency
NPoA	National Plan of Action
RCM	Regional Coordination Mechanism
SADC	Southern African Development Community
SRCMs	Subregional Coordination Mechanisms
TYCBP-AU	Ten-Year Capacity-Building Programme for the African Union
UNDP	United Nations Development Programme
UNIDO	United Nations Industrial Development Organization

I. Introduction

1. 2011 was a milestone in the history of the New Partnership for Africa's Development (NEPAD) as it marked the tenth anniversary of the programme. The United Nations system played a key role in raising public awareness at the global, regional, and national levels of the achievements of the programme. This included the organization of a NEPAD Week at the sixty-sixth session of the United Nations General Assembly in New York. These events marking the tenth anniversary of NEPAD helped to strengthen partnerships in support of the implementation of the programme.

2. During the period under review, United Nations entities continued to improve the alignment of their programmes with those of the African Union Commission (AUC), the NEPAD Planning and Coordinating Agency (NPCA) and the Regional Economic Communities (RECs). Through the Regional Coordination Mechanism of United Nations Agencies and Organizations Working in Africa in Support of the African Union and its NEPAD Programme (RCM-Africa) and its clusters, interaction between United Nations agencies and organizations, on the one hand, and African Union (AU) institutions (notably AUC, NPCA, RECs and the Pan-African Parliament), on the other, continued to be strengthened. With the completion of the capacity needs assessment of AUC and the adoption of a comprehensive work programme for the implementation of the Ten-Year Capacity-Building Programme for the African Union (TYCBP-AU) at the twelfth session of RCM-Africa in November 2011, the framework for capacity-building of AU institutions as partners for Africa's development became clearer.

3. Significant progress was also made in the establishment of Subregional Coordination Mechanisms (SRCMs), in particular the SRCM for Eastern and Southern Africa, which was launched as a pre-event of the twelfth session of RCM-Africa.

4. The Joint United Nations-African Union RCM-Africa Secretariat initiated and completed an exercise to help United Nations agencies and organizations develop a multi-year work programme for NPCA, a necessary task in support of its transformation from its erstwhile secretariat role to that of a technical agency of AU. The multi-year programme is now being implemented, with ECA playing a leading role.

5. Chapter II of this report presents an update on key achievements of the United Nations system in delivering as one to implement the NEPAD programme, including highlights of the capacity needs assessment and development of a comprehensive work programme for the implementation of the TYCBP; and chapter III focuses on the challenges of, and the way forward for, United Nations system support for AU and its NEPAD programme.

II. Main achievements of United Nations system-wide support for the implementation of the NEPAD programme

A. Support at the regional level: The work of the RCM-Africa clusters

6. The United Nations system continued to be involved in institution-building, programme design and implementation of AU and NEPAD programmes at the regional, subregional, national and community levels in Africa. United Nations agencies collaborated strongly in supporting various AU initiatives, notably (a) Africa Youth Forum; (b) African Union Youth Volunteer Corps programme; (c) AUC Initiative against Trafficking; (d) the Africa UNiTE campaign to end violence against women; (e) Ouagadougou Declaration on Employment and Poverty Alleviation in Africa and Plan of Action for Promotion of Employment and Poverty Alleviation; (f) Campaign on

Accelerated Reduction of Maternal Mortality in Africa; (g) the harmonization of Abuja and Maputo indicators aimed at strengthening the capacity of AU member States to monitor and report progress on HIV/AIDS commitments; (h) Pan-African Conference on Teacher Development in Africa; (i) Pan-African University; (j) Conference of Ministers of Education of the African Union; (k) Human Rights Strategy for Africa; (l) African Charter on the Principles and Values of Public Service and Administration; (m) African Peer Review Mechanism (APRM); (n) Comprehensive Africa Agriculture Development Programme (CAADP); (o) Programme for Infrastructure Development in Africa; African Peace and Security Architecture (APSA); and (p) African Charter on the Rights and Welfare of the Child, among others.

7. RCM-Africa clusters also improved the alignment of their activities with AU priorities and NEPAD programmes by developing business plans based on the priorities of AU institutions. The following clusters and sub-clusters successfully worked with partners to develop their business plans: Governance; Social and Human Development; Environment, Population and Urbanization; Water, Sanitation and Hygiene; Industry, Trade and Market Access; Agriculture, Food Security and Rural Development; Advocacy and Communications. These business plans have helped to strengthen efforts towards joint programming with a view to achieving coherence and optimal results. For example, the Social and Human Development cluster achieved, inter alia, the following: (a) development and alignment of cluster plans and activities with the TYCBP-AU, the strategic plans of AUC and the NEPAD Agency, relevant decisions of the AU and RECs, and outcomes of AU sectoral ministerial bodies; (b) addressing issues of coordination and collaboration: inter-cluster communication and collaboration (joint meetings, joint activities, information-sharing etc.), and participation of AUC, the NEPAD Agency, the RECs and the African Development Bank in cluster activities.

8. The process of preparing the business plans and the capacity needs assessment generated greater awareness of NEPAD programmes. The contribution of the RCM clusters to Africa's development programmes during the past year can be summarized as follows.

Social and Human Development Cluster

9. The Social and Human Development Cluster supported substantive preparations for the African Youth Forum, as well as an AU pre-summit held in April 2011 that led to increased commitment from member States to accelerate the implementation of youth-related commitments such as the Plan of Action for the decade 2009-2018. The Cluster also supported the second course of training for the African Union Youth Volunteer Corps, where 138 young Africans from 27 countries were empowered with skills to address various development issues at the regional and national levels.

10. The Social Welfare and Human Trafficking sub-cluster worked with the AUC Department of Social Affairs in developing a joint Plan of Action for the Economic Community of West African States (ECOWAS) and the Southern African Development Community (SADC) that requires ratification by member States, with the launch of the AUC Initiative against Trafficking providing an opportunity to advocate for its ratification.

11. The Gender sub-cluster supported the participation of civil-society organizations active in the field of African women's rights in a session on "Mentoring youths to be champions of gender equality and women's empowerment". The sub-cluster also significantly assisted in the roll-out of the Africa UNiTE campaign to end violence against women.

12. The Employment and Labour sub-cluster provided support to AUC in monitoring and evaluating progress made in putting in to effect the Ouagadougou Declaration on Employment and Poverty Alleviation in Africa and Plan of Action for Promotion of Employment and Poverty Alleviation, leading to the preparation of a report on its implementation.

13. The Health sub-cluster provided technical support in the preparation of an African common position on HIV and AIDS during the fifth session of the Conference of AU Ministers of Health, held in April 2011. The sub-cluster also engaged in advocacy in support of AU's Campaign on Accelerated Reduction of Maternal Mortality in Africa, which led to its revision to include newborn and child health.

14. The Education and Human Resources sub-cluster funded the Pan-African Conference on Teacher Development in Africa. It also contributed to the launch of the Pan-African University and the adaptation of key documents at the AU Conference of Ministers of Education.

15. The Social and Human Development cluster also undertook a joint stock-taking exercise and mapping of youth employment programmes in Africa under the leadership of the Employment and Decent Work sub-cluster to identify programmes, projects and knowledge products being pursued by various organizations and partners in the region. This has contributed to the availability of knowledge which can assist African States in their efforts to tackle youth unemployment and underemployment.

Governance Cluster

16. The United Nations Development Programme (UNDP) and the AUC Department of Political Affairs convened a meeting in June 2011 to explore options for enhancing the institutional capacity of the Department, NPCA and RECs in the area of governance. The participants adopted the cluster's 2011 work plan, and aligned its business plan for 2011-2012 with the AUC strategic plan for 2009-2012. The strategic planning effort resulted in the development of a focused strategy to support the Commission's governance priorities.

17. Members of the Governance Cluster assisted in the training of election observers from AU and RECs as part of United Nations support for efforts to promote credible and transparent elections in Africa and support the institutional strengthening of RECs. The Cluster also provided technical assistance to the AU Advisory Board on Corruption, resulting in the development and adoption of its Strategic Plan (2011-2015). In addition, members of the cluster contributed technically to the development of a framework for African governance architecture, resulting in its adoption by the AU Summit in January 2011.

18. The Cluster assisted the East African Community (EAC) and SADC in improving guidance for member States on the conduct of elections. EAC was specifically help to develop electoral observation norms and standards, while SADC was aided during the inauguration and induction of the newly appointed SADC Electoral Advisory Council.

19. The Human Rights sub-cluster convened a meeting of United Nations agencies prior to an AUC Workshop on Finalization and Validation of the Human Rights Strategy for Africa, to gather inputs for the strategy.

20. The Democracy and Governance sub-cluster made significant contributions to the development of the concept paper for the AU 2011 Summit. The work of the sub-cluster resulted in

a series of consultations aimed at building consensus on how “shared values” can accelerate continental integration. Subsequently, the AU Summit of January 2011 declared 2012 as the Year of Shared Values.

21. The Public Service and Administration sub-cluster assisted AUC in its efforts to finalize the African Charter on the Principles and Values of Public Service and Administration, which led to its adoption at the sixteenth AU Summit. It also contributed to a series of harmonization meetings to establish a broad framework to guide member States in developing their public services. Members of the cluster also continued to provide operational support to the APRM process.

Agriculture, Food Security and Rural Development Cluster

22. The Food and Agriculture Organization of the United Nations (FAO) and the International Labour Organization (ILO) collaborated in mainstreaming rural employment in investment plans under the Comprehensive Africa Agriculture Development Programme (CAADP). The cluster, within the framework of the African Agribusiness and Agro-industries Development Initiative, collaborated with the United Nations Industrial Development Organization (UNIDO) in supporting an EAC initiative on agro-enterprises and agro-industries, for the development of covering Burundi, Kenya, Rwanda, Uganda and the United Republic of Tanzania. The work of the cluster contributed to increased ownership of the CAADP implementation process, mobilization of political, financial and technical support from development partners and engagement by African knowledge institutions in providing a pool of technical expertise to support the implementation of CAADP.

Environment, Population and Urbanization Cluster

23. The cluster developed a guidance note for mainstreaming climate change in the work of other clusters and organized a training session on its use as a pre-event for the twelfth session of RCM-Africa. With support from the secretariat of the African Ministerial Conference on the Environment, the African Development Bank and other regional bodies, it also helped to prepare Africa’s position for the seventeenth Conference of the parties to the United Nations Framework convention on climate change, which took place in Durban, South Africa in November 2011.

24. Cluster members undertook several capacity-building activities for the Economic Community of Central African States, resulting in the development of a regional strategy and mechanisms for early warning and response, the establishment of national disaster reduction units and long-term disaster risk reduction policies, and the development and implementation of a regional plan for disaster risk reduction.

25. Cluster members also assisted SADC in: strengthening early warning systems at both national and regional levels; strengthening the subregional platform for disaster risk reduction; developing and strengthening national mechanisms for information-sharing and exchange of best practices among countries and stakeholders; and developing a hydroclimatic data-sharing agreement for countries in the Zambezi river basin.

Industry, Trade and Market Access Cluster

26. UNIDO initiated a number of projects in the reporting period. Projects in Botswana and Lesotho focused on providing capacity-building support for industrial policy review and management. A project on capacity-building for industrial policy implementation is under implementation in Rwanda. UNIDO’s research has assisted African countries to monitor, benchmark and analyse their industrial performance and capabilities; the results are used to

formulate, implement and monitor strategies, policies and programmes that improve the contribution of industry to productivity growth and the meeting of the Millennium Development Goals (MDGs).

Advocacy and Communications Cluster

27. The active participation of AUC as co-Chair of the Advocacy and Communication Cluster was secured, making a significant difference to the conduct of operations. The delivery of the NEPAD@10 events in New York highlighted the significance of AU and NPCA at the global level, with journalists eager to receive first-hand information on Africa regularly from senior AUC officials.

28. The Cluster successfully organized a regional media dialogue in Lesotho in June 2011, to seek ways of improving media reporting on Africa's development in general and the NEPAD programme in particular. The main outcome of the meeting was the Lesotho Declaration, highlighting the role and responsibilities of the media in the development process in Africa.

29. To enhance communication among RCM-Africa members, the Joint Secretariat prepared and issued a Briefing Note, which highlighted efforts to implement the recommendations of the RCM-Africa annual sessions. This was complemented by *NEPAD Today*, a weekly publication highlighting key activities relating to the implementation of the NEPAD programme across Africa.

Infrastructure Development Cluster

30. The Energy sub-cluster supported AUC and its NEPAD programme in energy initiatives, especially those related to scaling up access to energy in Africa through activities in areas such as renewable energy, and energy development management.

31. Together with other United Nations regional commissions, ECA has prepared a proposal to enhance capacities for the development of energy efficiency projects. This will enable member States in Africa to develop the skills of the public and private sectors at the national level, provide assistance to authorities for regulatory and institutional reforms and enhance financing of energy efficiency projects.

32. The Transport sub-cluster, in collaboration with the AUC, undertook a study on the regional norms for the Trans-African Highway and prepared an intergovernmental agreement for the road network. The harmonization of norms and standards for further development of the Trans-African Highway network is an important requirement for the physical integration of the continent. Following an expert group meeting held on 19 and 20 September 2011, the report was validated and recommended for adoption by African ministers responsible for transport.

Peace and Security Cluster

33. Members of the Cluster provided technical support towards the development and operationalization of African Peace and Security Architecture (APSA). Roadmap III, aiming at the operationalization of the African Standby Force by 2015, and, related policy documents were endorsed by the annual meeting of the AU Ministers of Defence and Security held in Addis Ababa in October 2011. The Amani Africa II cycle of training and exercises was launched at the same time as the meeting. The AU Peace Support Operations Division has been restructured to support the operationalization of APSA.

34. Members of the Cluster provided support in the development of guidelines for the protection of civilians in AU-mandated peace support operations, and participated in the activities of the AUC Protection of Civilians Working Group. In addition, they continue to provide support to the AU Humanitarian Policy Framework, including in the development of a disaster management component. A final policy document is expected to be endorsed by AU policy organs next year. The United Nations supported the preparations for and launch of an AU Humanitarian Pledging Conference for the Horn of Africa.

35. Following the recommendations made at the Session of eleventh RCM, the Cluster engaged in consultations with AU and the RCM secretariat on the development of terms of reference and structures for a Sub-Cluster on Emergency Preparedness and Response. Documentation supporting the establishment of the sub-cluster has been finalized. This sub-cluster was officially launched during the twelfth session of RCM.

36. Members of the Cluster collaborated in a campaign for universal signature and ratification of the African Charter on the Rights and Welfare of the Child. A core group composed of AUC and members of the Cluster from United Nations agencies was established to prepare a plan of action and an implementation strategy to strengthen the AU protection mechanism and to address issues related to persons in protracted refugee situations and returnees. Advocacy activities were also undertaken for the speedy signature and ratification of the AU Convention for the Protection and Assistance of Internally Displaced Persons in Africa (Kampala Convention).

37. In the area of training, the Cluster supported the delivery of the AUC flagship Senior Mission Leaders course and provided training in planning for peace support operations, training in human rights and humanitarian civilian-military coordination courses to staff of AU and the RECs, training in disaster assessment coordination and training on conflict prevention, among others.

B. Technical support to NPCA

38. ECA, in close collaboration with NPCA and other partners, continued to provide technical support for the implementation of the NEPAD programme. In particular, ECA supported NPCA as it consolidated its position as a fully fledged technical unit of AUC. To that end, the Commission and NPCA jointly prepared a multi-year programme of ECA support to NEPAD, which essentially operationalized the Memorandum of Understanding between ECA and NPCA signed in 2010. Implementation of the multi-year programme is well under way, and activities undertaken within this framework include the elaboration of the NEPAD Rural Futures Programme, in collaboration with NPCA, the World Wide Fund for Nature and other partners, as well as preparatory activities for the 10-year review of NEPAD. ECA has also been actively involved as a core member of the Africa Platform for Development Effectiveness, and played a key role in preparing Africa's position and backstopping the participation of NPCA and AUC at the Fourth High-Level Forum on Aid Effectiveness, held in Busan, Republic of Korea, in November-December 2011. ECA also continued to host and backstop the work of the RCM-Africa secretariat.

39. The RCM-Africa secretariat, in the context of TYCBP-AU, assisted NPCA to draw up a memorandum of understanding with ECA, which resulted in the development of a multi-year programme including capacity-building activities. The multi-year programme covered all the priority areas of NPCA, namely, strategic planning and programme management; development strategy, macroeconomic analysis and statistics; agriculture, food security, climate change and sustainable development; regional integration and infrastructure; human development; economic and corporate governance; capacity development; gender; and information and communications

technology and science and technology. The programme could serve as a model for RCM-Africa clusters.

40. In the context of United Nations system support, ECA also provided the following: capacity-building for NPCA communications through needs assessment, restructuring of the team, redesign of the NPCA knowledge platform, training workshops, and secondment of short-term communications professionals to enhance capacity; substantive and financial support to the high-level Colloquium and NEPAD Congress on the past 10 years and challenges ahead; substantive support to the special briefing of the African Group at the United Nations, the High-level Panel Discussion on NEPAD and the MDGs, and the NEPAD tenth anniversary public lecture at Columbia University, New York; production of NEPAD advocacy tools, including the commemorative video documentary, “Ten years of NEPAD”, and a series of 60-second public service announcements on the priorities of NEPAD; joint publication (with NPCA) of technical reports including “African Media Partners of NEPAD” and “A decade of delivery: Deepening African private sector ownership and partnership in NEPAD”; and design and production of the NPCA corporate brand as well as the NEPAD@10 logo.

41. In November 2011, RCM-Africa recommended that the capacity needs assessment and a work programme for building the capacity of NPCA should be completed by the end of 2012.

C. Support for the African Peer Review Mechanism

42. During the period under review, United Nations agencies, mainly ECA and UNDP, continued to provide support to APRM processes at the national, subregional and continental levels. The United Nations system contributed substantively to all APRM missions undertaken during the year, including a support mission to Djibouti in February 2011, and four country review missions in Zambia (February 2011), Sierra Leone (May/June 2011), Kenya (July 2011, and a second external review mission) and the United Republic of Tanzania (February/March 2012).

43. In mapping the way forward and the challenges faced in monitoring the implementation of the APRM National Plans (NPoAs) of Action, ECA and UNDP published a framework document on “Harmonizing APRM-NPoAs and other national plans into a common medium-term expenditure framework” to ensure consistency and coherence between national plans of action and existing national development strategies. The framework document benefited from the comments and suggestions of national APRM focal points.

44. Realizing that the key to increasing stakeholder participation and capacity in the APRM process lies in the sharing of best practices and distilling of key lessons from the pioneer countries, ECA and UNDP have been organizing workshops for stakeholders such as civil-society organizations, national, subregional and continental parliamentarians and African research institutions. The main objective of the training and technical assistance activities was to enhance the awareness of various stakeholders of the APRM process and their participation in it. The following activities were undertaken:

- Regional Sensitization Workshop on APRM, Dakar, Senegal, May 2011
- National Sensitization Workshop on APRM, Libreville, Gabon, June 2011
- Technical Assistance to Djibouti, Djibouti, November 2011.

45. As a result of these workshops and technical support, Djibouti and Gabon have established national APRM structures, and Senegal has established a task force comprising civil society and parliamentarians to facilitate the launch of the APRM in the country.

46. ECA published several studies and technical publications on APRM during the year. These included:

(a) A technical paper entitled “Diversity management in Africa: findings from the African Peer Review Mechanism and a framework for analysis and policymaking“, which was presented at an expert group meeting on the same theme in 8 March 2011;

(b) A Study on comparative experience and insights from the APRM process. A symposium organized in Addis Ababa in 2010 with leading APRM experts participating resulted in a publication entitled “Capturing the twenty-first century: APRM best practices and lessons learned” (currently under preparation); and

(c) A pamphlet on the role of African parliaments in the APRM process, which provided information on how parliamentarians can participate in the process.

47. Despite these achievements, a significant number of the acceding countries have yet to set the review process in motion as a result of a number of challenges, including lack of political will and capacity constraints, logistical challenges and the overall governance situation.

III. The regional coordination mechanism for Africa

A. Deepening collaboration through more robust consultation

48. Collaboration between the United Nations system and AUC within the context of RCM-Africa was deepened during the year through a number of activities. The RCM-Africa secretariat completed the following: finalization of the main outputs of the eleventh session of RCM-Africa, namely, the outcome document, the report of the session and the report of the first triennial review of TYCBP-AU, which served as inputs for the preparation of the AUC Chairperson’s report to the AU Summit on TYCBP-AU; a capacity needs assessment of AUC and development of a comprehensive work programme for TYCBP-AU, which entailed convening an African Union-United Nations retreat and generating a report adopted by the twelfth session of RCM-Africa; and support for establishing Subregional Coordination Mechanisms (SRCMs).

49. The outcome document and full report of the eleventh session of RCM-Africa, as well as the report of the triennial review, were finalized and disseminated to all stakeholders during the period under review. The secretariat received feedback from various sources acknowledging the high quality and usefulness of the reports, in particular the report of the triennial review.

50. As recommended by the eleventh session of RCM-Africa, the secretariat provided a comprehensive report on TYCBP-AU to the AU Summit for the first time. The result was a decision by the Summit that the Chairperson’s office should submit regular basis progress reports on the implementation of TYCBP-AU, thereby fulfilling a key recommendation of the eleventh session of RCM-Africa, namely, that an annual report on activities in support of TYCBP-AU should be submitted to the AU Summit.

51. Similarly, through further consultations between United Nations agencies and AU, the final report of the triennial review of TYCBP-AU was utilized by the United Nations Department of Political Affairs and the Office of the United Nations Secretary-General as the main input in preparing the Secretary-General's report to the General Assembly on TYCBP-AU.

B. Capacity needs assessment and development of a comprehensive work programme for AUC

52. The eleventh session of RCM-Africa reviewed the implementation of TYCBP-AU and recommended that it should be accelerated through the elaboration of a comprehensive and well-defined work programme. The secretariat was requested to lead the process. To that end, secretariat staff attended a technical workshop organized by UNDP on the AUC and NPCA Capacity Development Strategic Framework, with a view to identifying possible ways of aligning the work programme of TYCBP-AU with the framework.

53. The RCM-Africa secretariat also commissioned and completed a preliminary study on capacity-building initiatives in Africa, with a view to understanding the current landscape for capacity-building. On the basis of information collected from this study and the UNDP workshop, together with the report of the triennial review and the outcome document of the eleventh session of RCM-Africa, the secretariat drafted the terms of reference and a concept paper for the development of the work programme of TYCBP-AU.

54. After extensive consultations with AUC and the cluster coordinators, and with guidance from the Deputy Chairperson of AUC, the secretariat organized a retreat from 7 to 9 September 2011 that brought together senior officials from AUC and the United Nations system. The main objective of the retreat, which was attended by over 100 participants from AUC, NPCA, United Nations organizations and agencies, RECs and some bilateral organizations, was to foster a common understanding of the methodology for elaborating the work programme, the roles and responsibilities of the principal actors for its implementation, and the expected outcomes.

55. The retreat was a platform for making TYCBP-AU a living document, transforming it from a framework to a practical programme of action. The main recommendations of the retreat related to changing the title of the Programme to "United Nations support for the AU capacity-building programme"; giving the AU representation on the Governing Council of the African Institute for Economic Development and Planning; ensuring that the work programme adequately addressed organizational and institutional capacity-building requirements; and setting up a working group to address African Union capacity-building needs that were not explicitly dealt with by existing clusters.

56. The RCM-Africa secretariat decided, on the basis of the large scope of work before it undertake the development of the TYCBP-AU work programme in phases-first phase to cover AUC and NPCA, and the second phase to cover RECs and other AU organs. With resources from ECA, a team of consultants was recruited in August/September to Identify, assess and formulate the capacity needs of the AU and all affiliated organs, including RECs (in phases); determine actions and means required to address those needs; identify and assess current capacity-building support which United Nations agencies and others bring to AU (whether or not aligned to TYCBP); identify, assess and formulate areas of capacity-building which United Nations agencies can jointly or individually offer; formulate a comprehensive and operationalizable work programme, based on the identified needs of AU and aligned with the principles of TYCBP-AU; and identify potential risks that may hamper the operationalization of the TYCBP work programme and propose solutions to mitigate those risks.

57. On the basis of the outcome of the retreat and the capacity needs assessment, a work programme for TYCBP was prepared and presented at the twelfth session of RCM-Africa. The process of developing the work programme contributed significantly to deepening understanding of TYCBP-AU as well as relations among the cluster members, coordinators and coordinators.

IV. Outcomes of the twelfth session of RCM-Africa

58. The secretariat organized the twelfth session in November 2011 on the theme “Capacity-building”. It was co-chaired by the United Nations Deputy Secretary-General and the Deputy Chairperson of AUC. The main recommendations of the meeting are set out below.

Work programme of TYCBP-AU

- The RCM-Africa secretariat should finalize the draft work programme “(Report on United Nations system support to the AU capacity-building programme)” by the end of January 2012
- Annual business/work plans should be prepared by the clusters by the end of February 2012 based on the basis of the final report
- The secretariat should develop an effective monitoring and evaluation mechanism for the work programme of TYCBP-AU by the end of March 2012
- A meeting of cluster coordinators should be convened by the end of March 2012 to adopt concrete modalities for ensuring coherence and building synergies in capacity-building support to AUC, NPCA and the RECs, and develop a road map for drafting a capacity-building programme for the RECs and NPCA
- The secretariat should provide a standard RCM-Africa definition of programming terminology including such terms as “work programme”, “work plan”, and “business plan”, to be used consistently by all clusters and sub-clusters
- AUC should articulate modalities for linking TYCBP-AU and capacity-building support it receives from partners
- All clusters should mainstream cross-cutting issues in their inputs to the work programme of the TYCBP-AU and the subsequent annual work plans/business plans
- The development of the work programme should be extended to all members of the AU family including the NPCA, APRM, AU organs, and the RECs, as the second phase of the needs assessment, to be completed by November 2012.

MDG Africa Initiative

- The MDG Africa Working Group and the RCM-Africa secretariat, in collaboration with the secretariat of the Regional Directors Teams, were asked to review modalities for developing stronger synergies between RCM-Africa and the MDG Africa Working Group. The result of the review should be presented to RCM-Africa for action. The review should include examining the recommendations of the MDG Steering Group,

an implementation framework for these recommendations, and the operation note that is being finalized. On the basis of the review, a decision should be taken on the way forward in bringing the work of the MDG Working Group closer to the African region and at the national level through RCM-Africa and the Regional Directors Teams. It was suggested that the work of the MDG Africa Working Group should be linked with the work of the RCM-Africa clusters and that an “an extended RCM-Africa” should also include the Regional Directors Teams.

V. Support for the Subregional Coordination Mechanisms

59. One of the recommendations of the eleventh session of RCM-Africa was that the task force set up to operationalize the Subregional Coordination Mechanism (SRCM) in Eastern and Southern Africa should initiate discussions with RECs and intergovernmental organizations (IGOs) in the two subregions with a view to ensuring that coordinated United Nations support for the regional integration agenda of the two subregions commenced in 2011. In line with this recommendation, a joint RECs/IGOs/United Nations task force met on 5 and 6 July 2011 in Addis Ababa, Ethiopia.

60. The participants recognized that the tripartite framework embracing the Common Market for Eastern and Southern Africa, EAC and SADC, as well as the multi-year programmes involving various RECs' IGOs and ECA, provided useful platforms for coordinating United Nations system support to RECs. It was recalled that the inaugural meeting of the task force on the SRCM, held in Kigali, Rwanda, on 25 and 26 October 2010, had identified priority thematic areas for United Nations support to RECs which are consistent with the thematic focus areas of NPCA, including: regional integration and infrastructure; climate change and natural resources management; governance; gender and social development; and agriculture and food security.

61. A major achievement of the task force meeting was the identification of priorities for each of the SRCM thematic areas as well as related expected accomplishments, indicators of achievement and deliverables. The meeting also identified lead RECs and United Nations agencies and participating institutions for each thematic and/or priority area in accordance with their comparative advantage and expertise. The challenges arising in, and several options for, resource mobilization in a multi-partner environment where different procedures and financing mechanisms apply were also discussed. Instruments such as joint financial arrangements were considered useful to harmonize procedures.

62. The SRCM for Eastern and Southern Africa was officially launched in Addis Ababa on 19 November 2011, as a pre-event of the twelfth session of RCM-Africa.

63. The RCM-Africa secretariat, in consultation with ECA's Subregional Office for West Africa and relevant United Nations agencies, initiated discussions with ECOWAS on the establishment of an SRCM in West Africa. The SRCM will complement the West African Intergovernmental Organizations framework. A high-level meeting was also held in Dakar, Senegal on 5 and 6 October 2011 to discuss the creation and operationalization of a joint SRCM for Central and West Africa.

VI. Challenges and way forward

64. The main challenges recorded in the period under review by RCM-Africa and its clusters are as follows:

- Implementing guidelines for mainstreaming cross-cutting issues in the work of clusters
- Mobilizing and allocating resources for implementing joint activities
- Mobilizing and evaluating cluster/sub-cluster activities
- Addressing constraints arising from differences in the programming cycles of cluster members
- Ensuring the active participation of all cluster members in RCM-Africa
- Developing annual work plans and delivering strategic and high-impact results
- Supporting AU in areas not currently covered by existing clusters.

65. In conclusion, during the period under review, key achievements were recorded and lessons learned in supporting AU and its NEPAD programme at the regional and subregional levels, especially in relation to the development of a comprehensive work programme for TYCBP-AU, development of cluster business plans, establishment of SRCMs and strengthening the role of the RCM secretariat as a joint coordination unit with AUC. The establishment of the SRCM for Eastern and Southern Africa should facilitate stronger partnership of the clusters with EAC, the Common Market for Eastern and Southern Africa and SADC, while the operationalization of the SRCM for West and Central Africa should further strengthen cooperation with ECOWAS as well as other RECs in those subregions. Furthermore, the proposed TYCBP-AU work programme surely presents a golden opportunity for taking partnership with AU to the highest level between 2012 and 2016. In addition, notable progress has been made in the delivery of joint activities and alignment of key priorities in delivery of the TYCBP-AU.

66. The period under review also saw a shift away from a focus on activities to results. In order to build on the progress made so far and intensify the implementation of TYCBP-AU, the secretariat recommends the following:

- Clusters should develop implementation plans taking into consideration the full report of the capacity needs assessment undertaken by the RCM-Africa secretariat, in particular capacity-building needs expressed by the beneficiary institutions
- The RCM-Africa secretariat, in collaboration with the clusters, should initiate and implement resource mobilization plans for the implementation of the proposed TYCBP-AU work programme
- Clusters should present reports on capacity-building activities implemented during year 2012 to the next session of RCM-Africa

- The RCM-Africa secretariat should initiate a review of the proposed TYCBP-AU work programme based on the new AU strategic plan for 2013 and beyond
- As recommended by the AU-United Nations retreat, the title of TYCBP-AU should be changed to “United Nations support for the AU capacity-building programme”; a cluster on Economic Development should be established in RCM-Africa; and a task force on Operations and Support Services should also be established
- To deepen AU ownership and leadership in the implementation of TYCBP, AU should be assisted to strengthen its planning, monitoring and evaluation units immediately.