



24TH MAY 2019

**STRENGTHENING
REGIONAL AND
SUBREGIONAL
COORDINATION**

*In Support of The
African Union*

FINAL REPORT

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Acknowledgements

This report was developed during a time when the United Nations Economic Commission for Africa was under restructuring

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ABBREVIATIONS AND ACRONYMS

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

EXECUTIVE SUMMARY

I. INTRODUCTION

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

In revising this report, adjustments were made in line with comments, observations, corrections for factual errors and recommendations made at the 3rd – 4th December 2018 Experts Group Meeting (EGM) held by RCM-Africa Secretariat to deliberate on the initial draft. Guided by that meeting, and, in keeping with one of the recommendations, the survey instruments to gather additional data and information from stakeholders were retransmitted and the timeline extend twice to give respondents ample time to respond. For AU organs and agencies, the survey instruments were retransmitted through the Office of the Deputy Chairperson of the AU Commission, RECs were contacted through SRCM coordinators who interact directly with them and UN agencies through participants at the EGM, coordinators of R-UNSDGs and directly by the consultant. A total of eleven additional responses were received, the last of which came through on 26th January 2019. Of the eleven, three were from AU organs, three from RECs and four from UN agencies. The responses were received from the following:

- 1) African Union – AU Office in Conakry, Guinea
- 2) African Union - African Group Coordinator for CBD and its Protocols
- 3) African Union – AUC Planning, M&E and Research Division

- 4) Arab Maghreb Union (AMU)
- 5) Economic Community of Central African States (ECCAS)
- 6) Economic Community of West African States (ECOWAS)
- 7) United Nations Food and Agriculture Organization (FAO)
- 8) United Nations Food and Agriculture Organization (FAO) – Office of FAO Representative to AU and UNECA
- 9) United Nations Environment Programme (UNEP)
- 10) United Nations High Commissioner for Refugees (UNHCR)

11) United Nations Regional UN Sustainable Development Group West and Central Africa Secretariat (R-UNSDG West and Central Africa)

A matrix of the issues, comments, proposals, corrections and recommendations made at the meeting was shared with RCM-Africa Secretariat to ensure a common understanding of the adjustments that would be made to the draft report. This revised report is therefore adjusted for the guidance provided by the EGM of December 2018, the additional questionnaires received as well as additional documentation reviewed on the performance of the coordination mechanisms. These included the three review reports on the UN Ten Year Capacity Building Programme for the AU, the RCM-Africa work plan aligning cluster programmes to the seven strategic priorities of the AU, the report of the joint meeting between ECA and R-UNSDGs of 10th December 2018, the RCM-Africa 26th February-1st March 2019 retreat report, the RCM-Africa and SRCMs consolidated joint workplan for the 2019-2020 biennium, the revised proposed working modalities and analysis of PAIDA, UN-AU Peace and Security Framework and AU-UN Development Framework. Others included presentations made by the Economic Commission for Africa, African Union Commission, the Clusters of the Regional Coordination Mechanism for Africa and its SRCMs, report of the twentieth Session of RCM-Africa organized jointly with the Regional United Nations Sustainable Development Group secretariats for Eastern and Southern Africa and West and Central Africa, held in Marrakech, Morocco, 23rd-24th March 2019; and report of the Joint Regional United Nations Sustainable Development Group (R-UNSDG) for Eastern and Southern Africa (ESA) as well as the Western and Central Africa (WCA) Annual Meeting of 3rd – 4th April 2019 in Pretoria, South Africa on the theme - Enhancing R-UNSDG functionality and effectiveness within the evolving global and regional context.

I.2 Objectives of the Study

This study was motivated by the need for continuous improvements in the UN System, which seeks innovations and efficiency in its delivery mechanisms, avoidance of overlaps, duplications and gaps among its agencies and programmes. The need has become increasingly compelling, given ongoing Secretary-General reforms aimed at repositioning the UN to effectively deliver on the 2030 Agenda for Sustainable Development, and partner effectively with the AU in the implementation of Africa's Agenda 2063. In this regard, the report also paid due regard to the ongoing African Union reforms. The aim of this study, primarily, has been to investigate the functioning of RCM-Africa and its Subregional Coordination Mechanisms (SRCMS) and to make informed recommendations on how the Mechanisms can be strengthened to raise performance level and measurable impact in the implementation of regional and subregional priorities in the context of the support being extended to the African Union and its organs. Additionally, the study sought to contribute fresh perspectives to reflections on strategies for reinforcing synergies among country, subregional and regional actions and other cost-efficiency and rationalization measures with particular regard to RCM-Africa, SRCMs, the regional UNSDGs and the United Nations Country Teams (UNCTs).

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

To achieve the above-stated objective, this study undertook data and information gathering; SWOT analysis of RCM-Africa and the SRCMs; appraised the 2030 Agenda for Sustainable Development and Africa's Agenda 2063 priorities; examined the the Framework for a renewed United Nations and African Union Partnership on Africa's Integration and Development Agenda (PAIDA) 2017-2027, which provides a broad framework for the Mechanism's work in its support for African Union development priorities and frameworks at regional and subregional levels; the United Nations-African Union Framework for Enhanced Partnership in Peace and Security; and the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development (The Development Framework). It also assessed the effectiveness of the strategies, tools and mechanisms used by RCM-Africa and its SRCMs in support of implementation of the priorities of the African Union and its organs at regional and subregional level in the context of Agenda 2063 and the 2030 Agenda for Sustainable Development. In addition, it tested

the case for the continuing need and relevance of RCM-Africa and its SRCMs and presented findings and recommendations for the effective and efficient functioning of the Mechanisms.

I.4 Methodology and Approach

Data and information for the study were collected from three sources: 1) desk review of documentation on RCM-Africa and its SRCMs, from the AUC, RECs and UN agencies on the regional and subregional coordination mechanisms and ongoing UN and AU reforms, among numerous others and as well as on the changes that have happened or are happening on the broader UN-Africa cooperation and sustainable development landscape that have implications for the future of the regional and subregional coordination mechanisms; 2) a survey of RCM-Africa and its SRCMs conducted through questionnaires; and 3) interviews of major stakeholders. A total of 104 questionnaires were sent out. By the time of the initial draft report, all the Secretariats of the SRCMs had responded, followed by detailed institutional responses from AUC (Infrastructure and Energy), NEPAD Agency, RECs and IGOs. Following recommendation of the Experts Group Meeting (EGM) held on 4th-5th December 2018, which considered the draft report of this study, questionnaires were retransmitted to AUC, RECs and UN organizations. Eleven additional responses were received. These consisted of three from the AUC, three from RECs (ECCAS, ECOWAS and UMA) and five from the UN system, one of which was from the Regional UNSDG (West and Central Africa).

Follow-up interviews were held with key stakeholders to help clarify and deepen understanding of specific issues and areas of responses in the questionnaires. Skype and phone interviews were held with the Director for Strategic Planning and Operational Quality Division,; the Principal Policy Adviser, Capacity Development Division; and the Chief of NEPAD Section, Regional Integration and Trade Division at ECA; Director of Programme Implementation and Coordination Department, Head of Programme Development and Head of Capacity Development Division of NEPAD Agency to seek their perspectives on specific dimensions of the issues relating to the coordination mechanisms.

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

II. ANALYSIS OF FINDINGS

The regional and subregional mechanisms have been in operation over varying periods of time since their launch. This survey of their effectiveness, the findings of which are presented in Section III of this report, found both very positive results and equal amount of challenges¹. On the positive side, there is a high level of awareness of the mandates of these mechanisms (67.40 per cent for the cumulative score; 63.64 per cent for RCM-Africa; and 80.00 per cent for the SRCMs); the assessment in section III points to the continuing relevance of the mandates of the Mechanisms (71.43 per cent for the cumulative rating; 67.27 per cent for RCM-Africa; and 86.67 per cent for the SRCMs), albeit noting the need to have them refreshed to take on new developments on the continent ; and there is appreciable level of satisfaction with the results so far achieved by the Mechanisms - RCM-Africa (40 per cent), SRCMs (60 per cent) and a cumulative rating of 44.29 per cent. The findings confirm that the Mechanisms have been most effective in organizing high-level policy forums and providing platforms for exchange of lessons and best practices (61.43 per cent and 63.08 per cent, respectively). To their credit, is the finding that the priorities of RCM-Africa and its SRCMs are 81.82 per cent relevant to those of the continent's

¹ In para. 137, the final report on the review of the TYCBP-AU concluded that in spite of the challenges and constraints encountered in the course of implementing the programme, capacity has indeed been built in the areas of focus, viz, peace and security including conflict prevention, peace keeping and peace building; human rights; political, legal and electoral matters, including governance and human rights, the rule of law, humanitarian response; social, economic and cultural and human development, including education and health issues, empowerment of women and youths; food security and environmental protection, including programmes for agricultural and industrial development, mitigating the effects of climate change. What is not clear is whether or not the capacity translated into effectiveness of the RCM-Africa and the beneficiary institutions. This is the essence of a capacity building programme.

Agenda 2063 and to the UN 2030 Agenda for Sustainable Development. With respect to its relevance to the immediate priorities of the African region, this was assessed as 80 per cent. By March 2019, RCM-Africa joint workplans of the clusters had been fully aligned to the seven strategic priorities of the AU² – a demonstration of strong relevance to the immediate priorities of the continent. They had also been aligned to the UN-AU Peace and Security Framework and the AU-UN Development Framework, in line with the recommendation of the nineteenth session of the Mechanism.

Strong engagement of all major stakeholders through the annual meetings of RCM-Africa and its SRCMs has been a very positive achievement of the mechanisms. In this regard, the SRCMs have demonstrated strategic collaboration with RECs since their establishment. For the SRCMs, several very encouraging dimensions of their successful performance emerged from the survey results. It is worthy of note that their priorities are highly reflective of the priorities of their subregions (80.00 per cent) and are 80.00 per cent within the priorities of the UN 2030 Agenda for Sustainable Development and 73.33 per cent for the African Union's Agenda 2063. The level of awareness of their vision, mandate, purpose and objectives ranges between 67 per cent (mandate and purpose) and 75 per cent (vision and objectives) and there is 60 per cent level of satisfaction in their location in ECA/SROs.

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

With respect to the concrete achievements of RCM-Africa since inception, the review reports on the UN Ten Year Capacity Building Programme for the African Union (TYCBP-AU) showed remarkable performance of the mechanism. The conclusion, which was based on three reviews of the work plans and reports of the nine clusters and their sub clusters of RCM-Africa, including interview of major stakeholders, pointed to concrete achievements.

III. SUMMARY OF CHALLENGES FACING RCM-AFRICA AND ITS SRCMs

Despite these very encouraging results, both the RCM-Africa and the SRCMs still face performance improvement opportunities³. Level of awareness of RCM-Africa's functions, continuing relevance of these functions and the extent to which they have been delivered is at average level (55 per cent); actual implementation of planned activities is at 44 per cent; and the mechanism needs improvement in providing opportunity to stakeholders to engage after the annual meetings (45 per cent). Availability and access to project/programme management staff, opportunity by stakeholders to provide feedback to the mechanism present areas of improvement. The extent to which stakeholder organizations are active on the RCM-Africa is 44 per cent. Participating organizations in these mechanisms concluded that both the RCM-Africa and the SRCMs are about 55 per cent effective in their performances, especially in the delivery of their core mandates and functions. These findings are consistent with those of the reviews conducted on the TYCBP-AU over the period 2006-2016.

² The African Union Commission, at the RCM-Africa retreat held in Debre Zeit, Ethiopia on 26th February-1st March 2019 conveyed the strategic priorities of the African Union as informed by the continental body's ongoing reforms. These are: 1) Regional Integration with a focus on AfCFTA, SAATM and Free Movement of Persons, Goods and Services; 2) Silencing the Guns; 3) Climate Change; 4) Gender and Youth; 5) Capacity Building; 6) Division of Labour between Regional Economic Communities (RECs), member States and other international actors; and 7) Addressing the African Union theme of the year. Informed by these new strategic priorities and the two AU-UN cooperation frameworks, the Clusters and the Subregional Coordination Mechanisms (SRCMs) produced draft joint workplans for the biennium 2019-2020.

³ The April 2018 RCM-Africa Retreat outlined the weaknesses to consist of: inadequate coordination and collaboration at all levels of the RCM; inadequate resources for the clusters to deliver; insufficient communication within the clusters and even among sister organizations; as well as new and emerging challenges, which include inadequate commitment and active participation in some clusters

Based on this study, some of the improvement opportunities facing both RCM-Africa and its SRCMs consist of the need for: 1) possible further refinement or update of mandates; 2) enhanced coordination and collaboration; 3) adequate financing and staffing; 4) binding resolution or operational Framework to strengthen commitment and ownership; 5) inadequately structured activities and work programmes; 6) heightened ownership of RCM-Africa and the SRCMs; 7) strengthened joint planning; 8) communication, knowledge management strategies and systems; 8) monitoring and evaluation framework; 9) enhanced reporting system; 10) enhanced coordination and collaboration among RCM-Africa, SRCMs, R-UNSDGs and UNCTs.

With respect to the operations of the clusters, the review reports of the TYCBP-AU pointed to a number of challenges. These included inadequate financing of the programme, uneven performance of the clusters and waning effectiveness, lack of clarity of the role and responsibility of cluster coordinators, agency-based performance reporting as against RCM-based; high turnover of cluster members and coordinators. For SRCMs, constraints included inability to attract a wider participation of UN entities, preoccupation with process and strategy development, difficulty in getting participating institutions to harmonize planning and programming of their activities and resource constraint. Most of these constraints were reiterated at the 2019 RCM-Africa retreat.

The extended survey conducted among participating organizations generated responses that were consistent with those reported earlier in the draft report that was discussed by the EGM in December 2018. In some cases, the responses turned out the same ratings. The consolidated review results placed cumulative or overall level of effectiveness of RCM-Africa and its SRCMs, in terms of performance, at 44.20 per cent. For RCM-Africa, the rating stood at 40.00 per cent, while for the SRCMs, it was 58.30 per cent.

The extent to which participating organizations' programmes are coordinated through RCM-Africa and the SRCMs are 41.70 per cent and 33.33%, respectively. The cumulative index is 40.00 per cent for the Mechanisms.

The extent to which participating organizations are active on the Mechanisms is slightly above average at 56.70 per cent. It is 58.30 per cent for RCM-Africa and 50.00 per cent for the SRCMs. All the respondents were largely in agreement that some level of duplication exists among the activities undertaken by RCM-Africa, SRCMs, R-UNSDGs and the UNCTs. They called for mapping of functions to be carried out to streamline responsibilities. Cumulatively, some 53.00 per cent of participating organizations see duplication in activities. For RCM-Africa, the figure is 58.33 per cent, while among SRCMs respondents only 33.33 per cent contented that duplication exists.

In addition to the findings from the consolidated survey, a number of other sources put forward key areas in which RCM-Africa will need to be reformed and strengthened. In collaboration with R-UNSDG (ESA & WCA), RCM-Africa held its twentieth session in Marrakech, Morocco on 23rd-24th March 2019. The meeting had two objectives. The first was to deliberate on the functioning of the Mechanism and its subregional coordination mechanisms, and to assess their achievements and challenges and the way forward in strengthening the coherent and efficient delivery of support to the AU and its organs in the context of the AU and UN reforms. The second was to provide a platform for high-level panel discussions on issues pertinent to the "United Nations system support for the African Union in commemorating 2019 as the Year of Refugees, Returnees and Internally Displaced Persons: towards durable solutions to forced displacement in Africa". The twentieth session was organized jointly by the secretariats of RCM-Africa and the regional teams of the United Nations Development Group for Eastern and Southern Africa and for Western and Central Africa.

The meeting stressed the need for RCM-Africa to galvanize accelerated progress towards achieving the SDGs and the goals embodied in Agenda 2063. It noted that at the regional level, RCM-Africa constitutes the rallying platform for all agencies working at that level and at the subregional level, its SRCMs should serve as the convergence points of UN agencies in support

of the priorities and programmes of RECs. With the plan by the UN to review its full regional assets, a new architecture is expected that is adapted to and responsive to the priorities and realities of Africa's development challenges. In addition, the meeting called for the following, among others:

III.1 Operational Frameworks for Programmes of RCM-Africa and Its SRCMs

- a) The need to ensure that RCM-Africa anchors its work on the Renewed Partnership for Africa's Integration and Development Agenda (PAIDA), Agenda 2063, the 2030 Agenda for Sustainable Development, the United Nations-African Union Peace and Security Framework and the African Union - United Nations Development Framework.
- b) A revisit of RCM-Africa clusters and alignment of their work plans to AU seven strategic priorities, the 2030 Agenda and the Agenda 2063 Ten-Year Implementation Plan. This underscores the importance of integrated planning and securing of adequate funding for the activities of RCM-Africa, its SRCMs and their secretariats.
- c) Facilitation of the framework and process of harmonized reporting on the 2030 Agenda and Agenda 2063 based on availability of real time data for evidence-based decision-making.
- d) Creation of mechanisms to link Agenda 2063, Agenda 2030 and the Voluntary National Reviews.
- e) Ensuring the work of RCM-Africa and its SRCMs are guided by the principles of multisectoralism and rationalization. Their activities should focus on accelerating the implementation of both Agendas.
- f) Fostering adherence of RCM-Africa to the principle of subsidiarity and the division of labour vis-à-vis AUC, RECs and other continental organizations.
- g) Promotion of consistent use and alignment of terminologies; strategic positioning of RCM-Africa; enhanced political commitment to the Mechanism and engagement across the UN and AU leadership; aligning the work of RCM-Africa around AU seven strategic priorities and the UN cooperation Frameworks; ensuring that the Mechanism is well-resourced in terms of human and financial resources; and having joint memoranda of understanding with the RECs to avoid overlaps and to foster operational efficiency.
- h) Ensuring RCM-Africa and its SRCMs are results-oriented, accountable and their delivery mechanisms are well-coordinated, effective and demonstrate a sense of urgency in the delivery of concrete results.
- i) The need to generate real time data for evidence-based policy making and analysis. This requires among other measures, using existing data to understand trends and the use of common baselines and methodologies.
- j) The desirability for interventions by different UN agencies to be framed in the context of a joint UN response using the RCM-Africa architecture as the rallying platform. In this respect, RCM-Africa and its SRCMs should foster horizontal and vertical coherence.
- k) The need to note that the AU strategic priority "*Silencing the Guns*" is more about fighting poverty and diseases, and that Peace should be defined as the absence of poverty, despair and marginalization rather than the absence of conflict and insecurity.
- l) RCM-Africa and its SRCMs should be leveraged in promoting the coordinated and synergistic implementation of the global compacts on refugees and migrants.

III.2 Operational Modalities - Institutional Systems, Processes, Procedures and Practices

Other areas requiring consideration included:

- a) The need for clarity in the terms of reference of some RCM-Africa clusters, as there are too many planned cluster activities without commensurate human and financial resources, and the need to develop a robust monitoring and evaluation framework.
- b) The need for a reconfigured cluster system in line with the recommendation of the 17th Session of RCM-Africa and consolidated work plan that is aligned to AU 7 strategic priorities, the

United Nations-African Union Peace and Security Framework and the African Union-United Nations Development Framework.

- c) The need to implement the decision by the AUC and UN agencies to appoint technical focal points and alternates to the Clusters to ensure consistency and continuity.
- d) Strengthening further the mutually beneficial link between RCM-Africa workplan and the R-UNSDGs strategic initiatives and national level activities all of which include expressed priorities of RECs and provide for the involvement of United Nations Country Teams.
- e) The need for RCM-Africa Cluster 9 work plan to be informed by the programmes and activities agreed upon and regularly reviewed by the partnership review and implementation mechanisms of the Joint UN-AU Peace and Security Framework, given the ever-evolving nature of the peace and security challenges.

III.3 Operations Planning and Implementation Programming

Prior to the twentieth session of RCM-Africa, an RCM-Africa retreat was held on 26th February – 1st March 2019. The retreat pointed to the following, among others:

- a) Strengthened and growing cooperation between RCM-Africa and Regional UNSDG featuring joint and back-to-back meetings with agendas informing each other.
- b) Progress in the implementation of the Joint 2019 RCM /R-UNSDG Africa Action Plan agreed in December 2018. This will further contribute to the finalization of the framework for collaboration between RCM-Africa and R-UNSDG as well as the provision of joint support to RCs and UNCTs. Additionally, it will expand online platform for meetings, joint planning, reporting, information-sharing, benchmarking, mapping of ECA, RCM, R-UNSDG publications and knowledge products, among others.
- c) Creation of sub-platforms by RCM-Africa Secretariat on the RCM-Africa online platform for information sharing and collaboration with R-UNSDG ESA and WCA
- d) Continuing efforts by RCM-Africa and R-UNSDG through collaboration to build on existing mechanisms to rationalize meetings of RCM-Africa, UNECA, R-UNSDG, and R-DOCO; develop an M&E framework to assess implementation and measure effectiveness of the collaboration framework.
- e) Call for a document to be prepared, which clearly defines the mandate of RCM-Africa and its SRCMs and that of R-UNSDG and delineates roles and responsibilities.
- f) Call for a revisit of RCM-Africa governance structure (co-chair arrangement – UN Deputy Secretary General and AUC chairperson)
- g) Call to integrate and harmonize the seven strategic priorities of the AU, R-UNSDG initiatives/strategies, PAIDA and AU-UN Framework for Development and Peace and Security in support of the implementation of the Agenda 2063 and the 2030 Agenda for Sustainable Development.
- h) Need to prepare and share a mapping of countries' development planning cycles, to further strengthen coordinated UN-wide support to national planning processes.
- i) Agreement on the institutional and policy frameworks that should guide the work of RCM and its SRCMs going forward.

III.4 Coordination of Interventions and Collaboration among Institutions

Other areas should include support to the AU in its coordination with RECs following a rigorous application of the principle of subsidiarity in support of national priorities.

- a) Need for clarity of division of labour among AU, RECs, RCM-Africa and related institutional issues, which the AU will discuss at its coordination meeting scheduled for 7-8 July 2019 in Niamey, Niger
- b) Need for RCM-Africa cluster configuration to track AU seven strategic priorities as they change over time, given the intent by the AU to focus on a few priority areas

c) Growing collaboration with the Africa Regional Forum on Sustainable Development.

Based on additional documentation review on the retreat, RCM-Africa secretariat identified the following areas of AU reform⁴ as of particular relevance to RCM-Africa: (a) the reorganization of the structure and portfolios of AUC senior leadership; (b) approval of the mandate of the African Union Development Agency (AUDA-NEPAD) following the transformation of NEPAD Planning and Coordinating Agency into AUDA-NEPAD (the transition implies institutional building and strengthening, which could involve the Mechanism); (c) institutional reform of the African Peer Review Mechanism. Given that the African Peer Review Mechanism is being considered as a platform for promoting peer review and learning related to the implementation of Agenda 2063 and the 2030 Agenda, strengthening it will be instrumental to accelerate efforts to better coordinate the implementation to the two agendas in the region; and (d) the establishment of an effective division of labour among the African Union, regional economic communities, ECA member States and continental organizations. This division of labour is in line with, and complements, the ongoing rationalization of United Nations assets at the regional, subregional and national levels to facilitate more coordinated and coherent support.

With respect to ongoing UN reforms, the retreat put forward actions relevant to RCM-Africa⁵. These included the following: (a) including in the United Nations Development Assistance Frameworks a more thorough and integrated analysis of regional and transboundary issues and the country activities of the regional commissions that contribute to its outcomes. This requires active engagement of the regional coordination mechanism, including regional commissions, and the regional United Nations Sustainable Development Groups; (b) regional commissions, in consultation with relevant regional directors, invite resident coordinators with an active role to participate in regional conferences and platforms; (c) holding regional coordination mechanisms and regional Sustainable Development Group meetings jointly or back-to-back, with agendas informing one another and strengthened cooperation between the regional coordination mechanism and regional United Nations Sustainable Development Group secretariats; and (d) strengthening the participation of the Department of Economic and Social Affairs in the regional coordination mechanism.

IV. STRATEGIC DIRECTION FOR RCM-AFRICA AND ITS SRCMS

The foregoing challenges, improvement opportunities and proposals point to the need for some reform of RCM-Africa and its SRCMS in order to further strengthen their effectiveness in the vitally important task of coordinating programmes and projects across the UN system in support of the implementation of AU strategic priorities.

The following actions on the part of the RCM-Africa Secretariat are worthy of note. It will be recalled that the nineteenth session of RCM- Africa held in May 2018 recommended that the Mechanism should align its work with the Joint United Nations-African Union Framework for Enhanced Partnership in Peace and Security and the African Union-United Nations Framework for the Implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development. In that regard, the Secretariat conducted an analysis of the two frameworks in relation to the Framework for a renewed United Nations and African Union Partnership on Africa's Integration and Development Agenda (PAIDA) 2017-2027, which provides a broad framework for the Mechanism's work in its support for African Union development priorities and frameworks at regional and subregional levels. The objective of the exercise was to determine how best the alignment could be realized.

⁴ See Agbor Ambang, AU Institutional Reforms and Their Implications for RCM-Africa, RCM-Africa Retreat, 26th February – 1st March 2019

⁵ See Ingrid Cyimana, UN Development System Reforms: Implications for RCM-Africa, Retreat of the Regional Coordination Mechanism for Africa, 26th February-1st March 2019,

The findings, which were presented at both the RCM-Africa retreat and the twentieth session of the Mechanism held in February and March 2019, respectively, indicate that the two frameworks, which feature detailed intervention areas and action points in the interlinked areas of peace and security and the development agendas, neatly complement PAIDA. At the retreat, the Deputy Chairperson of the African Union Commission communicated the African Union priorities to guide the work of the Mechanism in its support to the continental body at regional and subregional levels. These are: 1) Regional Integration with a focus on AfCFTA, SAATM and Free Movement of Persons, Goods and Services; 2) Silencing the Guns; 3) Climate Change; 4) Gender and Youth; 5) Capacity Building; 6) Division of Labour between Regional Economic Communities (RECs), member States and other international actors; and 7) Addressing the African Union theme of the year. Informed by the African Union strategic priorities and the two African Union-United Nations cooperation frameworks, the Clusters and the Subregional Coordination Mechanisms (SRCMs) produced draft joint workplans for the 2019-2020 biennium.

Going forward, the strategic direction for RCM-Africa and the SRCMs is open to several possible options.

IV.1 POSSIBLE REFORM OPTIONS

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

A major advantage of this option is minimal upset to the current institutional setting under which RCM-Africa and its SRCMs have operated thus far. Institutional visibility and enhanced influence arising from establishment of an RCM-Africa secretariat at AUC to interface with the ECA-located secretariat and at the level of SRCMs, their direct interface with RECs come as added advantages. The main disadvantage is that, institutionally, this will not radically transform the mechanisms as a formal institutionalization process will bring about.

2. INSTITUTIONALIZATION OF THE COORDINATION MECHANISMS:

The main advantage of having the mechanisms institutionalized is that RCM-Africa will become an autonomous structure, like any other AU or UN agency, with full-time staff and dedicated resources for its operation. The SRCMs will become its subregional centres. This will allow the mechanisms to function more effectively as an institution with better management of its own processes, procedures and practices and reporting appropriately to the AU, RECs and UN for accountability for performance and results. The benefits are enormous. However, the challenge is whether the AU and UN in an era of downsizing and rationalization would want to consider establishing a new structure.

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

There are a number of advantages to this option. AUDA is emerging from NEPAD Agency, a tested AU institution with a very strong performance record and which has excellent working relationship with AU organs and agencies. ECA has equally worked closely with and supported NEPAD Agency very well over the years. The working relationship between the two institutions is strong, cordial and very productive. As a partner, NEPAD Agency delivers results and has played a significant role in mobilizing development partners, African stakeholders and the RECs in the implementation of the continent's development policy frameworks and programmes. Co-convening RCM-Africa with AUDA-NEPAD is putting the mechanism in a safe pair of hands known for effectiveness and efficiency, an institution around which the mandate of RCM-Africa was designed. It places AUDA-NEPAD at the centre of the responsibility to deliver on this mandate. Responsiveness, flexibility and shorter

turnaround time in dealing with RCM-Africa's activities are likely to be higher with AUDA-NEPAD, given less ponderous systems, processes and procedures.

A potential disadvantage is that the clout that the Office of the AUC Deputy Chairperson brings to RCM-Africa may be lost as the Office will become less visible in the operations of the joint Secretariat. Also, despite its excellent working relationships with AU organs and agencies, AUDA-NEPAD may not have the political strength and leverage for enhanced commitment and participation by AUC Departments. The Departments are likely to be more responsive, if coordination responsibility reposes in the Office of the Deputy Chairperson.

V. FUNDAMENTALS IRRESPECTIVE OF PREFERRED OPTION

Irrespective of the option that is considered, the following fundamentals will need to be addressed:

- a) An update of the mandates of the mechanisms
- b) Enhanced oversight and accountability for Results
- c) Provision for dedicated staff for the secretariats of the mechanisms
- d) Provision of dedicated financial resources for the mechanisms. The structure of the financing should consist of a core budget, a secretariat-administered fund and a collaborative project fund
- e) Enhanced institutional backing for the mechanisms and credit scores to incentivize coordination of programmes by AUC, RECs and UN agencies
- f) Institutional framework for collaboration and cooperation between RCM-Africa and the SRCMs and among the SRCMs
- g) Further review of mandates or areas of responsibilities of the mechanisms vis-à-vis those of R-UNSDGs and the UNCTs for complementarity
- h) Promotion of ownership and participation in the mechanisms by AU, RECs and UN agencies
- i) Strengthening of coordination and collaboration among participating organizations
- j) Provision of technical and advisory support to UNCTs by the mechanisms in collaboration with R-UNSDGs
- k) Development of administrative and operations procedures guidelines for the mechanisms
- l) Development of knowledge management strategy and system
- m) Operation based on a Minimum Common Programme
- n) Exploration of utility of Subregional Development Assistance Framework to guide SRCMs
- o) Further support by UN System, AU Organs and RECs to the mechanisms

VI. CONCLUSION

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

The survey was extended to expand the pool of respondents. The responses all consistently pointed in one direction – the need to strengthen RCM-Africa and the SRCMs for effective implementation of their mandates. Improvement opportunities identified by the study point to the need for resources, staffing, enhanced institutional framework, commitment and ownership by AU, RECs and the UN system; the need for improved performance on the part of the mechanisms arising from work planning and programming of implementation, lack of results-based performance monitoring and evaluation frameworks, inadequate reporting system, communication and knowledge management strategies, among others.

On a balance of scale, given what is working and what is not working well for RCM-Africa and its SRCMs, this study concludes that RCM-Africa and its SRCMs have performed to the extent of resources available to them⁶. Remarkable results have been achieved. There have also been improvement opportunities vividly captured and finely expressed in the responses to the questionnaires from the consolidated survey undertaken and the findings from the review reports on the implementation of the TYCBP-AU; the Mechanism has begun taking actions to implement key proposals and recommendations emanating from its various retreats and sessions. They include of PAIDA, the Peace and Security and Development Frameworks; the Framework for the implementation of Agenda 2063 and the 2030 Agenda for Sustainable Development, and proposals for improving working modalities in RCM-Africa and its SRCMs. Additionally, the 2019-2020 joint workplans of the clusters of the Mechanism were prepared informed by the seven strategic priorities of the AU and the UN-AU cooperation frameworks. The joint workplans of the SRCMs and the R-UNSDGs for the same period were also prepared taking into account the programmes and priorities of RECs and ongoing initiatives at the subregional level. The fault is not in the instruments, as they are conceptually sound. It is in the implementation. They are hamstrung by inadequate funding and staffing – each is being coordinated by between 0.1 to 0.3 full-time staff equivalent.

Given the risks facing the mechanisms, there is the avoidable prospect that the coordination mechanisms could potentially fail in the African context. The principal risks they face are continued inadequate financial and technical resources for effective functioning and implementation of programmes and activities; inadequate staffing capacity within the Secretariats of RCM-Africa and its SRCMs; waning enthusiasm among AU organs at regional and subregional levels and UN agencies; challenges relating to programme planning and implementation programming and weak actual delivery of work plans by the Secretariats; and inadequate visibility and clout, among others.

VII. RECOMMENDATIONS

It is in light of the foregoing and in the context of the ongoing AU and UN reforms that this study recommends the following:

Reform Options: The UN, AUC and RECs should consider one or a combination of the following options in strengthening the mechanisms:

- a) Retaining them as they are, but providing enhanced visibility and operational clout
- b) Institutionalizing them by transforming RCM-Africa to become an African Regional Coordination Centre with its SRCMs becoming its Subregional Coordination Centres
- c) Co-convening RCM-Africa with the African Union Development Agency (AUDA-NEPAD), given its new mandate in coordination and resource mobilization for implementation of AU programmes

Fundamentals: Implementation of the proposals classified as fundamentals in this report, irrespective of the reform options considered. These hold the key to stepping up the effectiveness of the mechanisms. Also, of vital importance are improvement opportunities put forward by the RCM-Africa retreat of 26th February-1st March 2019 and deliberations at its Twentieth Session on 23rd - 24th March 2019.

Sequencing of Implementation: Based on the reform options and the identified improvement opportunities, this study recommends the following sequence of action:

⁶ Performance challenges seem to characterize the Regional Coordination Mechanisms set up by the UN in the various regions. For instance, for the RCM under the Economic Commission of Latin America and the Caribbean, a January 2018 study noted that “to day the RCM has had only limited success in achieving its goals, objectives or level of functionality”. It also observed that “there are no formalized guidelines and rules of procedure for managing the operation of the RCM”. It went further to reveal that operational activities budgeted at US\$756,064 meant to be undertaken over the period 2006-2009 to launch the RCM could not be funded due to unclear financing arrangements and fund disbursement mechanisms.

VII.1 Immediate Actions

- a) Establishment of dedicated and well-resourced RCM-Africa and SRCMs Coordination Units at the AUC and in the Offices of the Secretaries General or Executive Secretaries of the RECs to facilitate joint Secretariat responsibility by AUC and the RECs.
- b) Relocation of ECA secretariat of RCM-Africa to the Office of ECA Executive Secretary, which should also provide oversight for the SRCMs.
- c) Assignment of dedicated full-time staff to RCM-Africa and SRCMs Secretariats. This should be guided by an organizational structure for the mechanisms and an initial workload analysis.
- d) Provision of RCM-Africa and its SRCMs with dedicated budgets, which cater for the first two components – a core budget and the secretariat administered fund.
- e) Development of administrative and operations guidelines for RCM-Africa and its SRCMs to provide clear operational framework for systems, processes, procedures and practices of the secretariats.
- f) Refreshing of RCM-Africa and SRCM mandates and alignment with AU and UN reforms and strategic priorities.
- g) Inclusion of a special cluster on “Institutional Development” among RCM-Africa thematic clusters. This cluster should be devoted to the institutional capacity needs of RCM-Africa and its SRCMs, coordination of very specific and targeted support to the implementation of AU reforms based on request by AUC. In particular, the cluster should provide coordinated support to facilitate the transition of AUDA-NEPAD⁷.
- h) While retaining the programme clusters approach in the delivery of activities, RCM-Africa and its SRCMs’ core operation should include the following, among others:
 - Joint programs and workplans
 - A capacity development programme
 - A knowledge management programme (e.g., supporting development of implementation guidelines for policies and strategies, seminars, publication series, etc)
 - Monitoring, evaluation and reporting on its work
- i) Relaunch of stakeholder engagement to revitalize the mechanisms and bolster commitment and enthusiasm. Such engagement should include existing mechanisms such as the Coordination Committee of Chief Executives of RECs-AU-ECA-AfDB, Joint ECA-AU-AfDB Coordination Mechanism as well as other regional and sub-regional mechanisms.
- j) Identification of areas for engagement with AUC and AUDA-NEPAD for possible targeted support to the implementation of AU reforms, including ongoing transition of AUDA-NEPAD. Support to this effect is already being provided to AUDA-NEPAD by OSAA.

VII.2 Medium Term Actions

- a) Seeking of AU and UN institutional backing for recognition and integration of RCM-Africa and the SRCMs into their administrative structures.
- b) Institutionalization of the mechanisms by transforming RCM-Africa into an Africa’s Regional Coordination Centre and the SRCMs as Subregional Coordination Centres
- c) Development of a framework for enhanced coordination and collaboration among RCM-Africa, SRCMs, R-UNSDGs and UNCTs.
- d) Encouragement of participation of UNCTs in activities of the SRCMs.

⁷ It will be recalled that the final report on the TYCBP-AU, in proposing fundamentals for implementation of PAIDA did recommend in para.141 that “*The initiative taken by the Heads of State and Government to undertake institutional restructuring and reform of the Organisation, which led to the preparation of the Kagame Report on Institutional Reform deserves the support of the UN system as the AU forges ahead with its implementation. It should therefore be given some prominence in the implementation of PAIDA*”. It went further in para.151 to recommend that... “*Implementing this recommendation [that is the transition of NPCA to AUDA] could serve as an ideal entry point for the UN to revitalize and re-focus on its partnership with NPCA*”.

- e) Implementation of credit scores to incentivize AUC, RECs and UN agencies and programmes to raise level of presence and participation on the mechanisms.
- f) Implementation of a process, which encourages submission of proposals through RCM-Africa and its SRCMs.
- g) Consultation with AUDA-NEPAD for enhanced role and responsibility in RCM-Africa and its SRCMs.
- h) Institutionalization of a biennial performance review meeting comprising AUC Departments, UN agencies, RECs, Secretariats of RCM-Africa and SRCMs, AUDA-NEPAD, Secretariats of R-UNSDGs and selected Resident coordinators representing UNCTs.

VII.3 Next Steps

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

- a) Hold a debriefing session with senior management of AUC and ECA on recommendations from the March 2019 meeting.
- b) RCM-Africa secretariat should make submission to the AUC, Executive Secretary of ECA and Executive Secretaries/Secretaries-General of RECs.
- c) RCM-Africa secretariat should seek approval and authorization by AUC and ECA Executive Secretary to proceed with implementation of approved recommendations.
- d) RCM-Africa and SRCMs secretariats should develop implementation plans with timelines.
- e) Launch implementation of approved recommendations with direct oversight by the Offices of the Deputy Chairperson of AUC, ECA Executive Secretary and Executive Secretaries or Secretaries General of RECs.



INTRODUCTION

I. BACKGROUND AND CONTEXT

I.1 Overview

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

This report embodies adjustments made in line with comments, observations, corrections for factual errors and recommendations made at the 3rd – 4th December 2018 Experts Group Meeting (EGM) held by RCM-Africa Secretariat to deliberate on the initial draft. Guided by that meeting, and, in keeping with one of the recommendations, the survey instruments to gather additional data and information from stakeholders were retransmitted and the timeline extend twice to give respondents ample time to respond. For AU organs and agencies, the survey instruments were retransmitted through the Office of the Deputy Chairperson of the AU Commission, RECs were contacted through SRCM coordinators who interact directly with them and UN agencies through participants at the EGM, coordinators of R-UNSDGs and directly by the consultant. A total of eleven additional responses were received, the last of which came through on 26th January 2019. Of the eleven, three were from AU organs, three from RECs and five from UN agencies. The responses were received from the following:

- 1) African Union – AU Office in Conakry, Guinea
- 2) African Union - African Group Coordinator for CBD and its Protocols
- 3) African Union – AUC Planning, M&E and Research Division
- 4) Arab Maghreb Union (AMU)
- 5) Economic Community of Central African States (ECCAS)
- 6) Economic Community of West African States (ECOWAS)
- 7) United Nations Food and Agriculture Organization (FAO)
- 8) United Nations Food and Agriculture Organization (FAO) – Office of FAO Representative to AU and UNECA
- 9) United Nations Environment Programme (UNEP)
- 10) United Nations High Commissioner for Refugees (UNHCR)
- 11) United Nations Regional UN Sustainable Development Group West and Central Africa Secretariat (R-UNSDG West and Central Africa)

A matrix of the issues, comments, proposals, corrections and recommendations made at the meeting was shared with RCM-Africa Secretariat to ensure a common understanding of the adjustments that would be made to the draft report. This revised report is therefore adjusted based on the guidance provided by the EGM of December 2018, the additional questionnaires received as well as additional documentation reviewed on the performance of the coordination mechanisms. The three review reports on the UN Ten Year Capacity Building Programme for the AU, the consolidated RCM-Africa joint workplans for the 2019-2020 biennium, the report of the joint meeting between ECA and R-UNSDGs of 10th December 2018, the analysis of PAIDA, UN-AU Peace and Security Framework and the AU-UN Development Framework carried out by the RCM-Africa Secretariat, the report of the RCM-Africa retreat held from 26 February to 1 March, 2019, the report of the twentieth session of RCM-Africa were among documents that were extensively reviewed to guide the adjustment of this report.

It will be recalled that UN Resolution 1998/46, ECOSOC mandated the Regional Commissions to hold inter-agency meetings in each region to improve coordination among organizations of the UN system in the *Delivery as One*. As a result, for about two decades, the Commissions have been convening regional meetings focussing on policy and programming issues of regional nature, guided by regional priorities. The framework under which this has been done is the regional coordination mechanism. Hence the aim of RCM-Africa in the Africa region has been to ensure effective coordination, collaboration, complementarity and synergy among all UN agencies and organizations working on the continent in support of the priorities of the AU and its organs and the NEPAD programme, as well as the regional economic communities (RECs) and other intergovernmental organizations (IGOs). The RCM-Africa, which is a joint mechanism of the AU and the UN has been the framework for the implementation of global, continental and subregional programmes and priorities such as the Millennium Development Goals (MDGs), the NEPAD Programme of the AU, Agenda 2030 on Sustainable Development, NEPAD, AU's Agenda 2063 within the framework of the Ten-Year Capacity-Building Programme for the African Union and its successor, the Framework for a renewed United Nations and African Union Partnership on Africa's Integration and Development Agenda (PAIDA) 2017-2027. .

In the Africa region, the UN coordination mechanism operates at two levels, namely, continental or regional and the subregional. The regional coordination mechanism (RCM-Africa) operates at the continental or regional level, while the subregional coordination mechanisms (SRCMs) are at the sub-regional level. RCM-Africa started operation in 1999. Its Secretariat is jointly hosted by ECA and the African Union Commission (AUC). For the

SRCMs, four of them are currently operational covering the five subregions of Africa. These are SRCM-Central Africa (SRCM-CA), SRCM-Eastern and Southern Africa (SRCM-ESA), SRCM-North Africa (SRCM-NA), and SRCM-West Africa (SRCM-WA). SRCM-CA commenced operation in 2009, while SRCM-ESA became operational in 2013. SRCM-NA has been active, since its inaugural meeting in 2015. As regards SRCM-WA it was launched in 2013. All the SRCMs operate from ECA Subregional Offices (ECA/SROs), which provide them with secretarial, staffing and modest financial support for their operations. Their meetings are held annually and are very well attended.

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

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

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

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

I.2 Objectives of the Study

This study was motivated by the need for continuous improvements in the UN System, which seeks innovations and efficiency in its delivery mechanisms, avoidance of overlaps, duplications and gaps among its agencies and programmes. The need has become increasingly compelling, given ongoing Secretary-General reforms aimed at repositioning the UN to effectively deliver on the 2030 Agenda on Sustainable Development, and partner effectively with the AU in the implementation of Africa's Agenda 2063. In this regard, the report also paid due regard to the ongoing African Union reforms. The aim of this study, primarily, has been to investigate the functioning of RCM-Africa and its Subregional

Coordination Mechanisms (SRCMs) and to make recommendations on how RCM-Africa and its SRCMs in Africa can be strengthened to raise performance level and measurable impact in the implementation of regional and subregional priorities in the context of the support being extended to the African Union and its organs. through the UN regional coordination mechanism. Additionally, the study sought to contribute fresh perspectives to reflections on strategies for reinforcing synergies among country, subregional and regional actions and other cost-efficiency and rationalization measures with particular regard to RCM-Africa, SRCMs, regional UNSDGs and the United Nations Country Teams (UNCTs).

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

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

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

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

Table 1: Study Tasks and Dimensions of Analysis

S/N	Study Tasks	Dimensions of Analysis
1	Data and information gathering	The study undertook extensive consultations that involved desk review of documentation, a consolidated survey and interviews to collect data and information. Consultations were held with numerous institutions, which included AUC Departments, AUDA-NEPAD, the RECs, RCM-

		Africa and SRCM Secretariats, the regional UNSDGs, UN agencies and IGOs
2	SWOT analysis of RCM-Africa and its SRCMs	The study carried out extensive review of each of RCM-Africa and its four SRCMs with a view to identifying and analysing issues pertaining to their mandate; functions; programs; organizational structure, staffing for the functions they are to perform, systems, processes, procedures and practices; financing for their operations; monitoring and evaluation of performance; advocacy and communication; the process by which learning experience and knowledge are shared for continuous improvement and innovation. Essentially, the analysis examined the strengths, weaknesses, gaps, challenges and opportunities for optimal functioning and delivery of results by RCM-Africa and its SRCMs, considering linkages with R-UNSDGs and UNCTs.
3	Appraisal of the 2030 Agenda for Sustainable Development and Africa's Agenda 2063 subregional priorities	The study appraised priorities of each subregion in relation to the goals and targets of the 2030 Agenda on Sustainable Development, Africa's Agenda 2063 and other related subregional development frameworks and priorities. These were mapped against subregional priorities that form the content of the programmes and projects of RCM-Africa and its SRCMs to establish extent of alignment and responsiveness of the Mechanisms to both agendas.
4	Assessment of effectiveness of strategies, approaches, tools and mechanisms used by RCM-Africa and its with regard to the support being extended to the AU and its organs SRCMs in support of implementation of the 2030 Agenda for Sustainable Development and Agenda 2063 subregional priorities and programmes within the framework of UN-AU cooperation frameworks	There was an identification and analysis of the strategies, approaches, tools and mechanisms used by RCM-Africa and each SRCM to promote and support the implementation of the 2030 Agenda for Sustainable Development and Africa's Agenda 2063 as well as other related subregional development frameworks. Implementation frameworks were compared across RCM-Africa and all the SRCMs to examine the extent of shared learning and best practices among them.
5	Rigorous examination of the case for the continuing need and relevance of the RCM-Africa and its SRCMs with regard to the support being extended to the AU and its organs in the implementation of the 2030 Agenda for Sustainable	The study tested the continuing validity of the need for, and relevance of, RCM-Africa and its SRCMs as regional and subregional coordination frameworks in the context of the 2030 Agenda for Sustainable Development and Africa's Agenda 2063. It to this end, analysed and presented evidence-based case on the role of the RCM-Africa and its SRCMs in promoting coherent and

	Development and Agenda 2063, subregional priorities and programmes within the framework of UN-AU cooperation frameworks	coordinated design, implementation, as well as monitoring and evaluation of the two agendas and other related subregional development frameworks and priorities. This considered the need for further enhancement of the coordination and collaborative arrangement of the UN system between the mechanism and linkages with national level mechanisms. Opportunities for win-win improvements, trade-offs for optimal performance and challenges were analysed
6	Presentation of findings and recommendations for effective and efficient functioning of RCM-Africa and its SRCMs, including linkages with UNSDGs and UNCTs with regard to the support being extended to the AU and its organs in the f implementation of the 2030 Agenda for Sustainable Development and Agenda 2063, subregional priorities and programmes within the framework of UN-AU cooperation frameworks	Based on the findings, this study drew conclusions and made robust action-oriented recommendations on the efficient and effective functioning of RCM-Africa and its SRCMs, including their linkages with the regional UNSDGs and UNCTs with regard to the support being extended to the AU and its organs in the in promoting coherent and coordinated design, implementation, and monitoring and evaluation of the 2030 Agenda for Sustainable Development and Africa’s Agenda 2063, subregional priorities and programmes within the framework of UN-AU cooperation frameworks
7	Preparation and submission of a draft report titled “Strengthening Regional and Sub-regional Coordination in Support of the African Union and NEPAD” with key messages	This study prepared and submitted for review by ECA and partners this report titled “ <i>Strengthening Regional and Subregional Coordination in Support of the African Union and NEPAD</i> ”. The report covers the issues identified above, presents an executive summary and provides key messages.
8	Revision of draft report based on ECA and other stakeholders’ feedback	This report has been appropriately revised to incorporate comments, inputs and observations that were provided by ECA, partners and other key stakeholders after their review and the recommendations made at the 3 rd -4 th December 2018 Experts Group Meeting; the RCM-Africa February 2019 retreat report, the RCM-Africa and SRCMs consolidated joint workplan for the 2019-2020 biennium, the revised proposed working modalities and analysis of PAIDA, UN-AU Peace and Security Framework and AU-UN Development Framework. Others included presentations made by the Economic Commission for Africa, African Union Commission, the RCM-Africa clusters and SRCMs at the retreat; report of the twentieth session of RCM-Africa; report of the joint meeting of ECA and the R-UNSDG for Eastern

		& Southern Africa (ESA) and Western & Central Africa (WCA) of 10 December 2018 Annual Meeting 3rd – 4th April 2019 Pretoria, South Africa on the theme - Enhancing R-UNSDG functionality and effectiveness within the evolving global and regional context.
9	Provision of necessary support for the organization of an Experts Group Meeting on the draft report	As it relates to the production and review of the report of this study, this assignment involved support to ECA in the organization of the Experts Group Meeting in December 2018 that provided feedback on the document.
10	Preparation and presentation of the draft report at the Experts Group Meeting	This assignment prepared a PowerPoint presentation that was made at the Experts Group Meeting on 3 rd December 2018.
11	Preparation and submission of final report incorporating feedback from the Experts Group Meeting	The report of this assignment was finalized based on comments and recommendations of the Experts Group Meeting as guided by ECA; the RCM-Africa 26 th February – 1 st March 2019 retreat report, the RCM-Africa and SRCMs consolidated joint workplan for the 2019-2020 biennium, the revised proposed working modalities, analysis of PAIDA, UN-AU Peace and Security Framework and AU-UN Development Framework. Others included presentations made at the retreat by Economic Commission for Africa, African Union Commission, RCM-Africa clusters and SRCMs, report of the twentieth session RCM-Africa; report of the Joint Meeting of ECA and the R-UNSDG for Eastern & Southern Africa (ESA) and Western & Central Africa (WCA); Annual Meeting 3 rd – 4 th April 2019 Pretoria, South Africa on the theme - Enhancing R-UNSDG functionality and effectiveness within the evolving global and regional context.

I.4 Methodology and Approach

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

(a) Desk review

The desk review covered a range of documents: internal documents on RCM-Africa and its SRCMs provided through RCM-Africa Secretariat and ECA Subregional Offices, which host the SRCMs and others obtained directly from public domain sources, including the web; and documents by stakeholder institutions which described their interactions, including collaboration or other forms of engagement, with RCM-Africa and its SRCMs. Documents included minutes and reports of meetings, review reports on the UN Ten-Year Capacity Building Programme for the AU, UN-AU Partnership Frameworks, PAIDA, UN-AU Peace and Security Framework, AU-UN Development Framework, reports of RCM-Africa retreats and sessions, numerous UN General Assembly Memoranda and those in respect of the role and responsibilities of R-UNSDGs (see Table 1). An exhaustive list of documents consulted is in the references page of this report.

(b) Surveys through questionnaires

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

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

By the time of the first set of administered survey instruments, all the Secretariats of the SRCMs had responded, followed by detailed institutional responses from AUC (Infrastructure and Energy), AUDA-NEPAD, IGAD and IGOs. The second set of administered survey instruments generated eleven additional completed questionnaires from AUC, AU Country Office in Conakry, Guinea; three RECs (ECCAS, ECOWAS, UMA) and five UN agencies [FAO (2), UNEP, UNHCR, R-UNSDG WCA].

(c) Follow-up interviews with key stakeholders

Follow-up interviews were held with key stakeholders to help clarify and deepen understanding of specific issues and areas of responses in the questionnaires. Skype and phone interviews were held with the Director of Strategic Planning and Operational Quality Division; the Principal Policy Adviser, Capacity Development Division; and the Chief, NEPAD Section, Regional Integration and Trade Division at ECA; Director of Programme Implementation and Coordination Department, Head of Programme Development and Head of Capacity Development Division of NEPAD Agency to seek their perspectives on specific dimensions of the issues relating to the coordination mechanisms. For the AUC, the timing of the study fell into the busy period of the 11th Extraordinary Session of the African Union Summit held from 5th -18th November 2018. The questions for the interviews were shared well in advance with the officials interviewed. They sought responses to the following questions:

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

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

II. Your Reform Proposals

What would be your proposals for addressing the following issues?

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

III. Additional Comments and Observations

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

I.5 Main Deliverables

This study delivered the following outputs:

- a) An Inception Note, which was revised and approved by RCM-Africa on 26th October 2018
- b) An Annotated Outline of the Report to be produced that was endorsed along with the Inception Note
- c) This draft report titled “*Strengthening Regional and Subregional Coordination in Support of the African Union and NEPAD*” in an abridged version and full form
- d) Infographics summarizing key findings from the survey.
- e) A PowerPoint presentation that was made at the Experts Group Meeting (EGM) in December 2018.
- f) Inputs and support for the organization of the EGM as they related to the presentation of this draft report.

- g) Finalized report based on comments and inputs provided at the EGM and additional material provided thereafter as guided by ECA.

I.6 Analysis and Reporting

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

I.7 Main Limitations

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

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

Institutional History/Memory and Evaluability: RCM-Africa and its SRCMs have been around for varying lengths of time and are products of differing point of commencement and establishment trajectories. RCM-Africa is well established and operational. Among the SRCMs, SRCM-Central Africa has been in operation for much longer. This is followed by SRCM-WA and SRCM-Eastern and Southern Africa. SRCM-North Africa is on track operationally. For the newly emergent SRCMs, there was no sufficient historical data and information to inform useful interrogation on critical aspects of their operations.

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

I.8 Structure of Report

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



CONTEXT OF UN-AFRICA'S DEVELOPMENT COOPERATION AND PARTNERSHIP

II.1 INTRODUCTION

For the past thirty years, the UN General Assembly has consistently accorded special attention to the needs of Africa. Prior to that, through the report of the Secretary-General to the 61st session of the General Assembly, Regional Coordination Mechanisms (RCMs) were established in all UN regions through the UN Economic and Social Council Resolution of 1998, RCM-Africa being one of them. RCM-Africa evolved from a regional consultation mechanism of UN agencies working in Africa in support of the AU and its NEPAD programme, to a coordination mechanism, then a Joint AU-UN coordination and collaboration mechanism in support of the AU development agenda at regional and subregional levels. This is to serve as a platform for interinstitutional dialogue to harmonize UN assistance to AU organs and regional and subregional levels, including AUDA-NEPAD and the RECs. The mechanism is also an instrument for strengthening cooperation between the United Nations and other Africa's continental organizations such as AfDB and IGOs supporting development works at the regional and the subregions levels.

II.2 UN PRESENCE IN AFRICA

On 23rd December 2016, the UN General Assembly adopted a resolution, which provided for a Framework for a Renewed UN-AU Partnership on Africa's Integration and Development Agenda (PAIDA) 2017–2027. This takes forward the strong presence of the UN on the continent and its continued special response to Africa's needs and consolidates its collaboration with the AU. The UN's concern and responses over the plight of the African continent have remained consistent over decades. The developmental impact has been enormously beneficial. The interventions prior to 2016 consisted of the following earlier landmark support to the region.

On 3 December 1984, and at the request of the then Organization of African Unity (OAU), the UN adopted resolution A/RES/39/29 on the Declaration on the Critical Economic Situation in Africa. A year later, as the conditions continued to deteriorate, it decided, by its resolution A/RES/40/40 to convene a special session "to focus, in a comprehensive and integrated manner, on the rehabilitation and medium-term and long-term development problems and challenges facing African countries..." That decision was prompted by a 1985 initiative of the

OAU, in which it spelled out, Africa's Priority Programme for Economic Recovery, 1986-1990. The Priority Programme not only reaffirmed the primary responsibility of African Governments for the social and economic development of their people, but also stressed that the socioeconomic crisis that had gripped the continent called for concerted action by the international community in support of the efforts of African countries.

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

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

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

The assessment concluded that the conditions that had given rise to the institution of the United Nations Programme of Action for African Economic Recovery and Development 1986-1990, still persisted. It therefore called for the international community to renew its support to Africa in the decade of the 1990s, and so decided to adopt a new programme – the United Nations New Agenda for the Development of Africa in the 1990s (UN-NADAF) – whose objectives were: "The accelerated transformation, integration, diversification and growth of the African economies in order to strengthen them in the world economy, reduce their vulnerability to external shocks and increase their dynamism, internalize the process of development and enhance self-reliance."

The UN General Assembly went on to explain the role of the United Nations in the implementation of the UN-NADAF. It called upon all UN entities operating in Africa to design special programmes of support that would be consistent with the objectives and strategies of

the Programme and ensure that adequate resources were dedicated towards their implementation. Priority would be accorded to integration and infrastructure projects and programmes, and to the continent's industrialization needs. It then laid down a monitoring and evaluation timetable, which culminated in a final review and appraisal of the Programme in 2000.

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

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

In order to provide institutional support for the new programme, the UN General Assembly endorsed the creation of the Office of the Special Adviser on Africa (OSAA), whose mandate, as outlined in the Secretary-General's bulletin ST/SGB/2003/6 of April 2003, was to coordinate "global advocacy in support of NEPAD" and be the NEPAD focal point at the United Nations Headquarters. Regional coordination of support to NEPAD was assigned to ECA and the mandate for public information on NEPAD went to the Department of Public Information, now referred to as the Department of Global Communications. Provision was also made to finance that support in section 11 of the United Nations programme budget, which from 2003 to 2014 provided almost \$80 million in budget support to the programme.

In 2005, the African Union approached the UN with a request for assistance with its capacity-building requirements. In responding to the request, the UN General Assembly adopted resolution A/RES/60/1 in which it approved the formulation and implementation of a Ten-Year Capacity-Building Plan for the African Union. The objective, focus and areas of priority of such a plan, were subsequently elaborated in the Declaration entitled, "Enhancing UN-AU Cooperation: Framework for the Ten-Year Capacity Building Programme for the African Union", which was signed in November 2006, by the heads of the two organizations. It took into consideration the new, broadened mandate of the African Union and sought to reinforce

the partnership between the United Nations and the African Union to strengthen the latter's institutions and build its capacities in order to empower it to better carry out its objectives and goals in peace and security, governance, human rights, conflict prevention, development and integration.

By executive decision, the Ten-Year Capacity-Building Programme for the African Union was to be implemented through the work of the Regional Coordination Mechanism for Africa. The thematic clusters of the Regional Coordination Mechanism were required to use the Ten-Year Capacity-Building Programme as the framework for cooperation with the African Union. They were also expected to “increase focus on, and align activities with, the Ten-Year Capacity-Building Programme” taking into consideration “...the programmes and strategic plans of the African Union Commission and the NEPAD secretariat, relevant decisions of the African Union and the regional economic communities, as well as the African Union sectoral ministerial bodies”.

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

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

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

- 1) Resolution 32/197, Restructuring of the economic and social sectors of the United Nations (paragraph 20), 20 December 1977 (para 20)
- 2) RES/ 1998/46 Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields, 31 July 1998
- 3) A/RES/57/2, United Nations Declaration on the New Partnership for Africa's Development, 16, September 2002
- 4) A/RES/57/7, Final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for the New Partnership for Africa's Development, 4 November 2002
- 5) A/RES/61/296, Cooperation between the United Nations and the African Union, 17 September 2007
- 6) A/RES/71/254, Framework for a Renewed United Nations - African Union Partnership on Africa's Integration and development Agenda 2017-2027, 23 December 2016
Annual resolutions on NEPAD and causes of conflict (peace and development)

II.3 AFRICA's REGIONAL COORDINATION MECHANISMS

II.3.1 Establishment

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

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

The secretariat of RCM-Africa is jointly hosted by the Economic Commission for Africa and the African Union Commission, while those of the SRCMs are located in ECA-SROs. The Framework for a renewed United Nations and African Union Partnership on Africa's Integration and Development Agenda (PAIDA) 2017-2027, spells out the functions of the Joint Secretariat as follows:

- i. Serve an institutional anchor for the mechanism;
- ii. Coordinate activities of the clusters and sub clusters;
- iii. Support joint programming and implementation;
- iv. Carry out day-to-day management of the mechanism;
- v. Convene and service meetings;
- vi. Undertake policy research and provide policy guidance and direction;
- vii. Prepare and disseminate reports;
- viii. Monitor and evaluate cluster activities;
- ix. Mobilize resources.

The Mechanism and its four subregional coordination mechanisms covering the five subregions of Africa have become the frameworks for the United Nations family to work together in supporting the priorities of the African Union and its organs, the regional economic communities and other regional and subregional organizations. The objective of RCM-Africa is to promote and enhance the United Nations system-wide policy coherence, coordination and cooperation at the regional level to "deliver as one" in response to the regional priorities and initiatives of the African Union. Similarly, the subregional coordination mechanisms function as vehicles for United Nations agencies and organizations operating at the subregional level to work with regional economic communities and other intergovernmental organizations with a view to reducing fragmentation in their operations and increasing coherence, coordination and cooperation in supporting programmes and priorities.

Since 1999, the regional commissions have been convening regional meetings on policy and programmatic issues guided by regional priorities. This has led to the establishment of a formal process for system-wide coherence to further strengthen regional cooperation and coordination, and the adoption of more collaborative approaches to support African Union development initiatives through the diverse technical capacities and know-how of the United Nations system.

The Mechanism and its four subregional coordination mechanisms have supported the African Union and its organs, including the African Union Commission, regional economic communities and other intergovernmental organizations. Following the adoption of the African Union's New Partnership for Africa's Development (NEPAD) in 2001, the General Assembly, in its resolution 57/7 on the final review and appraisal of the United Nations New Agenda for the Development of Africa in the 1990s and support for NEPAD called upon the United Nations system, within respective mandates, to align its activities in Africa with priorities of NEPAD. Accordingly, support was initially extended to the NEPAD Planning and Coordination Agency. Support was given to efforts aimed at achieving the Millennium Development Goals up to 2015, the target year.

Over the period 2006–2016, support was also provided through the Ten-Year Capacity-Building Programme for the African Union. More recently, following the adoption of the African Union Agenda 2063 and the Agenda 2030 for Sustainable Development, these regional and global sustainable development agendas, have been the focus of support being provided within the framework of the renewed United Nations-African Union partnership on Africa's integration and development agenda for 2017–2027 (PAIDA). It should be noted that the General Assembly, in its resolution 71/254 on the framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027 of 2016, preserves the tenets of General Assembly resolution 57/7 on support to NEPAD.

Over the years, the Mechanism has evolved from a consultative body of United Nations System agencies in support of the African Union to a joint United Nations-African Union mechanism for coordination and collaboration in the support being extended to the African Union and its organs. The annual sessions of RCM-Africa are co-chaired by the United Nations Deputy Secretary-General and the Deputy Chairperson of the African Union Commission. RCM-Africa and the subregional coordination mechanisms have been particularly effective in deepening consultations, refocusing on ways to strengthen the United Nations-African Union partnership and scaling up United Nations support to the African Union and other pan-African organizations, including the regional economic communities. The annual sessions of RCM-Africa and the subregional coordination mechanisms provide the opportunity to take stock of achievements, share experiences and good practices, identify and address challenges, and agree on ways to further improve United Nations support to the African Union and its organs.

II.3.2 RCM-Africa Thematic Cluster System

Under the RCM-Africa, UN agencies working in Africa and other organizations are organized into a system of thematic clusters. Within some of these clusters, sub-clusters exist for sharpened focus and greater effectiveness. Membership is open and UN agencies, AUC Departments and RECs participate in cluster activities according to their specializations and interests. A designated agency or organization serves as Coordinator/Co-Chair to organize the cluster members and their activities. The AUC and the UN agencies, including the ECA serve as co-chairs of each cluster. The cluster system has evolved over the years and is currently structured around thematic areas covering nine priorities, namely: 1) Sustainable and inclusive

economic growth, industry, trade, agriculture and agro-processing and regional integration; 2) Infrastructure development; 3) Human capital development, health, nutrition, science, technology and innovation; 4) Labour, employment creation, social protection, migration and mobility; 5) Gender equality, women and youth empowerment; 6) Humanitarian matters and disaster risk management; 7) Environment, urbanization and population; 8) Advocacy, information, communications and Culture; and 9) Governance, Peace and Security.

Table 2: RCM-Africa Clusters	
Cluster 1	Sustainable and inclusive economic growth, industry, trade, agriculture and agro-processing and regional integration
Cluster 2	Infrastructure development
Cluster 3	Human capital development, health, nutrition, science, technology and innovation
Cluster 4	Labour, employment creation, social protection, migration and mobility
Cluster 5	Gender equality, women and youth empowerment
Cluster 6	Humanitarian matters and disaster risk management
Cluster 7	Environment, urbanization and population
Cluster 8	Advocacy, information, communication and culture
Cluster 9	Governance, peace and security
Subregional Coordination Mechanisms	
SRCM for Central Africa	
SRCM for Eastern and Southern Africa	
SRCM for North Africa	
SRCM for West Africa	

The 2019-2020 joint workplans of these clusters have been aligned to the seven strategic priorities of the AU, the UN-AU Peace and Security Framework and the AU-UN Development Framework. The seven strategic priorities of the AU as communicated by the Deputy Chairperson of the AUC at the February 2009 retreat of RCM-Africa are , namely: 1) Regional Integration, in particular the African Continental Free Trade Area (AfCFTA), the Single African Air Transport Market (SAATM), and Free Movement of Persons, Goods and Services; 2) Silencing the guns by 2020 in support of Peace and Security; 3) Climate Change; 4) Gender, Women and Youth; 5) Capacity Building; 6) Clear Division of Labour; and 7) AU Theme of the Year.

Based on their areas of focus, relevant Clusters and SRCMs have taken the lead in the implementation of joint initiatives/activities on the seven AU strategic priorities and the two Frameworks. With regard to the implementation of the AU strategic priorities, lead Clusters are 1, 2, 3,5, 7 and 9. The SRCMs will take the lead on “Division of labour”, and all will potentially lead in addressing the AU theme of year, which changes on an annual basis. The UN-AU Peace and Security, and AU-UN Development Frameworks feature details of intervention areas and action points in the interlinked areas of peace and security and the development agendas. Together, they neatly complement PAIDA, which provides a broad framework for the work of

RCM-Africa in its support for AU development priorities and frameworks at regional and subregional levels. The Peace and Security Framework constitutes the main area of work of Cluster 9 of the Mechanism, whose focus areas are governance, peace and security, and to a large extent, Cluster 6, which focuses on humanitarian matters and disaster risk management, thereby justifying a close working relationship between the two.

With regard to the Development Framework, the areas of overlap between its thematic areas and the areas of interventions of the RCM-Africa Clusters present an opportunity for alignment. They are namely; Cluster 1- Sustainable and inclusive economic growth, industry, trade, agriculture and agro-processing and regional integration; Cluster 4- Labour, employment creation, social protection, migration and mobility; Cluster 5- Gender equality, women and youth empowerment; Cluster 6 - Humanitarian matters and disaster risk management; Cluster 8- Advocacy, information, communications and Culture, and Cluster 9 – Governance, peace and security, where the humanitarian-development nexus and linkage to peace can be deepened. Thus, alignment with the Development Framework will strengthen the work being done in the context of RCM-Africa. With regard to other focus areas of the Development Framework such as integration and mainstreaming, policy research and analysis, data generation, the strengthening of statistical capacity and joint monitoring, evaluation and reporting on the two Agendas, the main entry point is Cluster 1, which deals with sustainable and inclusive economic growth among other areas of work.

However, for optimal implementation, the issues embodied in the AU priorities and the Frameworks are multidimensional and require complementary interventions, which cut across clusters. This calls for adopting holistic and integrated approaches in the implementation process. This would promote interlinkages and synergistic implementation for the attainment of expected results in an efficient and effective manner. It would also promote intra and inter Cluster collaboration, each bringing to bear the comparative advantages of their participating entities.

Table 3: Relationships and Overlaps among AU Priorities and Frameworks

African Union Priorities		Peace and Security Framework	Development Framework	
1. Regional Integration		Cluster 9 Cluster 6	Policy analysis and integration	Cluster 1
AfCFTA SAATM FMPGS	Cluster 1 Cluster 2 Cluster 1		Gender and young people, and social development in general	Cluster 4 Cluster 5
2. Silencing the guns	Cluster 9		Cross-border risks	Cluster 6
3. Climate change	Cluster 7		Advocacy and awareness raising	Cluster 8
4. Gender and youth	Cluster 5		Nexus between peace and security, human rights and development	Cluster 9
5. Capacity building	Cluster 3			

6. Division of labour	SRCMs		
7. AU theme of the year	All clusters		

Going forward, the production of knowledge products should be informed by pilot or case studies to be conducted at the national level. In this connection, the SRCMs, through the Regional United Nations Sustainable Development Group (R-UNSDG) should work with the United Nations Country Teams (UNCTs) in conducting studies in selected countries. Implementation results will be deliberated on at the annual sessions of RCM-Africa. They should also be tabled at meetings of the Subregional Coordination Mechanisms (SRCMs). The events should serve as platforms to deliberate on the findings, proffer solutions and promote knowledge networking on the strategic priorities and focus areas of the two Frameworks.

In terms of linking with global level advocacy and support for AUDA-NEPAD under the responsibility of the Office of the Special Adviser on Africa (OSAA), the Africa Day of the annual Africa Dialogue Series organized by that Office should provide a platform to further showcase results. Thus, the proposed approach will strengthen linkages and ensure coherence of actions from national to subregional, regional and global, a key tenet of the reinvigorated United Nations system. Furthermore, the results of the initiatives/activities undertaken should form the basis for joint technical assistance and advisory services to relevant African regional and subregional organizations, as well as member States.

The expected results should be evidenced by tangible implementation progress in the priority areas, including the formulation and updating of frameworks, policies, strategies and programmes by relevant AU organs, such as African Union Commission (AUC), African Union Development Agency (AUDA)/NEPAD, Regional Economic Communities (RECs), other Intergovernmental Organizations (IGOs), and member States.

II.3.3 The Regional Coordination Concept – Some Fundamentals for Continuing Relevance and Effectiveness

The intent of RCM-Africa and its SRCMs is to encourage coordination and collaboration among UN system agencies operating in Africa in their support to the AU and its organs in the implementation of the continent’s development agenda at regional and subregional levels. In doing so, the mechanisms have placed particular emphasis of regional and subregional priorities and programmes as they relate to continental and global development frameworks such as the 2030 Agenda for Sustainable Development and the AU’s Agenda 2063, within the context of UN-AU cooperation frameworks. The latter includes PAIDA, the UN-AU Peace and Security Framework and the AU-UN Development Framework.

Since the first meeting of RCM-Africa in 1999, there have been a great deal of changes in the development landscape – the adoption of the Millennium Development Goals and the AU NEPAD Programme in 2000 and 2001, respectively; the development and adoption of Africa’s Agenda 2063 in 2015 as a framework for the transformation of the continent; the elaboration and finalization of the Post-2015 Development Agenda, with the adoption of the 2030 Agenda for Sustainable Development and the 17 Sustainable Development Goals in 2015; and the

signing in 2015 of the United Nations Framework Convention on Climate Change (UNFCCC) Paris climate accord, the Third International Conference on Finance for Development held in December 2015 and the resulting Addis Ababa Action Agenda (AAAA). And currently, the ongoing AU and UN reforms, among others. A number of subregional level visions and development priorities have equally emerged since then. All these seem to call for further reflection on the continuing validity of the original concept on which RCM-Africa was built (which focused on the AU and NEPAD) and thus the continuing relevance of its mandate and functions. These and related questions and issues will be addressed in Section III of this report based on stakeholder surveys.

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

Otherwise, thus far, both RCM-Africa and the SRCMs have operated largely on the basis of oversight provided by AUC and ECA. This mode of operation will need to be revisited to allow for effective institutionalization of the mechanisms, as they at present rely on the goodwill and motivation of interested AU organs and UN organizations for their functioning. These are aspects of the critical operational and administrative inadequacies that will need to be addressed in any future incarnation of both RCM-Africa and the SRCMs.

II.4. UN REFORMS AND IMPLICATIONS FOR REGIONAL COORDINATION

(a) Focus of Reforms

Improvement of the effectiveness and efficiency of the UN system has been the subject of reforms over the years⁸. And significant progress has been made to make the UN system more responsive to and to track regional-specific and global development challenges⁹. Building on

⁸ See ECOSOC, 1998/46 Further measures for the restructuring and revitalization of the United Nations in the economic, social and related fields

⁹ Phase II reforms are currently ongoing. With the aim of deepening collaboration, ECA held a joint meeting with the Regional United Nations Sustainable Development Groups (R-UNSDGs) for Western & Central Africa (WCA) and Eastern and Southern Africa (ESA), in Addis Ababa, on 10 December 2018. The overall objective was to reach a common understanding on the implications of the ongoing UN reform initiatives on the functionality of the entities and to deliberate on strategies for deepening collaboration for greater effectiveness and efficiency at the regional level.

The meeting agreed on modalities for follow up and implementation of the Phase I regional optimization actions of the UN reforms, which informed the preparation of a joint work plan for implementation in 2019. It also agreed to harmonize the various frameworks and initiatives of RCM-Africa and the R-UNSDGs. Furthermore, agreement was reached on the joint convening of the 20th Session of RCM-Africa with the Regional UNSDGs-the third consecutive year the sessions will be so organized.

best practices and lessons learned through previous and ongoing reform measures, these management reform proposals maintain the overarching goal of bringing decision-making closer to the point of delivery, simplifying rules, policies and procedures, decentralizing authority and enabling interoperability across the United Nations system to enhance the impact and effectiveness of our efforts.

The most recent set of reforms by the Secretary General seeks to make the UN system deliver on the 2030 Agenda for Sustainable Development. As part of the series of reforms, the UN cooperation frameworks with the AU and regions across the world have equally evolved overtime¹⁰. Quite rightly, the UN has consistently expressed the view embedded in its reforms that strengthening cooperation between the United Nations and the African Union will contribute to the advancement of the principles of the Charter of the United Nations, the principles of the Constitutive Act of the African Union and the development of the African region.

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

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

The second phase of the reforms has now kicked in. This phase will review longer-term repositioning of regional assets to achieve greater coherence between the Regional Commissions and R-UNSDGs. This will include the division of labour among the United Nations Development System (UNDS) entities. In the medium to long term (2020 onwards), it has been proposed that the Africa region should have a single and combined regional mechanism, which would entail a merger of the RCM-Africa and the R-UNSDGs into a single mechanism. The combined regional mechanism is to deepen the coordination of the UNDS and its partnership with the African Union with a view to accelerating the integrated implementation of Agenda 2030 and Agenda 2063. In this regard, the firm commissioned to carry out the study related to the second phase reforms, the Centro de Pensamiento Estratégico Internacional (CEPEI) will visit relevant institutions to consult on the process.

¹⁰ See UN General Assembly, Resolution adopted by the General Assembly on 17 September 2007, 61/296. Cooperation between the United Nations and the African Union Seventy-first session Agenda item 126 (a)
See Resolution adopted by the General Assembly on 23 December 2016 [without reference to a Main Committee (A/71/L.50 and Add.1)] 71/254. Framework for a Renewed United Nations-African Union Partnership on Africa's Integration and Development Agenda 2017–2027

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

(b) Dimensions of UN Reforms

The current reforms by the UN Secretary General include a Global Service Delivery Model for the UN Secretariat, and a set of administrative and financial management reforms under the rubric, Shifting the Management Paradigm in the United Nations: Implementing a New Management Architecture for Improved Effectiveness and Strengthened Accountability¹¹. These reforms build on the achievements of past and ongoing reform efforts, as well as the lessons learned from their implementation.

Box 2: UN Global Service Delivery Model

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

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

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

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

¹¹ UN General Assembly, United Nations reform: measures and proposals - Review of the efficiency of the administrative and financial functioning of the United Nations - Programme budget for the biennium 2018–2019; Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations, 21 March 2018

Shifting the management paradigm in the United Nations: implementing a new management architecture for improved effectiveness and strengthened accountability¹²

The reforms are targeted at lifting enhanced functioning and effectiveness of the UN system. The Secretariat's centralized and cumbersome management structure and administrative framework. They seek to bring solutions to challenges, which include slow, unresponsive service delivery, fragmentation in management structures, inadequate resourcing, ineffective mandate delivery and a lack of transparency and accountability. Based on sound management principles, these reforms seek to make the UN system more nimble, effective, transparent, accountable, efficient, pragmatic and decentralized to better support its normative and operational activities. To this end, the new management paradigm will empower managers to determine how best to use their resources to support programme delivery and mandate implementation. This will also mean transferring greater responsibility to managers and holding them accountable for the programme and financial performance of their programmes.

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

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

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

- 1) Establishment of a common secretariat for shared services for RCM-Africa and the SRCMs, as an element in an institutionalization process in the strengthening of the mechanisms
- 2) Provision of incentives for UN agencies, funds and programmes to use the coordination mechanisms, particularly the SRCMs more effectively
- 3) RCM-Africa and its SRCMs to ensure consultation with AU organs at the regional level and the RECs and regional and subregional stakeholders on the sets of priorities that they should focus on, and implementation should be guided by the adopted joint workplans backed by results measurement and reporting frameworks based on clearly defined and monitorable indicators

¹² Shifting the United Nations management paradigm requires considerable effort to develop simplified, common sense policies, procedures and processes; a rationalized delegation of authority framework that achieves a proper segregation of roles and responsibilities and aligns programme/mandate delivery and managerial responsibilities and accountabilities; and data-based business intelligence and analysis to support management decisions and enable effective and timely monitoring and robust compliance and accountability measures. Work is progressing in all these areas.

- 4) Establishment of effective institutional frameworks for effective monitoring and review of performance

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

Table 4 sets out the main dimensions of the ongoing reforms at the AU and possible implications for the regional and subregional coordination mechanisms.

Table 4: Summary of Dimensions of AU Reforms and Implications for Regional Coordination

Dimensions of AU Reforms	Implications for RCM-Africa and SRCMs
<ol style="list-style-type: none"> 1) Based on Paul Kagame Report of 29 January 2018 on Recommendations for the Institutional Reform of the African Union 2) Guided by the Decision of the AU Assembly, Assembly/AU/Dec.606 (XXVII) 3) The need for the AU to be made fit for purpose to effectively respond to current and unfolding challenges 4) Previous reviews: 2007 Adedeji Report; 2016 Mekelle Report 5) Challenges: <ul style="list-style-type: none"> o Constant failure to see through AU Decisions – implementation crisis; perception of limited relevance to African citizens; fragmented organization with a multitude of focal areas; overdependence on partner funding o Underperformance of some organs and agencies due to unclear mandates and chronic underfunding o Limited managerial capacity o Lack of accountability for performance at all levels o Unclear division of labour among the AUC, RECs and other regional mechanisms and member states o Inefficient working methods within the AUC and Assembly 6) More than 1500 resolutions adopted without ways of monitoring what has been implemented 7) A dysfunctional organization in which member states see limited value, global partners find little credibility and citizens have no trust 8) Strengthening the AU to address 4 action areas: <ul style="list-style-type: none"> o Focus on key priorities with continental scope o Realign African union institutions to deliver against these priorities o Manage the AU efficiently at both political and operational levels o Finance the AU ourselves and sustainably 9) Need to deliver early results on Agenda 2063 to enable the AU to connect with citizens <p>Recommendations:</p> <ol style="list-style-type: none"> 10) Focus on key priorities with continental scope: <ul style="list-style-type: none"> • The AU should focus on a fewer number of priority areas, such as political affairs; peace and security; economic integration (including the CFTA); Africa’s global representation and voice • There should be a clear division of labour among – AU, RECs, Regional Mechanisms, member states and other continental institutions in line with the principle of subsidiarity 	<p>The programmes of RCM-Africa nine thematic clusters should be aligned with the 7 strategic priorities of the AU, namely:</p> <ol style="list-style-type: none"> 1) Regional Integration, in particular the African Continental Free Trade Area (AfCFTA), the Single African Air Transport Market (SAATM), and Free Movement of Persons, Goods and Services. 2) Silencing the guns by 2020 in support of Peace and Security. 3) Climate Change. 4) Gender, Women and Youth. 5) Capacity Building. 6) Clear Division of Labour. 7) AU Theme of the Year. <p>A special cluster, Institutional Development, which supports Implementation of AU reforms be established – it should provide coordinated support for:</p> <ul style="list-style-type: none"> o Capacity building for institutional effectiveness o Development of performance management systems o Continuous refinement of the harmonized KPIs for the 2030 UN Agenda for Sustainable

<p>11) Realign the AU institutions to deliver on key priorities</p> <ul style="list-style-type: none"> • There are 8 Commissions Directorates; 31 Departments and Offices; 11 Organs; 31 Specialized Technical Agencies (STAs); and High-Level Committees. • Conduct an audit of bureaucratic bottlenecks and inefficiencies and act on the report without delay • Re-evaluate and right-size the AUC structures • AUC senior leadership should be lean and performance-oriented • The following organs and agencies to be reviewed and updated: <ul style="list-style-type: none"> ○ NEPAD – fully integrate into AUC as AUDA with enhanced results monitoring framework ○ APRM – strengthen to track implementation and oversee monitoring and evaluation in key governance areas ○ Judicial and Legislative Organs – review and clarify the roles of the African Court of Justice of the AU, the African Court of Human and Peoples’ Rights and the Pan African Parliament. Address challenges impeding the merger of the African Court of Justice and the African Court of Human and Peoples’ Rights. Address why the PAP protocol is not being ratified – should it have legislative powers? What should be the mode of election of its MPs? Resolve these questions. ○ Peace and security – reform the Peace and Security Council (PSC) – role, working methods and membership of the Council ○ Permanent Representatives Committee – It has taken on unwarranted role in decision-making process. PRC should exercise the role defined in the Constitutive Act and serve advisory body to the Executive Council and facilitate communication between the AUC and national capitals. It should not be functioning as the supervisory body of the AUC ○ Specialized Technical Agencies – review and streamline. Retain only those that fall within the recommended priority areas ○ Increase relevance of AU by launching the following initiatives: <ul style="list-style-type: none"> ▪ Establish women and youth quotas across all AU institutions and for private sector representatives ▪ Establish an African Volunteer Corps ▪ Facilitate cultural and sports exchange among member states ▪ Make African passport available to all eligible citizens as soon as possible ▪ Identify and provide a set of ‘common services’ valued by member states and citizens <p>12) Efficient Management of the AU at Political and Operational Levels:</p> <ul style="list-style-type: none"> ○ Political: Assembly agendas too heavy and lacking in focus on strategic issues; inadequate time for leaders to consult; poor consultation of RECs; no enforcement mechanism to back implementation of Assembly decisions <p>Recommendations:</p> <p>13) AU summit should focus on 3 strategic agenda items at a time. Delegate any other business to the Executive Council (c.f. Mekelle Report)</p> <p>14) Convene one summit per year, except for extraordinary sessions</p> <p>15) Review summit rules and regulations, including acceptable level of representation – only presidents, vice presidents or prime ministers</p> <p>16) A second summit for the year should focus on coordination with the RECs – participation should include Bureau of the AU Assembly, RECs Chairpersons and Regional Mechanisms</p> <p>17) External parties should be invited to the summits on exceptional basis for specific purposes only</p> <p>18) Summits by Africa’s partners should be reviewed. Africa should be represented not by all countries, but by the following:</p> <ul style="list-style-type: none"> ○ AU chairperson ○ Previous chairperson of the AU ○ Incoming chairperson of AU ○ Chairperson of AUC ○ Chairperson of RECs 	<p>Development and Africa’s Agenda 2063</p> <ul style="list-style-type: none"> ○ Transition of AUDA-NEPAD, which currently benefits from OSAA’s support ○ Assistance in the development of reforms implementation frameworks for affected AU agencies and organs ○ Support for update of implementation frameworks, AU Staff Regulations and Rules, among others to include the approved new initiatives: <ul style="list-style-type: none"> ▪ Establishment of women and youth quotas across all AU institutions and for private sector representatives ▪ Establishment of an African Volunteer Corps ▪ Facilitation of cultural and sports exchange among member states ▪ Facilitation of the process of immediate access to the African passport by all eligible citizens ▪ Identification of, and facilitation of, the process of providing a set of ‘common services’ valued by member states and citizens ○ Facilitation of the strengthening of sanction mechanisms
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<p>19) Ensuring continuity in Assembly decisions implementation – put in place a Troika Arrangement consisting of outgoing, current and incoming chairpersons of the AU. This will require the incoming chair to be selected a year in advance. Clarify the role of the chair.</p> <p>20) Strengthen current sanction mechanism – participation in AU deliberations to be contingent on adherence to summits decisions</p> <p>21) Operational Level: there are management challenges facing the AU:</p> <p>22) Poor leadership accountability</p> <p>23) Inadequate supervision and coordination</p> <p>24) Weak staff recruitment and performance management systems</p> <p>25) Inadequate process for selection of top Commissioner leaders</p> <p>Recommendations:</p> <p>26) Robust and transparent process for selection of the chairperson of the AUC</p> <p>27) Deputy chairperson and the commissioners to be competitively recruited and accountable to the AUCP taking into account gender, regional diversity, etc as criteria</p> <p>28) DCP to focus on efficient administration of the AUC</p> <p>29) Change title of DCP to Secretary General or Chief Operating Officer</p> <p>30) Review organizational structure, staffing needs and conditions of service to align with the recommended priorities</p> <p>31) Finance the AU Ourselves and Sustainably</p> <p>Recommendations:</p> <p>32) Implement the Kigali Financing Decision</p> <p>33) Current scale of assessment should be reviewed based on the following principles:</p> <ul style="list-style-type: none"> ○ Ability to pay ○ Solidarity ○ Equitable burden sharing <p>34) The committee of 10 Ministers of Finance set up under the Kigali Financing Decision of 2017 should assume responsibility for oversight of AU budget and finances</p> <p>35) The committee should develop new set of golden rules for clear financial management and accountability principles</p> <p>36) Implement the Johannesburg Decision what requires the AU to finance 100% of its operating budget, 75% of programme budget and 25% of peace support operations as a starting point</p> <p>37) Penalties for failure to honour assessed contributions should be reviewed and tightened. Membership could lapse for failure to meet obligations within 18 months. Resumption of membership should require full payment of arrears plus additional charges</p> <p>38) Reform Implementation Arrangements – Dedicated oversight, implementation and change management structures are required at both Assembly and AUC levels to ensure implementation.</p> <p>39) Recommendations:</p> <p>40) A High-Level Panel of Heads of State and Government should be put in place to supervise implementation process</p> <p>41) A Reforms Implementation and Change Management Unit should be established in the office of the chairperson of AUC to drive day-to-day implementation of the reforms in line with agreed timelines</p> <p>42) A legally binding mechanism should be established to ensure member states honour their commitments to implement these reforms</p> <p>Timeline for implementation of reforms: 1-2 years, starting from 2017</p>	
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The UN and AU reforms and partnership frameworks therefore present RCM-Africa and its SRCMs opportunities to position themselves as key players in the effective implementation of transformative development strategies and programmes in the region

and subregions. As role players, the mechanisms will however only be able to implement UN-AU partnership programmes and activities to the extent of their institutional capacity and resources as well as relationships with R-UNSDGs and UNCTs. Their effectiveness is therefore fundamental in this regard. A survey of their effectiveness is what is examined in the next section of this report.

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A SURVEY OF EFFECTIVENESS OF RCM-AFRICA AND ITS SRCMS: KEY FINDINGS AND IMPLICATIONS

III.1 DIMENSIONS TO THE STUDY SURVEY

There are two dimensions to the survey of the effectiveness of RCM-Africa and its SRCMs conducted in this study, the analyses of which are reported in this section. The first dimension is an analysis of the performance of the Mechanisms based on literature review. This drew heavily on the review reports on the Ten-Year Capacity Building Programme for the African Union (TYCBP-AU) that was implemented over the period 2006-2016 and which provided the basis for the launch of the activities of RCM-Africa. The review reports covered a period of a decade and also assessed performances of the SRCMs. The TYCBP-AU review reports reached important conclusions and made very cogent recommendations. The reports were however not based on surveys. They relied on review of documents and interviews. They therefore did not offer quantitative measures and indicators for the assessments, among other areas of concern highlighted in the footnote¹³.

The second dimension is the conduct of a survey of stakeholders involved in the activities of the Mechanisms. The field survey was undertaken in two stages. The first stage provided the basis for the first draft report that was discussed by the RCM-Africa Secretariat's Experts Group Meeting that was convened over the period 3rd – 4th December 2018. Based on the recommendation of the EGM, the second stage of the field survey was undertaken over the period, December 2018 – January 2019 to expand the pool of respondents. The data and information generated from the two phases were consolidated to form a single field survey. Each of the reported performance indicator is presented with three component elements – the

¹³ The TYCBP-AU reviews made no mention of the AU-NEPAD Capacity Development Strategic Framework (CDSF), which is the framework for building capacity of AU organs. Implementation of the CDSF was not facilitated under the TYCBP-AU. Other than SRCM-WA, others did not seem to benefit from the programme. Resources committed under the TYCBP-AU were not determined and the basis for attribution of outputs and outcomes not clear. The reports were based on activities reported to the reviewers. There was no assessment of the effectiveness of the contributions made by RCM clusters. Outputs and outcomes were not independently verified through engagement of other stakeholders other than what the clusters indicated were produced (means of verification) – reports did not examine other means of verification of performance. The AGA project, for instance, was heavily funded by GIZ, which was not mentioned in the report and is not a member of the cluster on peace and security. Some of the findings are not consistent with responses from AU organs and agencies, some of which mentioned that they do not seem to be benefitting from the RCM.

“**cumulative measure**”, which presented the aggregated finding on each measure of effectiveness for all respondents across the Mechanisms; the “**RCM-Africa performance index**”, which captured responses related to RCM-Africa only, and the “**SRCMs performance indicator**”, which reported on responses in respect of the SRCMs only. As the survey instruments differ in terms of the information required for the analysis of this study, the responses by SRCM secretariats were analyzed and presented separately. This is important to allow for a better appreciation of the issues facing the SRCMs from the point of view of those assigned to handle their operations.

It is therefore along these lines that the assessment of the Mechanisms is presented in this section of the report.

III.2 PERFORMANCE OF RCM-AFRICA AND ITS SRCMs UNDER THE TYCBP-AU PERIOD

With respect to the concrete achievements of RCM-Africa since inception, this study drew heavily on the review reports on the TYCBP-AU, which found remarkable performance of the mechanisms. This conclusion, which was based on three reviews of the work plans and reports of the nine clusters and their sub clusters of RCM-Africa, including interviews of major stakeholders, pointed to the following achievements by the mechanisms:

(a) Achievements of RCM-Africa

A summary of some of the achievements of RCM-Africa during the TYCBP-AU period consisted of the following, among numerous others:

- By 2011, RCM-Africa’s clusters had all come up with business and work plans based on the expressed priorities of the AU. These were consolidated into a document entitled: “UN System Support to the African Union Capacity Building Programme: Diagnosis and Work Programme of RCM Clusters”.
- The RCM-Africa Secretariat was jointly constituted by AUC and ECA for shared leadership of the activities and ownership of the process by the AU and the UN.
- The **Agriculture, Food Security and Rural Development** cluster provided substantial support for the implementation of the AU’s 2003 Comprehensive African Agricultural Development Programme (CAADP). Some US\$430.5million was mobilized in support of National Agriculture and Food Security Investment Plans (NAFSIPs).
- The **Infrastructure** cluster assisted the AUC to prepare the “Africa Energy Vision 2030”, conduct studies, raise funds for the African Water Facility, strengthened capacity of the water units of the RECs and the river and lake basin organisation. Assistance was provided for the formulation of the African Regional Action Plan on the Knowledge Economy and the organization of the 2009 AU Summit on “ICT in Africa: Challenges and Prospects for Development”. and training on harmonizing cyber legislation with cyber security.
- The **Governance** cluster provided support to the African Peer Review Mechanism in a number of African countries, to build up its data base of experts to undertake the reviews and to manage the APRM Trust Fund. Supported the drawing up, validation and adoption of the AU’s Human Rights Strategy for Africa as well as the Action Plan for its implementation, the development of the African Governance Architecture (AGA) and its implementation instrument, the African Governance Platform,

popularization of the African Charter on Democracy, Elections and Governance, among others. The cluster also extended its support to the RECs, SADC and ECOWAS and the convening of some NPCA governing bodies: the NEPAD Steering Committee; the Heads of State and Government Orientation Committee and the African Regional Meeting on Development Effectiveness.

- The **Environment, Population and Urbanization** cluster contributed to the implementation of the TYCBP-AU, provided support to NPCA's "Sustainable NEPAD City Programme", convening of the meetings of the African Ministerial Conference on the Environment (AMCEN) and helped the RECs with the development of their respective Environmental Action Plans. The AUC was strongly supported in the implementation of the Multilateral Environment Agreements by its member states and RECs. It also assisted the AU in its negotiations on the global climate change processes both in Copenhagen and at Rio. It assisted in convening the African Heads of State and Government on Climate Change (CAHOSCC).
- The **Social and Human Development** cluster provided technical support for the convening of several ministerial forums such as the Conference of Ministers of Health, and of Education, the Committee of Experts on the Rights of the Child, the Africa Prosecutors Meeting, etc. It assisted the AUC in developing a system for monitoring the implementation of the Declaration and Action Plan of Africa Fit for Children (AFFC) and the Integrated Strategy in Support of Victims and Survivors of Violence Against Women. Assistance was provided for the preparation of the AUC's Social Policy Framework and to help popularize important initiatives such as the Young Volunteers Programme, the Campaign Against Human Trafficking, the Accelerated Reduction of Maternal Mortality in Africa, the Universal Access for HIV/AIDS, TB and Malaria, the Ouagadougou Action Plan on Human Trafficking, etc. It helped mobilize resources for the AU. COMMIT campaign in EAC, IGAD and ECOWAS and provided training for AU Volunteers to prepare them for their deployment into African countries. Other programmes supported included the African Plan for the Elimination of Mother to Child Transmission of HIV; the Abuja Call and the Maputo Plan of Action on HIV/AIDS at the country level; AIDS Watch Africa (AWA); the AU Pharmaceuticals Manufacturing Plan; ratification, implementation and popularization of the Charter for African Cultural Renaissance; ECCAS, ECOWAS, COMESA, EAC, IGAD, IOC, ICGLR and SADC were all assisted to enable them take part in the Africa Unite Campaign; NPCA strategy on sustainable financing for health; and capacity building support in the field of labour, employment, migration and mobility as well as social protection.
- The **Peace and Security** cluster achieved remarkable successes. It provided substantial support for the creation and operations of the AU Peace and Security Council and the Peace and Security Architecture; support to the AU's African Stand-by Force and its Panel of the Wise. It assisted the AU in implementing its Post-Conflict Reconstruction and Development Policy and its land mines, small arms and light weapons initiative; assisted the administration and management of peace keeping operations; development and operation of early warning systems, conflict prevention initiatives, capacity for mediation, strengthening of democratic processes especially through the conduct of free and fair elections. Extensive training and skills development activities for mission personnel especially through the AMANI AFRICA training programme. Pre-deployment training was provided to mission leaders, police commanders, EOD/IED

operators and other officers. Robust technical assistance and support was provided for mission management and peace support operations such as AMISOM in Somalia and the Regional Initiative Against the Lord Resistance Army in Uganda. Other areas in which the cluster made contributions included: preparation of the Human Rights Strategy and on the COMMIT and UNiTE campaigns; formulation of the AU Policy Framework on Transitional Justice and the creation of the African Human Rights Memorial at the AUC; AU's Humanitarian Policy Framework; technical and logistical support in the implementation of the Plan of Action of the Special AU Summit on Refugees, Returnees and Internally Displaced Persons in Africa; development of policies, guidelines, planning tools, and standard operating procedures for the establishment and operationalization of the African Peace and Security Architecture (APSA); and capacity building interventions to have the AU set up the African Stand-by Force and enable it plan, deploy and manage complex multidimensional peace keeping operations.

- The cluster on **Advocacy and Communications** built communications capacity at the AUC and NPCA, supported publication of “Africa Renewal”; supported forums that brought together media practitioners to discuss matters relating to Africa’s peace, security and development; organize every year the AU/NEPAD Week in the margins of the General Assembly; conducted a training workshop for communications officials from the RECs, the AUC, and NPCA on a communications strategy for the AU; and produced a manual on development reporting for African media practitioners.
- The cluster on **Science and Technology** helped to monitor implementation of the NEPAD Science and Technology Action Plan, helped develop the AU’s policy on science and technology as well as its S&T Consolidated Plan of Action. It helped promote science and engineering education, raise awareness on intellectual property rights and supported programmes for reversing the brain drain. In 2010 it assisted in convening the Science with Africa Conference which gave rise to the Africa Innovation Framework (AIF) and the African Science and Technology Endowment Fund (ASTIF). Other contributions included facilitation of the formation of the African Inter-Parliamentary Forum on Science, Technology and Innovation (AIPF-STI) and supported capacity building activities on various aspects of science and technology work for ECCAS, IGAD, SADC, ECOWAS and CEEAC.
- The **Industry, Trade and Market Access** cluster assisted the AUC and NPCA to harmonize the regional position for negotiations in the EU/ACP Economic Partnership Agreements as well as in the Doha Round particularly regarding trade in agricultural commodities. It supported the AU’s African Quality Infrastructure Survey and the Industrial Upgrading and Modernization Programme. Assistance was extended to two RECs on trade matters: The Regional Trade Programme for the East African Community and the Trade Support Programme for COMESA. It provided technical support for the preparation of the Action Plan leading to the AU Decision on the Continental Free Trade Area, as well as for the convening of two African Trade Policy Forums in 2011 and 2012.

(b) Achievements of the SRCMs

During the period covered by the TYCBP-AU reviews, the reports noted that all the SRCMs had their business plans drawn up for implementation. Focal points were designated in each participating organization. At individual SRCM level, the reviews reported the following:

(i) SRCM West Africa

The SRCM identified six priority areas of cooperation between the UN and the West African Intergovernmental Organisations Framework, a consortium of IGOs in the sub-region. The priority areas covered governance, peace and security and humanitarian action; economic integration, infrastructure development; human development and gender equality; agriculture, food security, water and the environment; private sector development, industry and mines. A Business Plan was drawn up in 2013. In 2014, the cluster set up the Africa Programme on Accelerated Improvement of Civil Registration and Vital Statistics (APAI-CRVS), which supports civil registration and vital statistics in francophone countries. Under this programme, it conducted training activities for officials from these countries and set up a “core” group of 9 experts to assist in programme implementation.

(ii) SRCM North Africa

This SRCM identified seven “cooperation areas” viz:

- a) Strengthening institutional capacities
- b) Trade, industry, market access and economic integration
- c) Agriculture, food security and rural development
- d) Human resource development, gender empowerment, public health and social welfare.
- e) Environment, population and urban development
- f) Development of water, energy, transport, and information and communications technology
- g) Science, technology and promotion of the products of knowledge

In 2015, it decided to narrow down its activities to only the first four areas and so set up clusters and established targeted goals for the year 2015-2016. In its institutional strengthening activities, the goal was to build statistical and economic and social information capacities. For trade, industry and market access cooperation area, the goal was the harmonization of customs documents and trade facilitation. The goal set for the human resource cooperation field was to undertake a study on “Youth employability and migration”. In the agriculture cooperation area, it was natural resource management and the fight against desertification.

It was evident from its reports, that the SRCM encountered some challenges in achieving an appreciable level of coordination among its members. It still operates as a forum where individual agencies report on their respective activities with the REC. It is still very much a “consultation” mechanism. Even though efforts were made to set up clusters, activities were largely agency-based. In 2016, it was agreed that AMU would develop a matrix showing its priority areas of action where partnerships through the SRCM could be forged.

(iii) SRCM East and Southern Africa

A business plan was drawn up for the period 2013-2017, designed to serve the three main RECs in the two sub-regions: COMESA, SADC and EAC. It had five priority areas: regional integration and infrastructure development; climate change and natural resources management;

governance; gender and social development; and agriculture and food security. Knowledge management and information dissemination were included as cross-cutting issues. In 2014, it reviewed three of the flagship projects agreed upon in the business plan, namely, the regional food security programme, the sustainable tourism development programme; and the regional initiative of the International Conference on the Great Lakes Region on the illegal exploitation of natural resources. In 2015, the Plan was reviewed for alignment with Agenda 2063, the SDGs and the new priorities of the RECs and IGOs. “Flagship initiatives” were decided on under one of the expected outcomes of the Business Plan – Building Strong Institutions and Social Cohesion. Four such initiatives were chosen out of the numerous goals and targets set out in the Business Plan. These are: Blue Economy, Mainstreaming Intelligent Transportation System in Corridor Infrastructure, the Continental Free Trade Area, the Tripartite Free Trade Area. “Champions” rather than clusters assumed responsibility for the initiatives.

(iv) SRCM Central Africa

Central Africa drew up a “Common Indicative Programme” for the period 2013-2016. It contained 167 activities, which were proposed by ECCAS and its partners. Out of these, SRCM-CA decided to focus on 74 activities. However, of these 74 activities only 7 could pass as SRCM cluster activities. The rest were either agency-based or activities among IGOs and RECs. The SRCM did identify as a major challenge to its effectiveness, “...*the weak coordination of activities among the agencies of the United Nations system [and] inadequate resources for implementation...*”

From the foregoing, there is significant evidence that the coordination mechanisms, albeit at varying levels of performance, undertook a number of very important activities through the clusters. However, no measures of levels of effectiveness were reported. For in-depth assessment of institutional and operational issues, this study conducted surveys among the stakeholders. These surveys provided cluster members, beneficiaries of programmes as well as coordinators of the mechanisms opportunity to rank levels of performance against various effectiveness indicators. The survey findings, which concretely rank levels of effectiveness are presented and discussed in the following sections.

III.3 FIELD SURVEY FINDINGS

As indicated earlier, the survey was conducted in two stages. The first was undertaken at the inception of the study. The findings led to the draft report that was reviewed at an Experts Group Meeting in December 2018. Due to limited response from organizations, the survey instruments were retransmitted over the period December 2018 – January 2019. This expanded the pool of respondents and generated additional data and information. The extended survey was particularly important for two reasons. First, it allowed the study to reach out to more members of the Mechanisms with adequate time for responses to be received thus eliminating the time constraint limitation. And second, the responses served as a means for validating the findings from the first survey and to confirm whether a larger sample of respondents would have had any statistically significant effect on the pattern of responses generated initially. As it turned out, the data and information from the extended survey were significantly a direct reflection of the findings of the initial survey conducted. Thus, while the extended survey brought in eleven additional institutional respondents consisting of three from AU organs, three

from RECs and five from UN organizations, the results corroborated the initial findings and conclusions.

A total of thirty respondents participated in the field survey and interviews. Twenty-five stakeholders responded to the survey instruments and five were followed up with interviews. In addition, a total of forty-six participants participated at the EGM that vigorously interrogated the initial draft of the report. Thus, in all, a total of seventy-six stakeholders participated in the survey and discussions that shaped this final report (Annex I). Of the thirty that responded to the questionnaires and participated in the interviews, twelve were females and eighteen were males. This represented 40 per cent females and 60 per cent males, which came close to 50/50 gender balance among stakeholders who determined the findings of this study. The positions of respondents consisted of Board Chairperson, Directors, Heads of Programmes, Principal Officer, Division Chief and Senior Economist.

This section presents the consolidated findings of the survey.

III.2.1 Survey Findings on RCM-Africa and its SRCMs

(a) Overview

For the survey, three sets of questionnaires were sent out using Word files to allow for personalized follow-ups. One set was specific to the SRCMs. The second set was sent to stakeholders directly responsible for the operations of the Joint Secretariat of RCM-Africa. The third set went to all organizations participating in the activities of both RCM-Africa and its SRCMs at regional and subregional levels. These included all the 8-AU Recognized RECs, AUDA-NEPAD, all UN agencies on the RCM-Africa platform, the Regional UNSDGs and IGOs. A total of 130 questionnaires were sent out. These were followed by Skype and telephone interviews with ECA and AUDA-NEPAD.

The measures of effectiveness are the extent to which planned activities are successfully implemented – that is the ratio of achievements to planned projects, programmes and activities. The administered questionnaires requested respondents to rank effectiveness on a graduated scale (Annex II).

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







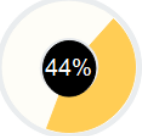
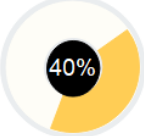
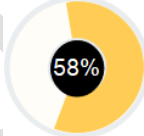
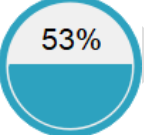
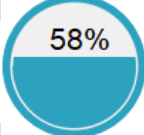
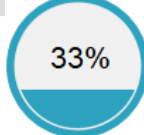
(b) Participating Institutions' Assessment of RCM-AFRICA and its SRCMs

The findings reported here are based on the consolidated responses provided by the participating organizations, which responded to the survey instruments administered. The organizations consisted of AU organs and agencies, RECs, AUDA-NEPAD, UN organizations and IGOs (Annex I).

(i) Basic Performance Measures and Indicators

Figure 1 presents the basic performance measures and indicators for RCM-Africa and its SRCMs. These are the extent to which participating stakeholder organizations are active on the Mechanisms; the extent to which their programmes are coordinated through the Mechanisms; and their initial assessment of the overall level of effectiveness of the performance of the Mechanisms.

Fig.1: Basic Performance Measures and Indicators

S/N	Performance Measure	Cumulative	RCM-Africa	SRCMs
1	Extent to which respondent organizations are active in RCM-Africa/SRCM activities			
2	Extent to which respondent organizations' programmes are coordinated through RCM-Africa or SRCM			
3	Rate of performance effectiveness of RCM-Africa/SRCM respondent organizations are associated with			
4	Extent to which respondent organizations see duplication among the activities of RCM-Africa, SRCMs, R-UNSDGs and UNCTs			

(ii) Extent to which Responding Organizations are Active on RCM-Africa and its SRCMs

Cumulatively, the organizations that responded to the question were **56.70 per cent active** on both RCM-Africa and its SRCMs (Fig. 1). For RCM-Africa and the SRCMs, the respondents were 58.30 per cent and 50 per cent active, respectively. They expressed the concern that the Mechanisms were one-off annual platforms that had little or no follow-up on activities after the annual meetings.

(iii) Extent to which Responding Organizations' Programmes are coordinated through RCM-Africa and its SRCMs

Responding organizations expressed the view that the extent to which their programmes is coordinated through the Mechanisms is 40 per cent, cumulatively. However, for RCM-Africa's platform, it is about 41.70 per cent and **33.33 per cent for the SRCMs** (Fig.1). This is an indication that the Mechanisms are yet to emerge as effective instruments for coordination of UN agencies, programmes and funds' support to regional or continental organizations. The mechanisms are therefore lagging in the implementation of this core objective of their mandate.

(iv) Overall Level of Effectiveness of RCM-Africa and its SRCMs

Responding regional and continental organizations concluded that, cumulatively, both RCM-Africa and its SRCMs are about **44.20 per cent effective** in their performances, in respect of the delivery of their core mandates and functions (Fig.1). For RCM-Africa, the level of

effectiveness is **40 per cent**, while for the SRCMs, it stands at **58.30 per cent**. The cumulative level of institutional effectiveness is slightly below average, which is not good enough.

(v) Major Challenges Facing the Mechanisms

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

- 1) **Inadequate Financial and Technical Resources** facing the Regional and Subregional Coordination Mechanisms' effective operation and for the facilitation of participation of some of IGOs.
- 2) **Weak Local Ownership of RCM-Africa** reflected in limited real participation of AU organs and RECs – participation that is beyond attending the high-profile annual meetings. This led to all the respondents to regard the RCM-Africa as a one-off annual meeting with limited operational value as against a real coordination mechanism.
- 3) **Need for Refreshed Mandate of RCM-Africa**, given current geo-political developments, which require the RCM-Africa and its SRCMs to reinvent themselves in the context of present pressures on multilateralism and reforms in the UN and AU systems.
- 4) **Need to Step up Joint Planning**, as RCM-Africa has not given adequate rise to joint planning of programmes by UN agencies and with RECs, AUDA-NEPAD and other stakeholders, given the imperative following the launch of both the 2030 Agenda for Sustainable Development and Africa's Agenda 2063.
- 5) **Information-sharing Gap**: Using websites is undoubtedly useful, however, a targeted and friendly system to share timely planning and evaluation information among partners is necessary. It is through this system that joint monitoring of achievements of yearly targets can reasonably be done.
- 6) **Inadequate Tasks Sharing**: which tasks for whom and why and to achieve which targets and by when is an important guide to programme planning. This should be addressed so that all partner institutions contribute effectively to assisting the continent in achieving the targets for the 2030 Agenda for Sustainable Development and the aspirations of Africa's Agenda 2063.
- 7) **Poor Grassroots Participation Strategies**: there are no clear strategies to involve grassroots community and ensure people's participation in the implementation of the Agenda 2063 and the SDGs targets for 2030.
- 8) **Lack of Monitoring and Evaluation Framework**: RCM-Africa does not have results monitoring and evaluation frameworks for implementation of agreed actions. Efforts to commission important studies on specific themes, disseminate results in stakeholder-friendly formats are not obvious.
- 9) **Weak Performance Reporting System**: Other than minutes of meetings and annual reports, RCM-Africa does not have effective reporting systems in respect of its activities and performance. The minutes shared do not seem to inform the planning of new activities.
- 10) **Inadequate Visibility**: The Regional Coordination Mechanism has inadequate visibility among stakeholders. There is need to step up access to information and documentation on its programmes and activities.
- 11) **Need for Complementarity in Activities among RCM-Africa, SRCM, R-UNSDGs and UNCTs**: Half of the respondents expressed the view that duplication exists among the mandates and activities of the various coordination entities in the UN system. The

other half was not convinced duplication exists but would like an extensive review of their mandates and a re-delineation of roles and responsibilities.







12) **Priority Activities Not Being Adequately Addressed by RCM-Africa:** Respondents would like RCM-Africa to prioritize the following activities or areas of intervention, which are not being adequately addressed:

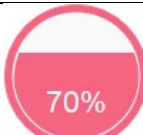
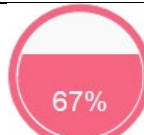
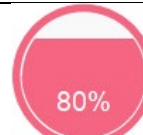

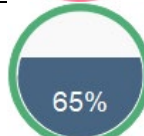

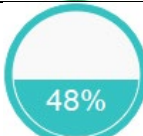
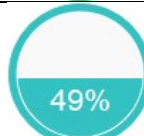
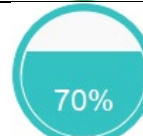
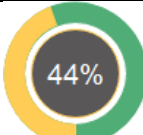
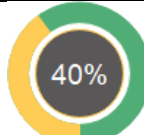
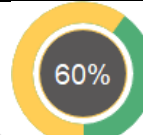
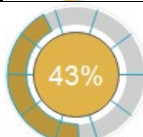
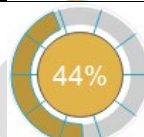
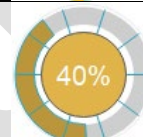
- a) Capacity building support to participating regional and subregional organizations
- a) Assistance to participating organizations in the mobilization of resources
- b) Greater emphasis on outputs and outcomes rather than activities. The purpose should be clear and compelling at the level of results
- c) Programmes to strengthen process of regional economic integration
- d) Programmes to deepen and expand market development and trade
- e) Improvement in the quality and relevance of education and training
- f) Conduct of an annual review of the extent of domestication of the various AU frameworks and progress in the achievement of targets set in the first ten-year implementation plan (2014-2023) of Africa’s Agenda 2063 and regularly share findings with all partners to learn lessons from results and identify gaps to be filled before 2023.
- h) Promotion and popularisation of continent-wide technologies to reduce the burden of reproduction work on women and by so doing free time for them to engage in production and strategic work.
- i) Scaling up at least one good practice in development and/or in peace building to ensure its sustainability.
- j) Acceleration of implementation of the programme for infrastructure development in Africa (PIDA) to cut down on travel time within the continent and empower women for trade.

(vi) Issues in the Strengths, Weaknesses, Gaps, Challenges and Opportunities of RCM-AFRICA and its SRCMs

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

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

S/N	Performance Measure	Cumulative	RCM-Africa	SRCMs
1	Level of awareness of the Mandate of RCM-Africa and its SRCMs			
2	Extent of continuing relevance of the mandate of RCM-Africa and its SRCMs			

3	Level of awareness of the functions expected of RCM-Africa and its SRCMs			
4	Extent of continuing relevance of the functions of RCM-Africa and its SRCMs			
5	Level of effectiveness of RCM-Africa and its SRCMs in delivery of functions			
6	Level of satisfaction with RCM-Africa and its SRCMs results so far			
7	Level of effectiveness of strategies, implementation frameworks, tools and mechanisms used by RCM-Africa and its SRCMs in support of implementation of the 2030 Agenda on Sustainable Development and Agenda 2063			

Level of Awareness of the Mandate of RCM-Africa and its SRCMs: the organizations which responded to the survey placed their level of awareness of the mandate of RCM-Africa and its SRCMs at **67.14 per cent**. For RCM-Africa, it was **63.64 per cent**, while for the SRCMs the level of awareness of their mandate was rated **80 per cent**. This represents a strong indication of respondents' knowledge of what is expected of the Mechanisms.

Extent of Continuing Relevance of the Mandate of RCM-Africa and its SRCMs: respondents placed the level of the continuing relevance of the mandate of the Mechanisms at **71.43 per cent**. For RCM-Africa, it was assessed as **67.27 per cent** and the SRCMs, **86.67 per cent**. While this represents a good score, it equally means that the mandate needs refreshing. This is due to the rapidly changing development context that has seen the advent of the 2030 Agenda for Sustainable Development and Agenda 2063 and other regional and subregional development frameworks and, not least, issues like the declining popularity of multilateralism.

Level of Awareness of RCM-Africa and its SRCMs Functions: respondents showed high level of awareness of the functions that the Mechanisms are expected to deliver. They turned up a cumulative **70 per cent** level of awareness of these functions. For RCM-Africa and its SRCMs, the figures stood at **67.27 per cent** and **80 per cent**, respectively. This is an indication that knowledge of what the Mechanisms were set up to undertake is very well shared and appreciated among stakeholders and across the continent.

Extent to which RCM-Africa and its SRCMs Functions are still Relevant: In the assessment of the extent to which the functions of RCM-Africa and its SRCMs are still relevant, given developments since the launch of the AU NEPAD programme, the 2030 Agenda for Sustainable Development and Africa's Agenda 2063, among others, respondents

expressed the view that the functions are currently about **68.57 per cent** relevant. For RCM-Africa, they scored continuing relevance **65.45 per cent**, while for the SRCMs, the extent of relevance was placed at **80 per cent**. This is an indication of strong continuing relevance of the functions to the present development environment, challenges and priorities. The findings, albeit, also pointed to improvement opportunities.

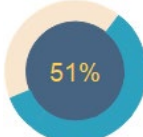
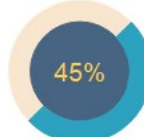
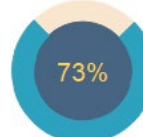
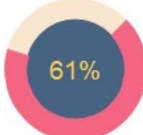
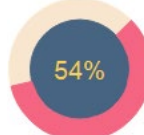
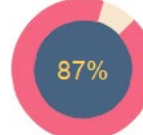
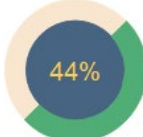
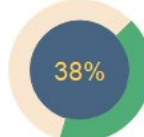
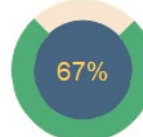
Extent to which RCM-Africa and its SRCMs have delivered their Functions: respondents were **48 per cent** satisfied at the effectiveness with which the Mechanisms have delivered their functions. For RCM-Africa, the level of satisfaction was placed at **48.57 per cent**, while for the SRCMs it was **70 per cent**. This points to a slightly below average cumulative level of effectiveness of RCM-Africa and its SRCMs.

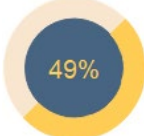
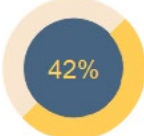

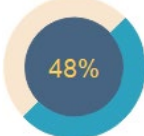
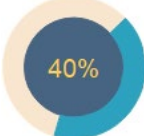




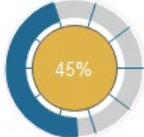


Level of Satisfaction with RCM-Africa and its SRCMs' Results: Cumulatively, respondents expressed the view that they were **44.29 per cent** satisfied with the results (outputs, outcomes and impacts) so far achieved by RCM-Africa and its SRCMs. At individual institutional level, the ratings for RCM-Africa was **40 per cent**, while for the SRCMs it was placed at **60 per cent**.

Effectiveness of RCM-Africa's strategies, implementation frameworks, tools and mechanisms in support of implementation of the 2030 Agenda on Sustainable Development and Agenda 2063: Respondents expressed the view that the tools and instruments were **43.08 per cent** effective; **44 per cent** at the level of RCM-Africa and **40 per cent** in the case of the SRCMs.

Effectiveness of RCM-Africa and its SRCMs in the delivery of Specific Functions: Fig.3 provides a list of the functions and respondents' assessment of the effectiveness with which they have been delivered. The Mechanisms have been most effective in providing forums for exchange of best practices and lessons learned (**63.08 per cent**) and for holding high-level policy forums (**61.43 per cent**). Beyond both functions, cumulatively, their effectiveness hovers around an average of **44-51 per cent** in other functions. Relative to other functions, the Mechanisms are weakest in achieving concrete results (**44.62 per cent**).

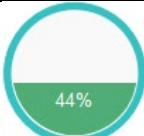
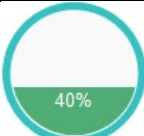
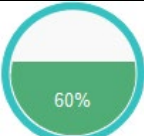
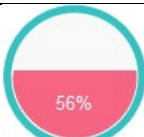
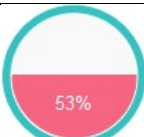
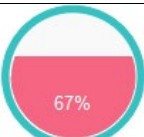
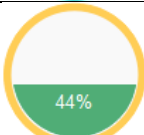
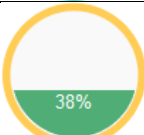
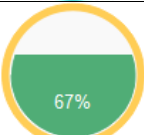
Fig. 3: Level of Effectiveness in Delivery of Functions by RCM-Africa and its SRCMs

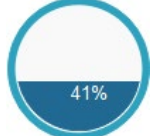
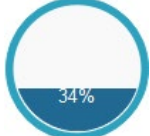

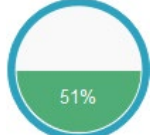
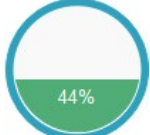

S/N	Performance Measure	Cumulative	RCM-Africa	SRCMs
1	Coordinating UN system interaction with AU organs and agencies, including the regional economic communities	 51%	 45%	 73%
2	Providing high-level policy forums for exchanging views on major strategic developments and challenges	 61%	 54%	 87%
3	Devising coherent regional or subregional policy responses to selected regional and global priorities and initiatives	 44%	 38%	 67%

4	Promoting policy coherence and joint programming in support of regional and subregional integration efforts and initiatives.			
5	Promoting inter-agency and inter-organization coordination and collaboration			
6	Providing forum for exchange of best practices and lessons learned			
7	Achieving concrete results that further the advancement of the region or subregion			

Level of Effectiveness of RCM-Africa and its SRCMs in terms of Communication and Visibility of the Mechanisms among Stakeholder or Participating Organizations: Fig. 4 presents responses by respondents on the effectiveness of RCM-Africa’s communication and visibility effectiveness. While effective in providing information to participants attending the annual meetings for the first time (**51.43 per cent**) and pre-meeting communication (**55.71 per cent**), RCM-Africa is relatively less effective in providing support to RECs, AU and NEPAD stakeholders (**38.18 per cent**) and easy access to information about its activities (**38.18 per cent**). It is also below average (**40 per cent**) in frequency of communication and programme support to stakeholders.

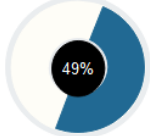
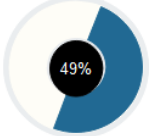
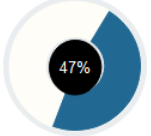
Fig. 4: Rating of Effectiveness of RCM-Africa and its SRCMs on Communication and Visibility of the Mechanism among Stakeholder or Participating Organizations

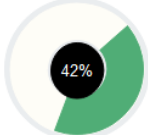
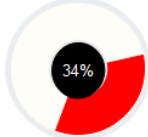
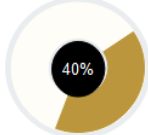
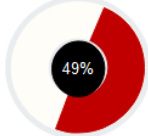
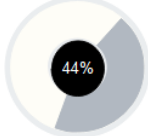
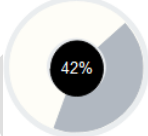
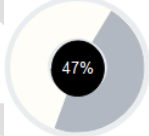
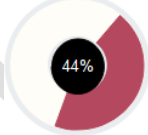
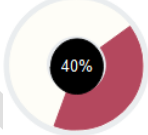
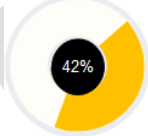
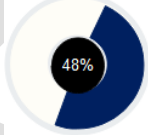
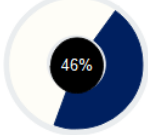
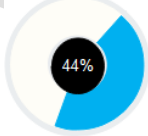
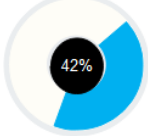
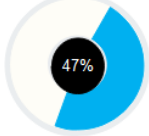
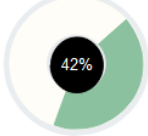
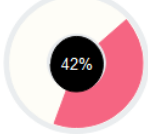
S/N	Performance Measure	Cumulative	RCM-Africa	SRCMs
1	Frequency of communication from RCM-Africa Secretariat to AU, NEPAD, RECs and other stakeholders or participating organizations to follow up on meeting decisions and program implementation			
2	Quality of pre-meeting communication – timeliness of response to enquiry			
3	Ease of access to information about the activities of RCM-Africa and its SRCMs			

4	Program support system to RECs, AU and NEPAD stakeholders			
5	Information provided to new participants attending meetings for the first time			

Effectiveness of RCM-Africa and its SRCMs in Program Implementation - Delivery of Annual Work Plan/Programme: Fig. 4 presents respondents' assessment of level of effectiveness in twelve areas of activities ranging from project planning, through actual implementation of projects to priorities setting. In all cases, the cumulative rating of effectiveness was below average. It ranged from the lowest of **34.29 per cent** for actual implementation of projects (RCM-Africa, **36.36 per cent** and SRCMs, **26.67 per cent**) to the highest of **49.09 per cent** (RCM-Africa, **42.50 per cent** and SRCMs, **53.33 per cent**) on knowledge of channels through which stakeholders can communicate their concerns about the activities and effectiveness of the Mechanisms. All these pointed to considerable weaknesses in the planning (identification) of projects (**48.57 per cent**); programming of implementation (**41.82 per cent**); and actual implementation of projects (**34.29 per cent**). The findings also pointed to significant shortcomings in communication by the Mechanisms – knowledge of RCM-Africa and its SRCMs programme management staff to contact and engage when stakeholders have concerns about activities is **40 per cent**; knowledge of channels through which stakeholders can communicate concerns (**49.09 per cent**); opportunity to engage programme management team of the Mechanisms after annual meetings (**43.64 per cent**); access to programme management staff of the Mechanisms (**43.64 per cent**); communication with RCM-Africa and its SRCMs programme management staff (**41.82 per cent**); and opportunity to provide feedback to RCM-Africa and its SRCMs (**43.64 per cent**). Treatment of feedback from stakeholders is at **43.64 per cent** and extent to which stakeholder organizations' priorities and voices are taken into consideration in programme management and priority setting was scored **46.67 per cent**.

Fig.5: Effectiveness of RCM-Africa and its SRCMs' Program Implementation

S/N	Performance Measure	Cumulative	RCM-Africa	SRCMs
1	Effectiveness in planning of coordinated projects			

2	Programming of implementation of activities			
3	Actual implementation of projects			
4	Knowledge of RCM-Africa and its SCRMs Program Management Staff to contact and engage on activities			
5	Knowledge of the channels through which to communicate requests			
6	Opportunity to engage RCM-Africa and its SCRMs Program Management Team after an annual meeting			
7	Access to RCM-Africa and its SCRMs Program Management Staff			
8	Communication with RCM-Africa and its SRCM Program Management Staff			
9	Relationship with RCM-Africa and its SCRMs Program Management Staff			
10	Opportunity to provide feedback to RCM-Africa and its SCRMs Program Management Staff			
11	Treatment of feedback you provided to RCM-Africa and its SCRMs Program Management Staff			
12	Extent to which you would say your organization's priorities and voice are taken into consideration in RCM-Africa/ SCRMs program management or priority setting			

Level and Value of Collaboration by Participating Stakeholder Organizations through RCM-Africa and its SRCMs: Fig.6 presents ratings for level and value of collaboration by organizations on the Mechanisms with AUC, AUDA-NEPAD, RECs, RCM-Africa, the SRCMs, R-UNSDGs, UNCTs, AfDB, World Bank and other Intergovernmental Organizations

(IGOs). The findings showed that stakeholder organizations on the Mechanisms collaborate more with the AUC (**73.85 per cent**), which is also seen as the most valued organization for collaboration (**84 per cent**), followed by AUDA-NEPAD (**57.14 per cent** for level of collaboration and **73.33 per cent** for value of collaboration) and the RECs (**52 per cent** for level of collaboration and **69.23 per cent** for value of collaboration). Next to these is collaboration with AfDB (**54.29 per cent** and **56.67 per cent**, respectively, for level and value), World Bank (**51.67 per cent** and **58.33 per cent** for level and value, respectively) and the IGOs (**50 per cent** on level and **50.91 per cent** on value). The ratings for RCM-Africa on level of stakeholders' collaboration and value of such collaboration were **47.69 per cent** and **51.67 per cent**, respectively. For the SRCMs in the subregions, respondent stakeholder organizations rated their collaboration with them as **44.29 per cent** and the value of their collaboration as **50.77 per cent**. Collaboration is less effective or very weak with R-UNSDGs and the UNCTs at a cumulative score of **35.38 per cent** and **40 per cent**, respectively, for level of collaboration. As to value placed on the collaboration, the corresponding scores were **34.55 per cent** and **46.67 per cent**, respectively. What all these suggest is that RCM-Africa and its SRCMs have not been very effective in building institutional coalitions around programmes and projects. Collaboration with AfDB is relatively more valued than with the World Bank. Collaboration with the R-UNSDGs (**35.38 per cent**) and UNCTs (**40 per cent**) are apparently lowest and least valued (**34.55 per cent** and **46.67 per cent**, respectively).

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

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

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

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

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

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

<u>S/N</u>	<u>Performance Measure</u>	<u>Cumulative</u>	<u>RCM-Africa</u>	<u>SRCMs</u>
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		Level	Value	Level	Value	Level	Value
1	Collaboration with African Union Commission:						
2	Collaboration with AUDA-NEPAD:						
3	Collaboration with Regional Economic Communities:						
4	Collaboration with RCM-Africa:						
5	Collaboration with SRCM in the subregion:						
6	Collaboration with R-UNSDGs in the subregion:						
7	Collaboration with UNCTs in the subregions:						
8	Collaboration with the African Development Bank:						
9	Collaboration with the World Bank:						
10	Collaboration with other Inter-governmental organizations:						

Nature of Strategic Priorities: Table 4 provides an indication of the nature of the strategic priorities of RCM-Africa stakeholder organizations in the context of the 2030 Agenda for Sustainable Development and Africa’s Agenda 2063 as they relate to the programming of operations by RCM-Africa. For respondent stakeholders, current priorities consist of the following:

[Table 4: Priorities vis-à-vis 2030 Agenda and Agenda 2063](#)

Agenda 2030 on Sustainable Development	Africa’s Agenda 2063

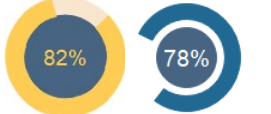
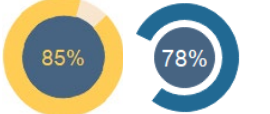
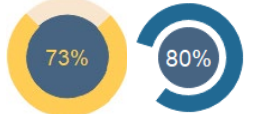
<ol style="list-style-type: none"> 1) Gender Equality 2) Governance, Politics, and Citizenship 3) Regional Economic Development and integration 4) Sustainable environment and Resource Management 5) Social and Demographic Trends 6) Monitoring of SDGs 7) Monitoring of Agenda 2063 8) Monitoring of SDG Index 	<ol style="list-style-type: none"> 1) Wealth Creation 2) Inclusive Prosperity 3) Gender Equality 4) Governance, Politics, and Citizenship 5) Regional Economic Development and Integration 6) Sustainable Environment and Resource Management 7) Social and Demographic Trends 8) Monitoring of SDGs 9) Monitoring of Agenda 2063 10) Monitoring of SDG Index
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Extent to which current work program of RCM-Africa and its SRCMs reflect strategic priorities of the region and subregions vis-à-vis the 2030 Agenda on Sustainable Development and Agenda 2063:

There was a strong consensus of views by respondents that the activities of the Mechanisms reflected the continent’s and subregional priorities under the two agendas, as they aim to promote sustainable development. Relevance to Africa’s Agenda 2063 had a cumulative rating of **81.82 per cent**. For RCM-Africa, the relevance of its activities was rated **82.22 per cent** and **80 per cent** for the SRCMs. Relevance to the 2030 Agenda for Sustainable Development had the same cumulative rating of **82.82 per cent**. Activities of RCM-Africa were scored **82.50 per cent**, while those of its SRCMs were rated **80 per cent** relevant to Agenda 2030. Correspondingly, the potential of RCM-Africa to contribute to effective implementation of the 2030 Agenda and Agenda 2063 was rated **80 per cent** and its SRCMs, **73.33 per cent**. The cumulative score was **78.33 per cent**. The potential of the Mechanisms to contribute to the implementation of other regional and subregional development frameworks had a cumulative score of **78.33 per cent**. Stakeholder institutions scored RCM-Africa’s potential **77.78 per cent** and that of its SRCMs **80 per cent**, as reported in Fig.7.

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

S/N	Performance Measure	Cumulative		RCM-Africa		SRCMs	
		Relevance	Potential	Relevance	Potential	Relevance	Potential
1	Relevance and potential of RCM-Africa Activities to regional/ subregional priorities						
2	Relevance and potential to achieve 2030 Agenda on Sustainable Development for the continent or subregion						

3	Relevance and potential to achieve Africa's Agenda 2063's priorities for the continent or subregion where respondent organization is active			
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RCM-Africa - what has worked well – and needs to be retained as is: Box 3 presents stakeholders' feedback on what has worked well with RCM-Africa.

Box 3: What is Working

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

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

Box 4: What is Not Working Well

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

Issues on Strategies for Strengthening RCM-Africa

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

Table 6: Proposals for Improvement or Reform of RCM-Africa

s/n	Issues	Summary of Proposals/Recommendations by Respondents
1	Kinds of changes required to bring about improvement in leadership and ownership of RCM-Africa by AU, AUDA-NEPAD, the RECs and subregional IGOs	<ol style="list-style-type: none"> 1) Re-examine and refine/adapt specific (focused and measurable) value of the RCM mechanism to implementation of Agenda 2063 2) Beyond just alignment of the Agenda 2063 and SDG goals and indicators, concreteness should be brought out on the linkages of the implementation instruments (there is more talk about alignment, than is reflected in the actual implementation and implementation support tools and mechanisms). 3) Each entity should be concretely tasked with SMART targets and to account for their achievement every year. 4) A rigorous monitoring and evaluation framework followed by a good and friendly reporting system to all stakeholders.
2	Strategies and instruments RCM-Africa should deploy to enhance coordination of activities among UN agencies and programmes in the region	<ol style="list-style-type: none"> 1) Build into RCM-Africa reporting system some accountability scorecard with all UN agencies as well as with African organizations (at the level of AUC, AUDA-NEPAD and RECs) to ensure they are subjected to oversight and account for performance and results 2) Effective cooperation among RCM-Africa and its SRCMs and all the stakeholders
3	Proposals for rationalizing roles, responsibilities and functions among UN agencies and programmes with overlapping functions	<ol style="list-style-type: none"> 1) Build into RCM-Africa reporting system some accountability scorecard with all UN agencies as well as with African organizations (at the level of AUC, AUDA-NEPAD and RECs) to ensure they are subjected to oversight and account for performance and results 2) Strengthen effective cooperation between RCM-Africa and the SRCMs and all the stakeholders
4	Proposals on strategies and instruments for building strong linkages between AU, NEPAD and RECs on the one hand and RCM-Africa and its SRCMs, on the others	<ol style="list-style-type: none"> 1) Build into RCM-Africa reporting system some accountability scorecard with all UN agencies as well as with African organizations (at the level of AUC, AUDA-NEPAD and RECs) to ensure they are subjected to oversight and account for performance and results 2) Provide for effective cooperation between RCM-Africa and its SRCMs and all the stakeholders Synergy or collaboration between the different clusters and their activities.
5	Strategies for addressing the resource constraint facing RCM-Africa and the SRCMs and sources for sustainable financing of their activities	<ol style="list-style-type: none"> 1) Whilst attracting increased financing into the RCM-Africa its SRCMs would be justified, immediate priority should be to examine whether what is available at the moment (no matter how little) constitutes value for money in the way it is being utilized. It will also be instructive to learn from the financing model for regional coordination mechanisms in other regions outside the African continent – Latin America and the Caribbean and Asia-Pacific, if available. 2) Put in place joint resource mobilization strategies and effective M & E and reporting frameworks
6	Strategies for better planning and programming of implementation of projects to avoid the problem of unrealistic number of projects proposed for implementation by RCM-Africa	<ol style="list-style-type: none"> 1) Define very clearly the value-add of RCM-Africa and also for its SRCMs. It appears that RCM-Africa's value is very limited in activities relating to implementation and funding of project, but high with regard to fostering alignment and coherence and providing space for identifying and negotiating implementation collaborations 2) Ensure RCM-Africa's projects and programmes are a direct reflection of regional priorities as expressed by the AU, RECs, NEPAD and other IGOs rather than that of the mechanism 3) There should be increased information sharing and routine update of thematic cluster work.
7	Potential institutional arrangements that will ensure better monitoring and evaluation of the performance of RCM-Africa	<ol style="list-style-type: none"> 1) As this relates more and should be integral to implementation, elevating the role and responsibilities of AUDA-NEPAD (as implementation agency) will strengthen integration of the RCM-Africa and its SRCMs value-add in existing programmes and institutional systems.
8	Strategies for strengthening information and	<ol style="list-style-type: none"> 1) Develop a common communication and information sharing strategy and system that serve RCM-Africa and its SRCMs as a collective.

	communication channels for visibility RCM-Africa's activities	<ol style="list-style-type: none"> 2) Provide for a knowledge management system for capturing and sharing lessons, best practices and avoidable pitfalls 3) Avoid duplicating communication channels and creating parallel systems. Use existing channels, if they exist
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Table 7: Administrative Improvements to the Secretariat of RCM-Africa

s/n	Issues	Summary of Proposals/Recommendations by Respondents
1	Staffing e.g. size & areas of expertise	RCM-Africa should set up an operationally functional secretariat guided by an institutional assessment survey. The present arrangement lacks structure and visibility. The new structure should be guided by the mechanism's functions and delivery model and should have access to high quality ICT platform and technologies for real-time access to data, information and communication.
2	Infrastructure and facilities	Ditto
3	Programme visibility	Ditto; increased visibility
4	Programme administration	Ditto; involve CSOs more for greater visibility
5	Partnership development among UN agencies	Ditto; effective cooperation among UN agencies and programmes
6	Amount of financial resources for RCM-Africa	<ol style="list-style-type: none"> 1) With a lean set-up oriented towards facilitation of dialogue, negotiations and building coherence and alignment, the Secretariat needs competencies that relate more to systems management, understanding of partnerships development and facilitation of learning and knowledge and information sharing. 2) RCM-Africa's mandate may need to be re-examined and revalidated on both the UN and African sides. It has to be made more focused with clear and measurable value. 3) Joint resource mobilization and programming.

III.3.2 Survey Findings on the SRCMs – Responses by SRCMs Secretariats

(a) Overview

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

Because of the somewhat complex nature of the multiple membership of Africa's regional economic groupings, the coverage areas of the SRCMs are not aligned with those of the RECs.

For consistency with the mandate to provide support to AU and NEPAD, it will be desirable to align the coverage areas with those of the 8-AU Recognized RECs and based on the five distinct subregions of the continent.

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

Each SRCM holds an annual meeting. The most recent meetings were in March 2018 for SRCM-North Africa; November 2018 for SRCM-Central Africa and SRCM-West Africa; and December 2017 for SRCM-Eastern and Southern Africa. Participation at these annual meetings are at very high levels in some cases, especially during the recent meeting of SRCM-North Africa (Table 8). Participants consisted of UMA Secretary-General, ECA-SRO, UNDP Resident Representatives and UN Resident Coordinators for Algeria, Egypt, Mauritania, Morocco and Tunisia, Regional Directors of a number of other UN agencies and development partners. A very impressive gathering of high-level officials.

Table 8: Quality of Participation at SRCMs Annual Meetings

S/N	RCM-Africa, SRCM	Date of Meeting	Participants	Position of Participants
1	RCM-Africa	Expert Group Meeting on the Third Triennial Review of the Ten-Year Capacity Building Programme for the AU and the transition Plan to the New Partnership on Africa's Integration and Development Agenda 12-13 July 2017, Hilton, Nairobi, Kenya	<ul style="list-style-type: none"> • UN Women • UNESCO • Office of the Special Advisor on Africa • International Maritime Organization – Regional Presence Office • The Netherlands Development Organization • AUDA-NEPAD • ECOWAS Commission • IGAD AU Liaison Office • IOM, AU-UNECA Liaison Office • UN-Habitat • AUC • UN Environment • World Food Programme – Representative to AU and ECA • UNESCO – Liaison Office • UNAIDS • UNHCR • UNOCHA 	Head of IGAD Office (Ambassador); Director, Deputy Director, Head of Capacity Development. Others were mainly officers
2		Sub-Regional Coordination Mechanism - MSRC-North Africa Regional Consultative Meeting to Support the Achievement of the SDGs and Strengthen Partnerships in North	<ul style="list-style-type: none"> • Arab Maghreb Union (UMA) • Islamic Center for the Development of Trade (ICDT) • Arab Organization for Industrial and Mining Development (OADIM) 	Secretary-General UMA; Directors of UMA; Heads of Departments; Experts; Regional Directors OADA, IFAD), UNICEF Representative; Country Programme Manager (IFAD)

		<p>Africa, Rabat, 1-2 March 2018</p>	<ul style="list-style-type: none"> • Islamic Educational, Scientific and Cultural Organization (ISESCO) • African Development Bank • Regional Office of the Islamic Development Bank (IDB) • Arab Organization for Agricultural Development (OADA) • IFAD • ILO • UNESCO • IOM • UNICEF • UNFPA • FAO • UNIDO • Arab Bank for Economic Development in Africa • International Islamic Trade Finance Corporation (ITFC) • Resident representatives of the United Nations Development Programme (UNDP) and United Nations coordinators (member countries) 	<p>Regional Economist; Chief Technical Advisor, ILO; Programme Specialist; Assistant representative and Programme Coordinator (UNFPA); Coordinateur du Bureau sous-régional de la FAO pour l'Afrique du Nord et Représentant en Tunisie Organisation des Nations Unies pour l'Alimentation et l'Agriculture (FAO); Evaluation and Strategic Planning Specialist (FAO) ; Representative and Project Coordinator (UNIDO) ; Head of Public sector Division of West Africa and Central Africa Arab Bank for Economic Development in Africa (BADEA); UNDP Resident Representatives and UN Resident Coordinators for Algeria, Egypt, Morocco (including Deputy Resident Representative), Mauritania</p>
		<p>Subregional Office for West Africa</p> <p>Meeting of the Subregional Coordination Mechanism for West Africa</p> <p>27 September 2017 Dakar</p>	<ul style="list-style-type: none"> • ECOWAS • Mano River Union • UNOWAS • WHO/OMS • UNICEF • UN Women • WFP • UNHCR • UNESCO 	<p>Resident Representative (WHO/OMS); Deputy Regional Director (UNICEF); Deputy Regional Director (UN Women); Programme Manager Sahel-UNDP WACA UNDP regional; coordinator ECOWAS Capacity Development Programme</p>

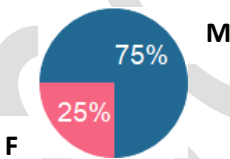
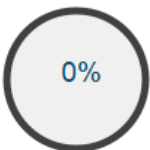

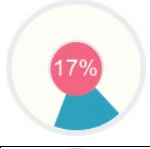
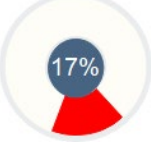
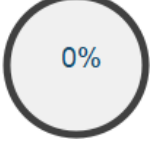
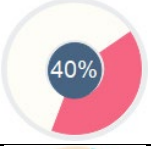
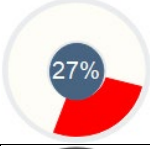
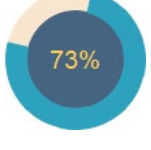
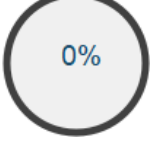
Across the SRCMs, participating stakeholders have come from UMA (NA), ECCAS (CA), COMESA, EAC, IGAD (ESA), several IGOs (ESA) UNDG East and Southern Africa; UNCTAD Regional Office for Africa; UNISDR (AU Liaison Office); UNDP; UNICEF; FAO; and IOM. A wide range of AU agencies and IGOs have also been active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

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

At the time of this survey, the four SRCMs were operational though at varying levels of effectiveness. For instance, other than the annual meetings there were no follow-up meetings or forums for stakeholder engagement. This explains why some stakeholders referred to the SRCMs as simply **one-off annual events**. Other than ECA, no UN agency has a focal point for the activities of the SRCMs.

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

Fig. 8: About Respondents and the SRCMs

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

(b) SRCMs Secretariats Survey Findings

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

Availability of Implementation Guide for Establishment of SRCM: Other than terms of references and official documents relating to the functions of the SRCMs, their establishment was not supported by an “Implementation Guide” or some form of common operational framework for their launch. Each ECA-SRO had to figure out how best to set up the subregional coordination mechanism. Also, none of the SRCMs has an operational manual or handbook of procedures and practices to guide the secretariats.

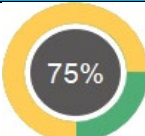
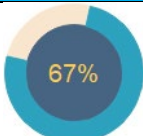
Regularity and Effectiveness of Oversight of SRCM Activities: Respondents rated the regularity of the oversight provided by ECA-SROs at **40 per cent** and the effectiveness at **26.67 per cent**. In essence, the activities of the SRCMs are not adequately guided and supported by the ECA.


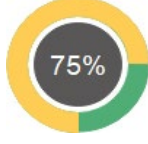
Extent to which SRCM Priorities are Reflective of Subregional Priorities: From the responses, SRCM priorities were determined through SRCM annual meetings with proposals from participating RECs and UN agencies. Their priorities are therefore considered by the respondents as appropriately determined.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

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

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

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


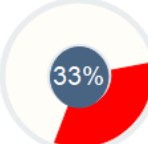
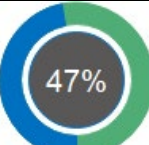

S/N	Measure	Score	Measure	Score
1	Extent of SRCMs’ awareness of the vision behind the coordination mechanism		Extent of SRCMs’ awareness of the mandate of the coordination mechanism	

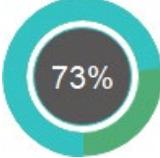
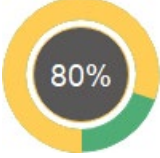
2	Extent of SRCMs' awareness of the purpose of the coordination mechanism		Extent of SRCMs' awareness of the objectives of coordination mechanism	
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Assessment of Systems, Processes, Procedures and Practices of the SRCMs: Fig.10 presents respondents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

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

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

S/N	Measure	Score	Measure	Score
1	Number of SRCMs with strategic business or operational plans		Number of SRCMs with annual work programme	
2	Adequacy of the frequency of the meetings on SRCM activities		Usefulness of SRCM annual meetings	

3	Quality of representation of stakeholders at SRCM annual meetings		Level of representation (positions) of RECs, UN agencies, IGOs and other stakeholders at the annual meetings	
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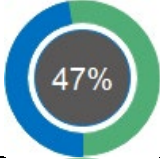
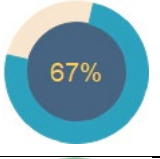
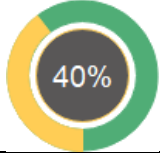
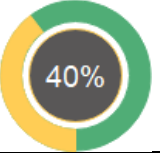
Functions Currently Undertaken by SRCMs: Table 9 provides a list of the functions currently carried out by the SRCMs. The Subregional Coordination Mechanisms seems to focus more on holding high-level policy forums and providing a platform for exchange of lessons and best practices and less so for the other functions. They seem to have no visible presence in the discharge of the function relating to – “*Devising coherent subregional policy responses to selected regional and global priorities and initiatives and providing subregional perspectives to global-level issues*”.

Table 9: Functions Currently Undertaken by SRCMs

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

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

Fig. 11: Rating Effectiveness of Implementation of SRCM Activities

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

Implementation Successes Achieved: Respondents offered the following responses in respect of the successes of the SRCMs, changes that have occurred and innovations in implementation of their activities (Table 10):

Table 10: Implementation Successes and Innovations by SRCMs

S/N	Measure	Description/Response
1	List the major successes achieved by the SRCMs	<ul style="list-style-type: none"> • Exchange of experience on an annual basis on the initiatives and activities undertaken by UN agencies and other partners • Identification of flagship projects, a number of which have been developed and are at various stages of implementation • Gather agencies around the Sahel and civil registration and vital statistics issues
2	Factors accounting for successes	<ul style="list-style-type: none"> • Commitment by ECA as Secretariat of the SRCMs • Relevance of the subject • The comparative advantage of the implementing entities
3	Major innovations SRCMs brought to coordination and joint programming of activities among UN agencies and programmes	<ul style="list-style-type: none"> • Establishment of SRCM Task Force comprising SRCM Focal Points from RECs and IGOs • There is no joint programming of activities among UN agencies and programmes yet. This remains a major setback to the effectiveness of the mechanism. • The changing environment of work contribute to bring stakeholders together around key thematic issues
4	Innovations or changes planned over the next five years in the context of the UN-AU renewed partnership framework	<ul style="list-style-type: none"> • There is a need to integrate the UN-AU framework into the overall strategic approach and programmes of all UN agencies at the subregional level. • There is an urgent need to address the issue of lack of effective participation and ownership of the mechanism by UN agencies. As it stands at present, UN agencies, other than ECA, have no commitment whatsoever towards the SRCMs. • There is a need to realign roles and responsibilities between the SRCMs and the UNDGs. • Involvement of more IGOs in the SRCM


Implementation Challenges Encountered by the SRCMs. Respondents identified the following challenges as factors, which severely constrain performance of the SRCMs (Table 11):

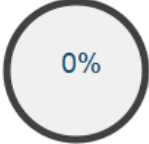
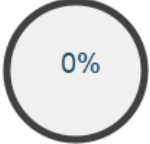
Table 11: Implementation Challenges Facing SRCMs

S/N	Measure	Description/Response
1	Major program implementation challenges facing SRCMs	<ul style="list-style-type: none"> • Need for strengthened leadership and capacities at some RECs and coordination within RECs • Inadequate human and financial resources for SRCM operations • Inadequate involvement/engagement by UN agencies • Weak links with AU frameworks and programs • Inadequate coordination among UN agencies in supporting RECs and IGOs
2	Factors accounting for the challenges	<ul style="list-style-type: none"> • Weak ownership and commitment by stakeholder agencies • Need for complementarity of roles and responsibilities between SRCMs and R-UNSDGs at subregional level • Competition among UN agencies and programmes
3	How the challenges been managed	<ul style="list-style-type: none"> • No solutions yet. All challenges persist • Need for better involvement of R -UNSDG secretariat in SRCM processes
4	Challenges that remain	<ul style="list-style-type: none"> • All challenges remain

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

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

S/N	Measure	Score	Measure	Score
1	Extent of sub-regional context's influence on the activities of the SRCM	 <ul style="list-style-type: none"> 01 Need for strengthened leadership and capacity in some RECs for effective participation in the SRCMs 02 Need for enhanced commitment by UN agencies, programmes and funds to the activities of the SRCMs 03 Need for binding operational framework to enforce commitment of AU organs, RECs and UN agencies, programmes and funds to the SRCMs 	Extent to which SRCMs have entered into collaboration with other institutions within the sub-region to advance SRCMs objectives and goals	0%
2	Extent to which UN agencies and programmes in the subregion are		Extent to which the RECs in the subregion are committed to and	


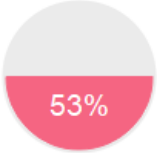
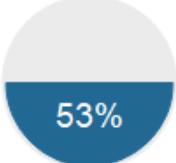
committed to and demonstrate ownership of the SRCM process		demonstrate ownership of the SRCM process beyond annual meetings	
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Effectiveness of the SRCMs in Stakeholder Engagement: Fig. 13 presents the results of the responses in respect of the effectiveness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

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

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

[Fig. 13: Assessment of the Effectiveness of SRCM in Stakeholder Engagement](#)

S/N	Measure	Score	Measure	Score
1	Extent of responsiveness of SRCMs to RECs needs		Extent and quality of SRCMs communication with RECs	
2	Quality of support provided by SRCMs to facilitate RECs' participation at meetings			

3	Key responses proposed by SRCMs for improvements in participation by stakeholder organizations and agencies	
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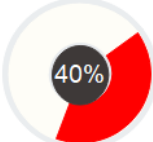
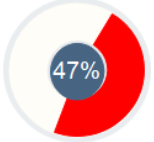

Capacity of SRCM Secretariat for Programme Delivery: the assessment of the capacity of the Secretariats of the SRCMs for programme delivery is reported in Fig. 14. On location of the secretariat at ECA Subregional Offices, respondents expressed the view that this is **60 per cent** adequate. ECA will need more resources to make the secretariats operate more effectively. At present, they are poorly resourced. Office infrastructure and quality of office facilities in the secretariats were judged **40 per cent** and **47 per cent** adequate, respectively. The most constraining is staff strength of the secretariat and absence of dedicated financial resources for the activities of the SRCMs. With no staff dedicated to SRCM activities in all the secretariats, person-days of SRCM workload put at about **10 per cent – 30 per cent** of assigned staff time and effectively only one professional staff is responsible for the activities of each SRCM, it goes without saying that the SRCM secretariats are poorly staffed and ineffectively established. With the present capacity it will be impossible for the functions of the SRCMs to be effectively carried out, worse still in a context where there is no budgetary provision.

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

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

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

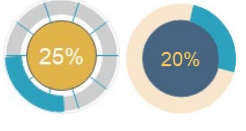
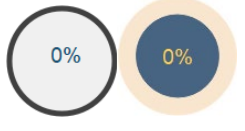
S/N	Measure	Score	Measure	Score
1	Adequacy of the location of SRCM Secretariat		Adequacy of SRCM staff strength	



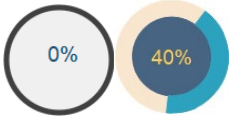
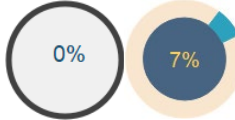
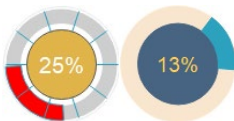

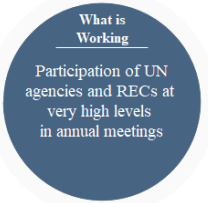
2	Adequacy of SRCM office infrastructure		Quality of SRCM office facilities	
3	Some critical administrative and financial challenges facing SRCM Secretariats			

Level and Value of Collaboration Among SRCMs and with Other Participating Stakeholder Organizations: Fig.15 provides ratings for level of coordination among the SRCMs and value of collaboration with other organizations in the subregions. The extent of coordination of SRCMs activities with those of RCM-Africa is rated **25 per cent** and collaboration between both (SRCMs and RCM-Africa) is valued at **20 per cent**. The nature of collaboration with RCM-Africa takes the form of knowledge and information sharing and participation in meetings. Among the SRCMs, there is no coordination whatsoever (**0 per cent**). The value of collaboration is equally placed at **0 per cent**. The SRCMs also do not have their activities coordinated with the R-UNSDGs (**0 per cent**), though the present working relationship is valued as **7 per cent**. Regarding the UNCTs, the SRCMs coordinate their activities to a level of **25 per cent** and rated the value of their collaboration at **13 per cent**. The indications therefore are that the SRCMs do not have working relationships with RCM-Africa and among themselves.

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

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

S/N	Measure	Score	Measure	Score
1	Extent of SRCMs Coordination with RCM-Africa and Value of Collaboration		Extent of SRCM – Central Africa’s Coordination with other SRCMs and Value of Collaboration	

2	Extent of SRCM – East and Southern Africa’s Coordination with other SRCMs and Value of Collaboration		Extent of SRCM – North Africa’s Coordination with other SRCMs and Value of Collaboration	
3	Extent of SRCM – West Africa’s Coordination with other SRCMs and Value of Collaboration		Extent of SRCMs Coordination with UNDGs and Value of Collaboration	
4	Extent of SRCMs Coordination with UNCTs in the Subregions and Value of Collaboration			

What Worked and What Is Not Working with the SRCMs: Box 5 provides a short list of what is working very well in the operations of the SRCMs that needs strengthening. It also summarizes what is not working that needs to be revisited.

Box 5: What is Working and What is Not Working Well

1) What is Working

- a) Participation of UN agencies and partners at high level at SRCM annual meetings
- b) Participation of RECs leadership and Directors at annual meetings
- c) SRCM as a platform for information and knowledge sharing

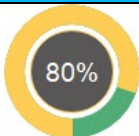
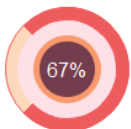
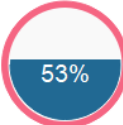
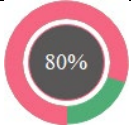
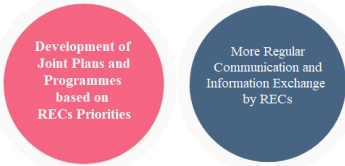
2) What is Not Working Well

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

Effectiveness of Relationship between SRCM and RECs: Fig. 16 presents respondents' assessment of the effectiveness of the working relationship between the SRCMs and the RECs in the subregions. The findings point to very strong and encouraging relationship. General working relationship is rated **80 per cent**. Also, at **80 per cent level** of effectiveness is mutual respect between SRCMs and RECs programme teams. The quality of communication between the SRCMs and the RECs is rated **66.67 per cent**, which points to an area requiring improvement. The weakest point in the relationship is the timeliness of responses from the RECs to SRCM activities. The effectiveness of the timeliness is scored **53.33 per cent**. It underscores the need for responsiveness on the part of the RECs, if they are to make the SRCMs work to deliver expected results that are in line with the priorities of their subregions.

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

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

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

This analysis extracted responses from the RECs in their assessment of the effectiveness of the SRCMs. A summary of their consolidated responses is presented in Box 6.

Box 6: Summary of RECs' Assessment

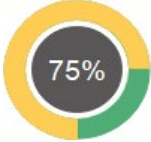
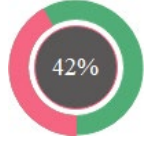

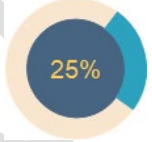
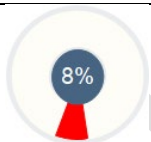
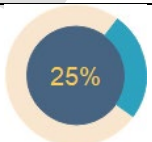
- 1) There is very little to no coordination of UN agencies' support to RECs programmes through the SRCMs.

- 2) SRCM effectiveness is poor.
- 3) Africa has five regions. The UN should align its concept of regions and sub-regions to that of the AU five regions.
- 4) The mandates on which RCM-Africa and the SRCMs are established were based on support to AU and NEPAD in the context of the MDGs. Both are undergoing reforms. NEPAD, for instance, is transiting to AU Development Agency with a refreshed mandate. The MDGs have been replaced by the SDGs. Africa's Agenda 2063 is currently the framework for Africa's development. All these put the present mandates behind the time – outdated, and therefore need revisiting. The refreshed mandate should focus on – Agenda 2030 on sustainable development, Africa's Agenda 2063 and efforts to implement Africa's continental free trade area.
- 5) The SRCMs grossly lack financial and administrative resources for effective operation. Present resources available to the mechanisms are incongruent with the kind of performance and results expected of them.
- 6) SRCMs have not succeeded in delivering their functions and achieving results. Their performance ranged from fair to poor. Besides resource challenges, operationally, SRCMs are simply **one-off annual events**. Some developed business plans that are not implementable.
- 7) SRCMs performances are weakest in functions that are most expected by RECs. Among these functions are:
 - a) Promoting policy coherence and joint programming in support of regional and subregional integration efforts and initiatives
 - b) Promoting inter-agency and inter-organization coordination and collaboration in terms of response to policy recommendations and analytical findings emanating from regional and sub regional strategic priorities and plans, including through joint programming.
 - a) Providing the forum for exchange of best practices and lessons learned and for interagency and inter-organization analysis and elaboration of interagency and inter-organization normative and analytical frameworks.
 - b) Achieving concrete results that further the advancement of the region or subregion
- 8) Collaboration between RECs and AUC and AUDA-NEPAD is very high and beneficial. It is equally very high with AfDB and at average level with the World Bank. With the UN system – RCM-Africa, SRCMs, R-UNSDGs and UNCTs – it ranges from low to nil. For the SRCMs, the collaboration is mainly at the level of one annual meeting. The value of collaboration to the RECs at present ranges from poor to nil.
- 9) Joint planning between SRCMs and RECs should be vigorously encouraged. SRCMs should have desk officers in the RECs. An administratively well-structured SRCM is needed with a full-time coordinator and a very lean but professionally strong supportive team.

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

SRCMs and the R-UNSDGs at subregional level are unclear and duplicative, and modalities of engagement between the SRCMs and R-UNSDGs are not clarified and agreed upon. This, it is argued, has affected effective coordination of support that UNDP provides to RECs and other IGOs.

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

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

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

Table 12: Potential Areas for Improvement and Recommendations

Potential Areas for Improvement	Recommended Improvement by Respondents
1 Program design	<ul style="list-style-type: none"> There should be a general implementation framework to guide the development of the SRCMs. At present, the process of establishment is left entirely to the discretion of each SRCM/SRO SRCMs should identify and work on only a few initiatives at a time. Work programmes are very often unrealistic
2 Partnerships development in support of program delivery	<ul style="list-style-type: none"> Institutionalize partnerships through memoranda between participating organizations Each SRCM should have a framework for collaboration with the RECs, identifying only a few key areas of support for each UN agency to contribute to in a very coherent manner
3 Financial resources for project implementation	<ul style="list-style-type: none"> SRCMs should be adequately funded. To start with, they should have dedicated budget lines at the level of the UN system
4 Governance and management of SRCM	<ul style="list-style-type: none"> A clear linkage between RCM-Africa and the SRCMs should be established, e.g. along the thematic cluster lines There is need to clarify roles and responsibilities between the SRCMs and the RUNSDGs in the subregions

5	Achievement of concrete results	<ul style="list-style-type: none"> An M&E framework should be developed immediately to guide all the SRCMs. The ongoing process in this area is therefore timely. The M&E framework should present a clear results framework for the SRCMs with expected results. Planning, implementation and coordination of activities should be built around these results
6	Administrative support services for the operation of SRCMs	<ul style="list-style-type: none"> Assist the office with an additional resource (UN Volunteer or Trainee) Provide adequate dedicated and well-resourced staff in the secretariats of the SRCMs In the interim, staffing process could draw on UN Volunteer, Young Professional Development and other related Programmes
7	Advocacy and communication	<ul style="list-style-type: none"> A common advocacy and communication strategy and implementation plan are needed for the SRCMs to enhance visibility and stakeholder engagement
8	Additional comments	<ul style="list-style-type: none"> It is difficult to focus SRCM work on UN-AU partnership as AU frameworks and programmes are not part of the UN agencies programmes at subregional level

[Table 13: Some Considerations for the Future](#)

S/N	Issues for the Future of the SRCMs	Respondents' Responses and Proposals
1	Kind of institutional set-up or arrangement to further enhance the performance of the functions of the SRCM	<ol style="list-style-type: none"> An institutional arrangement based on coordination and collaboration between SRCMs and RCM-Africa A set-up with clarified roles and responsibilities between SRCMs and R-UNSDGs
2	Extent of continuing relevance of the SRCMs in the decade ahead	<ol style="list-style-type: none"> SRCMs remain very relevant However, if the RECs are not operationally committed the SRCMs will not be relevant In the present operational form and context, they are not very relevant
3	Changes or areas of emphasis required to strengthen effectiveness of SRCMs	<ol style="list-style-type: none"> Institutionalize RCM-Africa and the SRCMs in the programmes of UN system The necessity for regional coordination and the roles and responsibilities of the Regional and Subregional Coordination Mechanisms should be prominently highlighted in the UN reforms

5	Conditions and innovations needed for continuation of the SRCM	<ol style="list-style-type: none"> 1) Adequate funding for coordination activities and the mechanisms 2) Adequate staffing for coordination mechanisms 3) Robust M&E framework for the coordination process 4) The UN should establish a legal framework for the RCM and SRCM 5) UN agencies should integrate SRCM activities into their work programmes and commit to their implementation. 6) Develop an institutional framework that makes it compelling for effective participation of UN agencies and programmes RCM-Africa and the SRCMs 7) Develop a knowledge sharing platform for RCM-Africa and the SRCMs that is accessible to all UN agencies at subregional, AU organs and agencies, the RECs and other IGOs and stakeholders so that they can see each other's programmes and activities, resource commitments, among others, as a mechanism to avoid duplication of activities.
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The foregoing is a presentation of the findings from the “Initial Survey”, which constitute one part of the survey results. What follows are the results of the “Supplementary Survey” and an analysis of the congruence of the findings from the two surveys.

III.4 SWOT ANALYSIS OF SRCMs

Based on responses from the surveys, this study presents in Table 14 the strengths, weaknesses, opportunities and threats facing the SRCMs.

Table 14: SRCMs – SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> • As a mechanism, the SRCMs is conceptually sound and well-conceived • Strong representation at meetings. Exemplary case is SRCM-North Africa 2018 meeting • Role of countries, like Senegal in hosting SRCM meetings • Existence of guides like the ECA alignment and implementation framework for Agenda 2063 and 2030 Agenda on the SDGs to facilitate country level implementation for UNCTs 	<ul style="list-style-type: none"> • Expected deliverables not clearly articulated and defined • Insufficient guidance from ECA in establishment of the SRCMs in form of “Implementation Guide” • Ineffective country level ownership of the 2030 Agenda for Sustainable Development and integration into national policy frameworks (for instance, for North African countries there is strong political commitment, but inadequate policy integration, albeit with exceptions. Egypt has fully integrated the SDGs into its vision 2030) • Three years into the adoption of the SDGs, inadequate follow-up by the UN system to assist countries to integrate the SDGs into national policy and development

	<p>frameworks – as exemplified by North African countries</p> <ul style="list-style-type: none"> • Weak ownership and performance of SRCMs. • Poor engagement of the SRCM process by UN agencies and programmes • Poor establishment, staffing and financing of SRCMs
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> • Opportunity to lead the process of continuous refinement of harmonized monitoring and reporting frameworks and KPIs for UN 2030 Agenda for Sustainable Development and Africa’s Agenda 2063 • Opportunity for countries to ensure regional ownership through hosting of SRCMs meetings jointly with SRCM secretariats and the RECs • Opportunity to assist in the development of a new sustainable development partnership frameworks, e.g., UNSDPF by Mauritania in place of UNDAF • Opportunity to provide inputs for regional strategy in collaboration with R-UNSDGs • Opportunity to facilitate: <ul style="list-style-type: none"> ○ Production of reports on extent of SDGs integration in national policies and programmes provide capacity building support to this effect. ○ Assessment of implementation of the SDGs and first 10 years of Agenda 2063. To provide resources to support national mechanisms to this effect. ○ Development of baseline data for the assessment of the progress in the implementation of the SDGs and Agenda 2063. • Opportunity to assist roundtables in countries for mobilization of resources for the implementation of SDGs-aligned development strategies (or SDGs-Agenda 2063 approach to development) 	<ul style="list-style-type: none"> • Ineffectiveness and irrelevance of mandate without dedicated staff and resources for operation • Undermined effectiveness, if complementarity in roles and responsibilities with R-UNSDGs is not strengthened • Continued weak ownership by African institutions, if they fail to demonstrate value addition relative to other existing coordination mechanisms • Sustained decline in the level of participation by stakeholder organizations, if they fail to show concrete results • Failure to make real impact and be influential player in coordination and collaboration without strong institutional visibility required by location and capacity to influence
GAPS	WAY FORWARD
<ul style="list-style-type: none"> • Significant gaps in SDGs statistics across the countries requiring interventions • Need to raise the awareness and understanding of national actors of Agenda 2063 and the 2030 Agenda • Gaps in extent of adoption and adaption of the SDGs, especially in North Africa 	<ul style="list-style-type: none"> • Institutionalize the SRCMs as effective structures and reposition them administratively • Improve staffing and financing • Refresh mandate and review functions in light of developments since their launch • Step up ownership and commitment particularly by AU, RECs and UN agencies

<ul style="list-style-type: none"> • Mainstreaming of SDGs in national policy frameworks 	<p>and programmes through institutional backing and incentive systems</p> <ul style="list-style-type: none"> • Develop effective frameworks for operations programming, monitoring and evaluation and performance review and reporting
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Highlights of the consolidated findings and implications for the strategic direction of RCM-Africa and its SRCMs are presented in Section IV of this report. In addition to the findings from the survey, a number of other sources put forward key areas in which RCM-Africa will need to be reformed and strengthened.

The twentieth session of RCM-Africa was organized jointly with the secretariats of RCM-Africa and the regional teams of the United Nations Development Group for Eastern and Southern Africa and for Western and Central Africa. in Marrakech, Morocco on 23rd-24th March 2019. The meeting had two objectives. The first was to deliberate on the functioning of the Mechanism and its subregional coordination mechanisms (SRCMs), and to assess their achievements and challenges and the way forward in strengthening the coherent and efficient delivery of support to the AU and its organs in the context of the AU and UN reforms. The second was to provide a platform for high-level panel discussions on issues pertinent to the “United Nations system support for the African Union in commemorating 2019 as the Year of Refugees, Returnees and Internally Displaced Persons: towards durable solutions to forced displacement in Africa”.

The meeting stressed the need for RCM-Africa to galvanize accelerated progress towards achieving the SDGs and those embodied in Agenda 2063. It noted that at the regional level, RCM-Africa constitutes the rallying platform for all agencies working at that level and at the subregional level the SRCMs should serve as the convergence points of UN agencies in support of the priorities and programmes of RECs. With the plan by the UN to review its full regional assets, a new architecture is expected that is adapted to and responsive to the priorities and realities of Africa’s development challenges. In addition, the meeting called for the following:

(a) Operational Frameworks for Programmes of RCM-Africa and Its SRCMs

- i. The need to ensure that RCM-Africa anchors its work on the Renewed Partnership for Africa’s Integration and Development Agenda (PAIDA), Agenda 2063 and AU seven strategic priorities, the 2030 Agenda for Sustainable Development, the United Nations-African Union Peace and Security Framework and the African Union - United Nations Development Framework.
- ii. Facilitation of the framework and process of harmonized reporting on the 2030 Agenda and Agenda 2063 based on availability of real time data for evidence-based decision-making.
- iii. Creation of mechanisms to link Agenda 2063, Agenda 2030 and the Voluntary National Reviews.

- iv. Ensuring the work of RCM-Africa and its SRCMs are guided by the principles of multisectoralism and rationalization. Their activities should focus on accelerating the implementation of both Agendas.
- v. Fostering adherence of RCM-Africa to the principle of subsidiarity and the division of labour vis-à-vis AUC, RECs and other continental organizations.
- vi. Strategic positioning of RCM-Africa; enhanced political commitment to the Mechanism and engagement across the UN and AU leadership; ensuring that the Mechanism is well-resourced in terms of human and financial resources; and having joint memoranda of understanding with the RECs to avoid overlaps and to foster operational efficiency.
- vii. Ensuring RCM-Africa and its SRCMs are results-oriented, accountable and their delivery mechanisms are well-coordinated, effective and demonstrate a sense of urgency in the delivery of concrete results.
- viii. The need to generate real time data for evidence-based policy making and analysis. This requires among other measures, using existing data to understand trends and the use of common baselines and methodologies.
- ix. The desirability for interventions by different UN agencies to be framed in the context of a joint UN response using the RCM-Africa architecture as the rallying platform. In this respect, RCM-Africa and its SRCMs should foster horizontal and vertical coherence.
- x. Future sessions of RCM-Africa to dedicate sufficient time to discussing matters relevant to its functioning and delivery on the African Union priorities and the two United Nations-African Union frameworks in order to register tangible results and the desired impact.
- xi. The need to note that the AU strategic priority “*Silencing the Guns*” is more about fighting poverty and diseases, and that Peace should be defined as the absence of poverty, despair and marginalization rather than the absence of conflict and insecurity.
- xii. RCM-Africa and its SRCMs should be leveraged in promoting the coordinated and synergistic implementation of the global compacts on refugees and migrants.

(b) Operational Modalities – Institutional Systems, Processes, Procedures and Practices

Other areas requiring consideration included:

- i. The need for clarity in the terms of reference of some RCM-Africa clusters, as there are too many planned cluster activities without commensurate human and financial resources, and the need to develop a robust monitoring and evaluation framework.
- ii. The need for a reconfigured cluster system in line with the recommendation of the 17th Session of RCM-Africa and consolidated work plan that is aligned to AU 7 strategic priorities, the United Nations-African Union Peace and Security Framework and the African Union-United Nations Development Framework.
- iii. The need to implement the decision by the AUC and UN agencies to appoint technical focal points and alternates to the Clusters to ensure consistency and continuity.
- iv. Strengthening further the mutually beneficial link between RCM-Africa workplan and the R-UNSDGs strategic initiatives and national level activities all of which

include expressed priorities of RECs and provide for the involvement of United Nations Country Teams.

- v. The need for RCM-Africa Cluster 9 work plan to be informed by the programmes and activities agreed upon and regularly reviewed by the partnership review and implementation mechanisms of the Joint UN-AU Peace and Security Framework, given the ever-evolving nature of the peace and security challenges.

(c) Operations Planning and Implementation Programming

Prior to the twentieth session of RCM-Africa, an RCM-Africa retreat was held on 26th February – 1st March 2019. The retreat pointed to the following, among others:

- i. Strengthened and growing cooperation between RCM-Africa and Regional UNSDG featuring joint and back-to-back meetings with agendas informing each other.
- ii. Progress in the implementation of the Joint 2019 RCM /R-UNSDG Africa Action Plan agreed in December 2018. This will further contribute to the finalization of the framework for collaboration between RCM-Africa and R-UNSDG as well as the provision of joint support to RCs and UNCTs. Additionally, it will expand online platform for meetings, joint planning, reporting, information-sharing, benchmarking, mapping of ECA, RCM, R-UNSDG publications and knowledge products, among others.
- iii. Creation of sub-platforms by RCM-Africa Secretariat on the RCM-Africa online platform for information sharing and collaboration with R-UNSDG ESA and WCA
- iv. Continuing efforts by RCM-Africa and R-UNSDG through collaboration to build on existing mechanisms to rationalize meetings of RCM-Africa, UNECA, R-UNSDG, and R-DOCO; develop an M&E framework to assess implementation and measure effectiveness of the collaboration framework.
- v. Call for the need for a document to be prepared, which clearly defines the mandate of RCM-Africa and its SRCMs and that of R-UNSDG and delineates roles and responsibilities.
- vi. Call for a revisit of RCM-Africa governance structure (co-chair arrangement – UN Deputy Secretary General and AUC chairperson)
- vii. Call to integrate and harmonize the seven strategic priorities of the AU, R-UNSDG initiatives/strategies, PAIDA and AU-UN Framework for Development and Peace and Security in support of the implementation of the Agenda 2063 and the 2030 Agenda for Sustainable Development.
- viii. Prepare and share a mapping of countries' development planning cycles, to further strengthen coordinated UN-wide support to national planning processes.

(d) Coordination of Interventions and Collaboration among Institutions

Other areas should include support to the AU in its coordination with RECs following a rigorous application of the principle of subsidiarity in support of national priorities.

- i. Need for clarity of division of labour among AU, RECs, RCM-Africa and related institutional issues, which the AU will discuss at its coordination meeting scheduled for 7-8 July 2019 in Niamey, Niger. The establishment of an effective division of labour is in line with, and complements, the ongoing rationalization of United Nations assets at the regional, subregional and national levels to facilitate more coordinated and coherent support.

- ii. Need for RCM-Africa cluster configuration to track AU seven strategic priorities as they change over time, given the intent by the AU to focus on a few priority areas
- iii. Growing collaboration with the Africa Regional Forum on Sustainable Development.

Based on additional documentation reviewed on the retreat, RCM-Africa secretariat identified the following areas of AU reform as of particular relevance to RCM-Africa: (a) the reorganization of the structure and portfolios of AUC senior leadership; (b) approval of the mandate of the African Union Development Agency (AUDA-NEPAD) following the transformation of NEPAD Planning and Coordinating Agency into AUDA-NEPAD (the transition implies institutional building and strengthening, which could involve the Mechanism); and (c) institutional reform of the African Peer Review Mechanism. Given that the African Peer Review Mechanism is being considered as a platform for promoting peer review and learning related to the implementation of Agenda 2063 and the 2030 Agenda, strengthening it will be instrumental to accelerate efforts to better coordinate the implementation to the two agendas in the region.

With respect to ongoing UN reforms¹⁴, the retreat put forward actions relevant to RCM-Africa. These included the following: (a) including in the United Nations Development Assistance Frameworks a more thorough and integrated analysis of regional and transboundary issues and the country activities of the regional commissions that contribute to its outcomes. This requires active engagement of the regional coordination mechanism, including regional commissions, and the regional United Nations Sustainable Development Groups; (b) regional commissions, in consultation with relevant regional directors, invite resident coordinators with an active role to participate in regional conferences and platforms; (c) holding regional coordination mechanisms and regional Sustainable Development Group meetings jointly or back-to-back, with agendas informing one another and strengthened cooperation between the regional coordination mechanism and regional United Nations Sustainable Development Group secretariats; and (d) strengthening the participation of the Department of Economic and Social Affairs in the regional coordination mechanism.

¹⁴ See Ingrid Cyimana, UN Development System Reforms: Implications for RCM-Africa, Retreat of the Regional Coordination Mechanism for Africa, 26th February-1st March 2019; for UN Reforms, see: <https://reforms.un.org>

STRATEGIC DIRECTION FOR RCM-AFRICA, ITS SRCMS AND OPERATIONALIZATION OF PROPOSALS

IV.1 OVERVIEW

The UN has a vast presence on the African continent with a multiplicity of programmes that are being implemented by its agencies. As much as these programmes have made very significant contributions to Africa's development, there seems to be inadequate complementarity among them, which leads to high transaction costs. Coordination and collaboration are key to addressing this challenge. To "Deliver as One" the UN system encourages its entities to coordinate their activities to ensure effective and efficient use of resources for the delivery of results. This, as indicated in ECOSOC resolution of 1998, gave rise to the setting up of the Regional (RCM-Africa) and Subregional Coordination Mechanisms (SRCMs) in Africa. RCM-Africa held its first meeting in 1999, while the subregional mechanisms have been in operation over varying periods of time since their launch. The survey of their effectiveness, the findings of which were presented in Section III of this report, found both very positive results and equal amount of performance improvement opportunities.

On the positive side, there is a high level of awareness of the mandates of these mechanisms (67.40 per cent for the cumulative score; 63.64 per cent for RCM-Africa; and 80.00 per cent for the SRCMs); the assessment in section III points to the continuing relevance of the mandates of the Mechanisms (71.43 per cent for the cumulative rating; 67.27 per cent for RCM-Africa; and 86.67 per cent for the SRCMs), albeit noting the need to have them refreshed to take on new developments on the continent; and there is appreciable level of satisfaction with the results so far achieved by the Mechanisms - RCM-Africa (40 per cent), SRCMs (60 per cent) and a cumulative rating of 44.29 per cent. The findings confirm that the Mechanisms have been most effective in organizing high-level policy forums and providing platforms for exchange of lessons and best practices (61.43 per cent and 63.08 per cent, respectively). To their credit, is the finding that the priorities of RCM-Africa and its SRCMs are 81.82 per cent relevant to those of the continent's Agenda 2063 and to the UN 2030 Agenda for Sustainable Development. With respect to its relevance to the immediate priorities of the African region, this was assessed as 80 per cent. By March 2019, RCM-Africa joint workplans of the clusters

had been fully aligned to the seven strategic priorities of the AU¹⁵ – a demonstration of strong relevance to the immediate priorities of the continent. They had also been aligned to the UN-AU Peace and Security Framework and the AU-UN Development Framework, in line with the recommendation of the nineteenth session of the Mechanism.

Strong engagement of all major stakeholders through the annual meetings of RCM-Africa and its SRCMs has been a very positive achievement of the mechanisms. In this regard, the SRCMs have demonstrated strategic collaboration with RECs since their establishment. For the SRCMs, several very encouraging dimensions of their successful performance emerged from the survey results. It is worthy of note that their priorities are highly reflective of the priorities of their subregions (80.00 per cent) and are 80.00 per cent within the priorities of the UN 2030 Agenda for Sustainable Development and 73.33 per cent for the African Union's Agenda 2063. The level of awareness of their vision, mandate, purpose and objectives ranges between 67 per cent (mandate and purpose) and 75 per cent (vision and objectives) and there is 60 per cent level of satisfaction in their location in ECA/SROs.

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

IV.2 Summary of Challenges Facing RCM-Africa and its SRCMs

Despite these very encouraging results, both the RCM-Africa and its SRCMs still face performance improvement opportunities¹⁶. Level of awareness of RCM-Africa's functions, continuing relevance of these functions and the extent to which they have been delivered is at average level (55 per cent); actual implementation of planned activities is at 44 per cent; and the mechanism needs improvement in providing opportunity to stakeholders to engage after the annual meetings (45 per cent). Availability and access to project/programme management staff, opportunity by stakeholders to provide feedback to the mechanism present areas of improvement. The extent to which stakeholder organizations are active on the RCM-Africa is 44 per cent. Participating organizations in these mechanisms concluded that both the RCM-Africa and the SRCMs are about 55 per cent effective in their performances, especially in the delivery of their core mandates and functions. These findings are consistent with those of the reviews conducted on the TYCBP-AU over the period 2006-2016.

Based on the survey, some of the institutional and operational improvement opportunities facing both RCM-Africa and the SRCMs consist of the following, among others:

¹⁵ The African Union Commission, at the RCM-Africa retreat held in Debre Zeit, Ethiopia on 26th February-1st March 2019 conveyed the strategic priorities of the African Union as informed by the continental body's ongoing reforms. These are: 1) Regional Integration with a focus on AfCFTA, SAATM and Free Movement of Persons, Goods and Services; 2) Silencing the Guns; 3) Climate Change; 4) Gender and Youth; 5) Capacity Building; 6) Division of Labour between Regional Economic Communities (RECs), member States and other international actors; and 7) Addressing the African Union theme of the year. Informed by these new strategic priorities and the two AU-UN cooperation frameworks, the Clusters and the Subregional Coordination Mechanisms (SRCMs) produced draft joint workplans for the biennium 2019-2020.

¹⁶ The April 2018 RCM-Africa Retreat outlined the weaknesses to consist of: inadequate coordination and collaboration at all levels of the RCM; inadequate resources for the clusters to deliver; insufficient communication within the clusters and even among sister organizations; as well as new and emerging challenges, which include inadequate commitment and active participation in some clusters

IV.2.1 Institutional Improvement Opportunities

Need for Possible Further Refinement or Update of Mandate: The AU and NEPAD context in which the RCM-Africa and its SRCMs were set up has changed significantly. These changes have been closely tracked and captured by means of the alignment of the priorities of RCM-Africa thematic clusters to the 2030 Agenda for Sustainable Development and Africa's Agenda 2063¹⁷ and the work plan to the seven strategic priorities of the AU¹⁸. Nonetheless, some further refinement seems necessary. Some possible areas in which revision is required are clearer articulation of the role of AUDA-NEPAD, given the change in the mandate of NEPAD Agency; programme coordination incentive that could result from the possibility of institutionalizing the channelling of AU, RECs, AUDA-NEPAD and IGOs' support requests through the coordination mechanisms; and the possibility of RCM-Africa and the SRCMs serving as additional platforms for monitoring implementation of the 2030 Agenda and Agenda 2063.

Need for Enhanced Coordination and Collaboration: This is illustrated by inadequate coordination and synergy between RCM-Africa and its SRCMs and among the SRCMs as well as waning participation and ownership by UN agencies and programmes, AU organs and agencies and RECs. Extent of programmes coordination is 33 per cent. Inadequate participation of UN agencies, including ECA, means the mechanisms are lagging in the implementation of their mandates. Para. 134 of the final review report on the TYCBP-AU advised that: *"Interactions within and between clusters need to be done more frequently especially for purposes of plan coordination, but also for reporting on programme implementation. Every effort should be made to improve on attendance levels and institutional representation"*.

Inadequate Financing and Staffing of RCM-Africa and its SRCMs: RCM-Africa and its SRCMs do not have adequate and dedicated resources and the SRCMs do not have no full-time staff responsible for their activities. Although RCM-Africa secretariat has four professional staff (1 P5, 2 P4, 1 P3 and 1 GS), this is still inadequate given the workload and required competencies. The final review report on the TYCBP-AU noted in para. 135 that: *"Above all, the absence of adequate dedicated and predictable resources to operate and manage the system has imposed severe strains on the clusters and dampened their effectiveness. This constraint must be addressed with all the seriousness it deserves in the implementation of the new Programme, PAIDA, by implementing the 2010 and 2013 Review recommendations on it"*.

Need for Binding Resolution or Operational Framework: As earlier observed by the TYCBP-AU review reports, there seems to be a tendency for member organizations to see participation in RCM-Africa and its SRCMs as optional or not even necessary. UN resolutions behind the mechanisms do not seem to be compelling enough to make participation a requirement for UN agencies, programmes and funds. The same applies to AU organs and agencies as well as the RECs. Commitment to and ownership of the mechanisms by AU, RECs and the UN will need to be taken a step further. This is notwithstanding the fact that the mandates are derived from

¹⁷ See: ECA & AUC Alignment of the New RCM-Africa Clusters to the Priorities, October 2016; Integrating Agenda 2063 and 2030 Agenda for Sustainable Development into national development plans, ECA July 2017; and The Joint Committee Analysis and report on reconfiguration of the Clusters of the RCM-Africa

ECOSOC 1977 and 1998 resolutions in respect of RCM-Africa to which the SRCMs are decentralized structures.

Inadequately Structured Activities and Work Programmes: RCM-Africa and its SRCMs are seen as **one-off annual events** with inadequately articulated work programmes and implementation plans. This is beginning to change. For instance, in April 2018, four out of nine RCM-Africa clusters prepared joint work plans. By the end of March 2019, RCM-Africa work plan has been fully aligned to the seven strategic priorities of the AU, the UN-AU Peace and Security Framework and the AU-UN Development Framework. The plans today are results-based with measurable performance indicators. Significant progress has therefore been made in terms of the quality and structure of the work plans of the mechanism.

This report however notes that while the 2019-2020 RCM-Africa work plan is now fully aligned to the seven strategic priorities of the AU, the work plan covers an extensive range of activities. If fully implemented, the work plan will contribute significantly to development results expected from the seven priority areas. To implement the work plan, RCM-Africa Secretariat and the clusters will however need to be adequately resourced financially and technically. Box 7 presents some of the adjustments that will be required:

Box 7: Adjustments Required by RCM-Africa Cluster Joint Work Plans

Review of the Clusters and Coordination Responsibilities: Dedicated cluster coordinators with full-time responsibility will need to be seconded to the Joint Secretariat. They will be responsible for convening meetings of the clusters and sub clusters, following up on resource mobilization and ensuring implementation, among other responsibilities.

Work Plan and Financing Burden Sharing Arrangement: The work plan will need to be fully costed and financing burden-sharing arrangements between UN and AU put in place. When finalized, the plan should provide concrete indication of the contribution expected from each and every agency, programme or fund that is a member of the clusters and sub clusters. Thus, the AU and the UN should identify sources of resources for implementation of the work plan and the burden sharing arrangement incorporated in the plan.

Coordination with SRCMs: A number of the activities in the work plan will need support or implementation at country level. This will require RCM-Africa to work closely with the SRCMs, R-UNSDGs and UNCTs in the delivery of such activities. Subregional and country level activities that fall within the competences of the SRCM should be under their responsibility. The role of the SRCMs should be provided for in the work plan.

In the event that full-time cluster coordinators and adequate financial resources are unlikely to be available, the work plan should be scaled down. It will be overly ambitious, and most activities will end up not implemented. This is in line with the concern raised in para.132 of the final review report on the TYCBP-AU. It stated: *“Business plans are overambitious and overloaded with myriad activities, leading to a loss of focus. Stronger leadership on plan preparation from the AU side, should help address this problem. Going forward, guidance from the AU on the core priorities that should inform action in the partnership would definitely help sharpen focus in the planning and programming activities of clusters. In addition, planning cycles of the AU invariably do not coincide with those of the UN partners. In fact, this is not even the case among the UN entities themselves. This makes joint planning and programming difficult and does affect results and impact.”*

Need for Heightened Ownership of RCM-Africa and its SRCMs: This is reflected in limited or waning real participation by AU organs, RECs and UN agencies – participation that is beyond attending the high-profile annual meetings. In its proposal for effective implementation of PAIDA, the final review report on the TYCBP-AU in para.141 stressed that leadership and ownership by AU and the RECs are vital preconditions. It strongly advised that ... *“the AU -*

system, including the RECs, must show much stronger leadership and ownership in the partnership – the AUC, in respect of the partnership in RCM-Africa, and the RECs, in respect of the SRCMs”

Need for Strengthened Joint Planning: The mechanisms have not given rise adequately to joint planning of programmes by AU, RECs, AUDA-NEPAD and UN agencies, programmes and funds given the imperative following the launch of both the 2030 Agenda on Sustainable Development and Africa’s Agenda 2063. Para.131 of the final report on the TYCBP-AU had this to say about joint planning and programming: *“In spite of the efforts and good intentions, coordination, joint planning, programming and implementation are still very much work in progress. Progressively, clusters are reverting to agency-based rather than group-based activities, which was the practice initially, and which RCM-Africa had directed should be avoided at all cost. In many cases, on paper, it would appear that two or more agencies are implementing a particular activity. In practice, however, invariably it is only one. Some Coordinators bemoaned the fact that whereas many agencies, funds and programmes are members of their cluster only one or two participate actively. Thus, engagement with the AU and NPCA is increasingly being done on a bilateral rather than a multilateral basis. An improved coordinated joint planning and programming should enable clusters to better heed to the requirement of RCM-Africa for the UN system to “deliver as one”.”* Since the TYCBP-AU final report, there has been improvement in joint planning as illustrated by consolidated joint work plans of the Clusters and the SRCMs for the 2019-2020 biennium.

Need for Communication, Knowledge and Information-Sharing Platforms: The mechanisms need enhanced information and communication platforms to share timely planning, implementation programming and performance evaluation information among partners. In para. 133, the final review report of the review of the TYCBP-AU observed that: *“Weaknesses in information and communication dissemination within the entire system is a contributory factor in depressing cluster impact and effectiveness. Knowledge of the purpose and objectives of the RCM and its cluster system is not sufficiently transmitted especially to new participants. Therefore, the potentials for value addition that is inherent in it are not adequately appreciated. Stakeholders on the AU side need to be made more aware of the system and its potentialities in order for them to appreciate the benefits to be derived from their active participation in it”.* This challenge is being addressed at present. RCM-Africa is at an advanced stage in the development of an electronic platform for collaboration and information sharing that will accommodate RCM-Africa clusters, its SRCMs, the R-UNSDGs and other relevant entities. Please refer to the retreat report.

Need for Monitoring and Evaluation Framework: RCM-Africa and the SRCMs do not have a monitoring and evaluation framework to facilitate the tracking of implementation of agreed actions. Their performance reporting is heavily activity-based. Their effectiveness and contributions should be measured in terms of outcomes and impacts and not solely on activities undertaken or facilitated. This should be the basis for defining the expected results from the strategic and business plans. RCM-Africa Secretariat is currently addressing the issue of the M&E system for RCM-Africa and the SRCMs.

Need for Enhanced Reporting System: Other than minutes of meetings and annual reports, the SRCMs do not have effective reporting systems in respect of their activities and performance. The minutes shared will need to be supplemented with other performance reports to adequately inform the planning of new activities.

Need for Enhanced Coordination and Collaboration Among RCM-Africa, SRCMs, R-UNSDGs and UNCTs: Despite resolutions, there seems to exist a terrain of unclear boundaries of roles and responsibilities and thus to some extent duplication in activities across the coordination mechanisms, R-UNSDGs and UNCTs, which need to be addressed.

IV.2.2 Operational and Programmes Related Improvement Opportunities

In addition to the institutional improvement opportunities, the survey examined opportunities with respect to operations and programmes of the mechanisms.

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

With respect to the operations of RCM-Africa clusters, the reviews of the TYCBP-AU pointed to a number of challenges. These are summarized in Box 8:

Box 8: Some Challenges Faced by RCM-Africa and the SRCMs Under the Ten-Year Capacity Building Programme for the African Union, 2006-2016

I. Challenges faced by RCM-Africa

The TYCBP-AU final review report, 2013-2016 pointed to a number of challenges that faced the coordination mechanisms at the end of the implementation of the programme. Some of these were:

- 1) **Inadequate financing of the programme:** Also, financing modality was not sufficiently defined. The final review report observed in para. 82 that: “*Resource inadequacies dogged the entire system from the RCM itself, down to the clusters and the Secretariat. Much more needs to be done by all concerned to ensure that predictable and dedicated resources are available for effectively carrying on the work of the mechanism*”.
- 2) **Uneven performance of the clusters and waning effectiveness:** Key clusters such as Science and Technology; Industry, Trade and Market Access; Infrastructure Development; Agriculture, Food Security and Rural Development could have performed better. For instance, in the case of Infrastructure Development, the final report stated in para. 97. “*It must be said that this cluster could have done much more in support of the AU/NPCA Programme for the Infrastructure Development of Africa (PIDA), as well as the Plan of Action for the Accelerated Industrial Development of Africa (AIDA). In the last three years of the life of the TYCBP-AU, it ceased to function*”
- 3) **Lack of clarity of the role and responsibility of cluster coordinators:** Management of the clusters was left to the discretion of the coordinators, leaving performance to be dependent on extent of their

commitment and enthusiasm. The final review report expressed the view in para. 81 that: “An unenthusiastic cluster coordinator would weaken the work of his/her cluster. This is what befell those clusters that did not perform or that performed poorly. Centralizing the management of the system within the Secretariat would ensure regularity of interaction, centralized information on activities, monitoring of actions and assured institutional memory”. It was also not clear whether it was the responsibility of the cluster coordinators or the RCM-Africa Joint Secretariat to convene meetings. Over the TYCBP implementation period it was at the discretion of the Cluster Coordinator. Para 130 of the report noted that: “Cluster and sub-cluster meetings are not convened regularly because it is not too clear whose responsibility it is to convene. At present, it is left to the discretion of the Cluster or sub-cluster coordinator to call meetings. Faced with other pressing issues that they invariably have to deal with, most coordinators do not convene their clusters or sub-clusters more than once a year, in many cases, just before sessions of RCM-Africa and so as to be able to report that a meeting had been held. In fact, in the last reporting period some clusters and sub-clusters did not meet at all, leading Secretariat reports to be derived from agency, not cluster inputs. Cluster coordinators involved claimed that this was largely because they lacked the staff and financial resources needed to hold meetings and conduct activities. Also, new agency coordinators into the system were not briefed on their responsibilities to their clusters and so failed to become active. The case of the Science and Technology cluster was cited as an example. This is a problem of the management of the mechanism, which must be addressed by implementing the recommendations of the two previous reviews on this issue”.

- 4) **Agency-Based Performance:** Given (3), it appears performances were based on individual agencies or entities’ priorities for Africa. Some of these were largely not in line with AU priorities and not strictly ‘RCM coordinated’ programmes. These were programmes of individual entities undertaken by RCM members and reported as RCM outputs and achievements. The Final report in para.129 noted that: “In fact, most, if not all business plans [of the clusters] have not been implemented. Resource constraints may account for this, but leadership also is a major factor”. If this was the case, then it is somewhat challenging to attribute the outputs reported to the work of the clusters. The TYCBP-AU final report, 2013-2016, stated in para. 77 that: “It must be said that the workings of the clusters in implementation of the TYCBP-AU have weakened tremendously in the last triennium. Two out of the nine clusters were totally inactive. They did not convene any meetings, nor did they produce any outputs. A third cluster was only partially active with three out of its five sub-clusters completely dormant during the reporting period. In fact, in the last year of the reporting period, none of the clusters could produce a report for submission to the RCM. What was delivered to the Secretariat instead was individual agency reports.
- 5) **High Turnover of Cluster Members and Coordinators:** RCM-Africa experienced high turnover of members and cluster coordinators on both UN and AU sides. The final review report of the TYCBP-AU noted in para. 78 that: “[new members or newly assigned cluster coordinators] were not adequately briefed on the purpose and objectives of the RCM-Africa or the workings of its cluster system. Some even considered participation as optional while a few felt it was unnecessary. Ignorance on their part had an effect on their eagerness to participate. It is important to re-state the fact that participation in RCM-Africa activities is a requirement of the UNGA”.

II. Challenges Faced by the SRCMs

The final review report stated that the “SRCMs have not been too successful in attracting a wider participation of UN entities operating at the sub-regional level. Apart from RECs, most other participants are IGOs, thus limiting the benefits to be derived from coordinated UN actions in support of the RECs. In addition, there is need to deepen ownership of the process by the RECs themselves. Difficulties have been encountered in getting the participating institutions to harmonize the planning and programming of their activities for ease of coordination and coherence and to mainstream SRCM business plans into their own plans and programmes. This has suppressed the rate of plan implementation. Above all, the resource constraints which they all face, have circumscribed their ability to meet more frequently, to share information among their members and to be more forthcoming in their support to the RECs”.

It was also noted that process and strategy issues dominated their preoccupations and overshadowed efforts to produce results. Much of their time was spent on ways and means of going operational and how to more meaningfully forge and utilize partnerships available to them in their respective sub-regions.

Like RCM-Africa, they also face resource and management constraints, compounded further by problems caused by distance between stakeholders and multiple membership across RECs and even across sub-regions. Resolving these difficulties is still work in progress and they deserve all the support in having these issues straightened out once and for all so that they can begin making more meaningful contributions in their

partnership in implementation of PAIDA. Going forward, they should do more to make their respective RECs feel that they own and lead the process.

IV.3 STRATEGIC DIRECTION FOR RCM-AFRICA AND ITS SRCMS

The foregoing improvement opportunities from the initial and supplementary surveys point to the need for some reform of RCM-Africa and its SRCMs in order to further strengthen their effectiveness in the vitally important task of coordinating programmes and projects across the UN system in support of the implementation of AU strategic priorities.

Going forward, the strategic direction for RCM-Africa and its SRCMs is open to several possible options. Stakeholders who responded to the surveys conducted for this study put forward several proposals. Tables 16 and 17 present some of the recommendations:

Table 15: Potential Areas for Improvement

Potential Areas for Improvement		Recommended Improvements
1	Projects and programmes activities	<ul style="list-style-type: none"> • RCM-Africa and its SRCMs should identify and work on only a few initiatives at a time with greater focus in line with AU seven strategic priorities and the two AU-UN frameworks. Work programmes are very often unrealistic • RCM-Africa should take cognizance of the existence of other coordination mechanisms on the continent
2	Partnerships development in support of program delivery	<ul style="list-style-type: none"> • Institutionalize partnerships through memoranda between participating organizations • Each SRCM should have a framework for collaboration with the RECs, identifying only a few key areas of support for each UN agency to contribute to in a very coherent manner. In this regard, the SRCMs and the UNDGs on the one hand and the RECs on the other should have joint multi-year programme of works • RCM-Africa and its SRCMs should set up steering committees that should follow up closely the implementation of agreed commitments
3	Financial resources for project implementation	<ul style="list-style-type: none"> • RCM-Africa and its SRCMs should be adequately funded. To start with, they should have dedicated budget lines at the level of the UN system¹⁹ • Stakeholder organizations should provide in their annual budgets for their participation in RCM-Africa and its SRCMs

¹⁹ There is however a hurdle here that will need to be cleared. This relates to the mismatch of programming cycles of UN agencies. It has a bearing on the availability of funding from the agencies. Alignment of programming cycles and availability of joint work plans ahead of the development of work programmes of individual agencies could ensure that the latter cater to the joint work plans. This has been a long-standing challenge that is yet to be resolved. The reforms should take this into account.

4	Governance and management of SRCM	<ul style="list-style-type: none"> • A clear working relationship between RCM-Africa and its SRCMs should be established, for instance along the lines of redefined thematic clusters • There is need to clarify roles and responsibilities between the SRCMs and the UNDGs in the subregions
5	Achievement of concrete results	<ul style="list-style-type: none"> • An M&E framework should be developed as soon as possible to guide RCM-Africa and its SRCMs. • The M&E framework should present a clear results framework for the SRCMs. Planning, implementation and coordination of activities should be built around these results. The set of AU 63 harmonized indicators for Agendas 2030 and 2063 should provide a good basis for defining expected results²⁰.
6	Administrative support services for the operation of SRCMs	<ul style="list-style-type: none"> • Strengthen SRCM secretariats with dedicated staff. In the interim, the staffing process could draw on UN Volunteer, Young Professional Development and other related Programmes, including secondment of staff by participating agencies

Table 16: Some Considerations for the Future

S/N	Issues for the Future of the SRCMs	Stakeholders' Recommendations
1	Kind of institutional set-up or arrangement to further enhance the performance of the functions of the SRCMs	<ol style="list-style-type: none"> 1) An institutional arrangement based on coordination and collaboration between RCM-Africa and its SRCMs 2) A set-up with clarified roles and responsibilities between SRCMs and R-UNSDGs, as part of ongoing UN reforms
2	Extent of continuing relevance of the SRCMs in the decade ahead	SRCM remains very relevant. However, the RECs need to be operationally committed for the SRCMs to remain increasingly functional.
3	Changes or areas of emphasis required to strengthen effectiveness of SRCMs	<ol style="list-style-type: none"> 1) Institutionalize RCM-Africa and its SRCMs and integrate them into the programmes of the AU, RECs and UN administrative systems 2) The necessity for regional coordination and the roles and responsibilities of the coordination mechanisms should be prominently highlighted in the AU and UN reforms and provided adequate institutional backing to enhance commitment of AU organs and agencies, RECs and UN agencies.
4	Conditions and innovations needed for continuation of the SRCMs	<ol style="list-style-type: none"> 1) Adequate funding for coordination activities and for the mechanisms 2) Adequate staffing for the secretariats 3) Robust M&E framework for the mechanisms drawing on harmonized KPIs for the two agendas 4) The AU, RECs and the UN should put in place appropriate institutional framework for effective establishment of the mechanisms 5) RECs and UN agencies should integrate SRCM activities into their work programmes and commit to their implementation.

²⁰ It is worthy of note that AU Heads of State and Government have decided that there should be only one report on the Agenda 2063 and the 2030 Agenda. Also see: AUC Report- A coherent and integrated approach to implementation, monitoring and evaluation of Agenda 2063 and SDGs; ii) Integrating Agenda 2063 and 2030 Agenda for Sustainable Development into national development

		<p>This will require alignment of programming cycles and joint planning</p> <p>6) An institutional framework should be put in place that makes it compelling for effective participation of AU organs and agencies, RECs and UN agencies and programmes in RCM-Africa and its SRCMs</p> <p>7) A knowledge and information sharing platform should be developed for RCM-Africa and its SRCMs that is accessible to all UN agencies, AU organs and agencies, the RECs and other IGOs and stakeholders so that they are aware of ongoing projects and programmes in order to facilitate coordination and avoid duplication of activities.</p> <p>8) There is a need for enhanced collaboration and coordination between the SRCMs and R-UNSDGs in support of UNCTs</p>
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IV.4 POSSIBLE REFORM OPTIONS

Guided by the foregoing, RCM-Africa and its SRCMs face three possible paths to reform for enhanced effectiveness in their operations in the context of ongoing AU and UN reforms. These are as follows:

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

The first option to put RCM-Africa and its SRCMs on the path of enhanced institutional effectiveness is to retain the present institutional setting consisting of joint secretariat for RCM-Africa co-hosted by ECA and AUC and the secretariats of the SRCMs hosted by ECA/SROs and RECs. For clout and visibility, the coordination of RCM-Africa's activities at the ECA should however be moved to the Office of the Executive Secretary of ECA and regarded as a strategic intervention. With respect to AUC, an RCM Coordination Unit with dedicated staff and resources should be established in the AU Commission²¹. This will give RCM-Africa some clout and enhanced institutional presence among stakeholders. It will also allow for meaningful involvement of all Departments at AUC and ECA²². For the SRCMs, the RECs should establish similar Coordination Units.

The current location of the secretariat as a Section within the Regional Integration and Trade Division of the newly restructured ECA, does not make for desired effectiveness. The institutional responsibility for making the RCM-Africa and its SRCMs work lies with AUC and ECA that are entrusted with the responsibility for establishment of the mechanisms. This responsibility does not seem to have come with the required complementary resources. The ECA and its Subregional Offices that host the secretariats of the SRCMs and the SRCM Coordination Units at the level of the RECs should be appropriately resourced to implement the mandates of the mechanisms. At present, the NEPAD Section of ECA's RITD, which serves as a Secretariat for RCM-Africa is supported by four professional staff (1 P5, 2 P4 and 1 P3) and one local staff, a staff strength that does not translate into its full-time equivalent due to duties they undertake. This contrasts sharply, for instance, with the better resourced New

²¹ A possible option is for the Chairperson of AU Commission to assign responsibility for coordination to the African Union Development Agency (AUDA-NEPAD)

²² Currently, the process of initiating a focal point system for interface between Departments and RCM-Africa Secretariat is in progress.

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

The creation of an RCM-Africa Coordination Unit at the AUC is a move in the right direction. Similarly, SRCM Coordination Units should be created at RECs level, and administrative relocation of the mechanisms to the Office of the Executive Secretary under this option can be considered a small step towards future institutionalization of the mechanisms.

While being operational under the Offices of the Deputy Chairperson of the AUC and the Executive Secretaries of ECA and the RECs, both RCM-Africa and its SRCMs should be integrated and recognized as structures within the UN, AU and RECs. A major advantage of this option is minimal upset to the current institutional setting under which RCM-Africa and its SRCMs have operated thus far. Institutional visibility and enhanced influence arising from their location in the offices of the Deputy Chairperson and Executive Secretaries of ECA and the RECs also come as added advantages. The main disadvantage is that, institutionally, this will not radically transform the mechanisms as a formal institutionalization process will bring about.

INSTITUTIONALIZATION OF THE COORDINATION MECHANISMS:

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

- a) Transformation of RCM-Africa into an AU-UN Specialized Centre. The Centre could be called the Regional Coordination Centre for Africa (RCC-Africa). RCC-Africa will have all the present SRCMs as its Subregional Centres for Coordination (SRCC). In essence, there will be one entity called the Regional Coordination Centre for Africa, which has Subregional Centres.
- b) RCC-Africa and the SRCCs should be integrated into the AU and UN administrative structures with overall oversight vested in the Offices of the Deputy Chairperson of the AUC, the Executive Secretary of ECA and the Executive Secretaries or Secretaries General of the RECs.
- c) The SRCC should be operationally autonomous with direct management by RECs and ECA/SROs, reporting to the Offices of the Executive Secretaries/Secretaries-General of RECs and of ECA Executive Secretary through RCCA.
- d) Thus, for the SRCMs, they should be integrated into designated RECs and ECA administrative structures with oversight provided by the Offices of REC's Executive Secretary/Secretary-General and ECA Executive Secretary (through RCC-Africa).

The main advantage of having the mechanisms institutionalized is that RCM-Africa will become an autonomous structure, like any other AU or UN agency, with full-time staff and dedicated resources for its operation. The SRCMs will become its subregional centres. This will allow the mechanisms to function more effectively as an institution with better management of its own processes, procedures and practices and reporting appropriately to the AU, RECs and UN for accountability for performance and results. The benefits are enormous. However, the challenge is whether the AU and UN in an era of downsizing and rationalization would want to consider establishing a new structure.

CO-CONVENING OF RCM-AFRICA BY AU DEVELOPMENT AGENCY-NEPAD:

Lastly, there is potentially a third option. This is the co-convening of RCM-Africa by the AU Development Agency (AUDA-NEPAD). On 17th-18th November 2018, the Heads of State and Government of the African Union held the 11th Extraordinary Summit of the African Union. One of the Decisions of the Summit was the approval of the mandate of the AU Development Agency. With this endorsement, the emerging Agency effectively takes responsibility for “...*serving as the African continent’s technical interface with all Africa’s development stakeholders and development partners*”²³. Technically, this implies that the ECA-AUC Joint Secretariat could become the ECA and AUDA-NEPAD Joint Secretariat that will then be responsible for implementation of the regional coordination mechanism under the tutelage of AUC and ECA. It is envisaged that the role will extend beyond co-convening to participation in oversight of the overall operations of RCM-Africa.

There are a number of advantages to this option. AUDA-NEPAD is emerging from NEPAD Agency, a tested AU institution with a very strong performance record and which has excellent working relationship with AU organs and agencies. ECA has equally worked closely with and supported NEPAD Agency very well over the years. The working relationship between the two institutions is strong, cordial and very productive. As a partner, NEPAD Agency delivers results and has played a significant role in mobilizing development partners, African stakeholders and the RECs in the implementation of the continent’s development policy frameworks and programmes. Co-convening RCM-Africa with AUDA-NEPAD is putting the mechanism in a safe pair of hands known for effectiveness and efficiency, an institution around which the mandate of RCM-Africa was designed. It places AUDA at the centre of the responsibility to deliver on this mandate. Responsiveness, flexibility and shorter turnaround time in dealing with RCM-Africa’s activities are likely to be higher with AUDA, given less ponderous systems, processes and procedures.

A potential disadvantage is that the clout that the Office of the AUC Deputy Chairperson brings to RCM-Africa may be lost as the Office will become less visible in the operations of the joint Secretariat. Also, despite its excellent working relationships with AU organs and agencies, AUDA may not have the political strength and leverage for enhanced commitment and participation by AUC Departments. The Departments are likely to be more responsive, if coordination responsibility reposes in the Office of the Deputy Chairperson.

VIII. FUNDAMENTALS IRRESPECTIVE OF PREFERRED OPTION

Irrespective of the option that is considered, the following fundamentals, in the context of ongoing AU and UN reforms, will need to be addressed:

- 1) **Mandates:** There is a need to refresh the mandates of the Regional and Subregional Coordination Mechanisms, given the enormous developments that have taken place on the African continent’s landscape since the launch of the mechanisms. For the revision of the mandates, a broader spectrum of stakeholders’ participation is strongly encouraged. These will consist of UN agencies and

²³ The AU Assembly approved the mandate of the African Union Development Agency (AUDA) as follows: i) To coordinate and execute priority regional and continental projects to promote regional integration towards the accelerated realisation of Agenda 2063; and ii) To strengthen capacity of African Union Member States and regional bodies; advance knowledge-based advisory support, undertake the full range of resource mobilisation, and serve as the continent’s technical interface with all Africa’s development stakeholders and development partners.

- programmes, AU organs and agencies, RECs, AUDA-NEPAD, IGOs and other stakeholders. This will endear a greater sense of ownership and commitment.
- 2) **Oversight and Accountability**: The AUC through the RCM Coordination Unit in the Commission, the RECs and the ECA, through its headquarters and the Subregional Offices, should continue to provide guidance and oversight for the operation of the coordination mechanisms. The regularity and quality of oversight will however need to be substantially improved, just as much as the quality of infrastructure and facilities provided for the secretariats. A high-level oversight committee, which represents the highest level of accountability for results should be constituted. Its membership should consist of the UN, AU, RECs, Country representatives, selected IGOs and representatives of CSOs. Enhanced RCM-Africa must provide very clear arrangements for reporting to all national, subregional and regional stakeholders on coordination efforts in respect of the 2030 Agenda for Sustainable Development and Africa's Agenda 2063. Also required in the structure of RCM-Africa and its SRCMs are **Technical Advisory Committees** to provide technical guidance to the development of programmes and the approval of work programmes, plans and budgets.
 - 3) **Staffing**: This is one of the most significant challenges facing the effectiveness of RCM-Africa and its SRCMs. They are inadequately staffed. Dedicated full-time staff are needed for the mechanisms. An institutional development assessment should be undertaken to determine the appropriate staffing requirements, based on a thorough assessment of expected outputs and outcomes from the functions, guided by a workload analysis. The size and seniority of staff will depend partly on the weight of the portfolio of activities of RCM-Africa and its SRCMs, the financial and technical resource commitments being made to coordinated projects and programmes and the degree of functionality of the mechanisms. They are only functional to the extent that the key stakeholders such as the UN agencies and programmes, AU organs and agencies, the RECs and other IGOs demonstrate a strong ownership and commitment to the mechanisms.
 - 4) **Financing**: The coordination mechanisms at both regional and subregional levels are poorly funded. The present budgetary allocation should be increased in line with the responsibilities and expected outcomes. These are valuable AU, RECs and UN mechanisms and should be adequately funded directly from the AU, RECs and UN budgets. The structure of the financing provided should consist of the following components:
 - a) **A Core Annual Budget** that is approved by the UN General Assembly and administered by RCM-Africa and the SRCMs with accountability through the joint Secretariat.
 - b) **A Secretariat-Administered Fund (SAF)** that enables RCM-Africa and the SRCMs to directly approve and provide funding up to a defined threshold with prior approval by AU Deputy Chairperson and ECA Executive Secretary in the case of RCM-Africa or ECA/SROs and the RECs as regards the SRCMs.
 - c) **A Collaborative Project Fund** that accrues to a regional or subregional project or programme through coordinated support by AU, RECs and UN agencies and programmes, as the case may be.
 - 5) **Institutional Backing and Credit Scores**: Given the seemingly waning commitment of UN agencies, funds and programmes in the ownership of, and commitment to, the mechanisms, it will be desirable for the UN to explore additional administrative or institutional frameworks that could encourage UN entities to participate more effectively in the implementation of the coordination mandates of RCM-Africa and the SRCMs. This will ensure commitment to attend meetings and collaborate to deliver common projects and programmes. Under the credit score system, UN agencies that fail to work through the Coordination Mechanisms, where absolutely necessary, could stand to lose credit scores. This could in turn affect their annual budgets. The UN and AU are invited to include the issue of participation of UN agencies and AU organs in RCM-Africa and its SRCMs as a visible and enforceable aspect of the ongoing reforms.
 - 6) **Institutional Framework for Collaboration and Cooperation**: At present, there is limited working relationship between RCM-Africa and its SRCMs. There is also very limited to no working relationship among the SRCMs themselves. This presents an urgent need to develop an institutional

framework for collaboration among these mechanisms. Participation in each other's meeting is a basic starting point. Elsewhere in this report, a number of proposals have been put forward to foster synergistic working relationships. These include joint planning and programming of activities, a common information and communication strategy, a common knowledge and information sharing system, among others.

- 7) **Complementarity of Roles:** A revisit of the roles and responsibilities of the Coordination Mechanisms vis-à-vis those of R-UNSDGs and the UNCTs is required to strengthen cooperation and collaboration while refreshing the mandates of the mechanisms. On this, while more still needs to be done, there is significant work in progress as shown in Box 9.

Box 9: Coordination and Collaboration among RCM-AFRICA, SRCMs, R-UNSDGS AND UNCTS

ECA, RCM-Africa and R-UNSDGs are conscious of the need for complementarity in activities and have made significant strides in strengthening collaboration and cooperation. Joint activities and frameworks for collaboration and cooperation are being undertaken. RCM-Africa and R-UNSDGs jointly host the annual meetings of RCM-Africa with the 20th Session of RCM-Africa on 23rd-24th March 2019 being the third, consecutively. This was taken forward recently at a joint meeting of the R-UNSDGs for Western and Central Africa and Eastern and Southern Africa and ECA held on 10th December 2018.

The meeting sought to enhance collaboration between ECA and the R-UNSDGs at the regional level to respond to the 2030 Agenda for Sustainable Development and the Agenda 2063. One of the key objectives of the meeting was to deliberate on the implications of the UN reform initiatives on the roles and functions of the R-UNSDGs, the Regional Coordination Mechanism for Africa (RCM-Africa) and its Subregional Coordination Mechanisms (SRCMs) given the revamped role of ECA.

The meeting discussed vitally important issues and came up with a number of recommendations. Among others, it raised the need for:

- 1) A document that clearly defines the mandates, boundaries, roles and responsibilities among ECA, RCM-Africa, SRCMs, R-UNSDG and DOCO.
- 2) The launch of a mapping of ECA, RCM-Africa, R-UNSDG publications and knowledge products in the regions and Identify specific joint Inter-agency publications and knowledge products.
- 3) Joint support by SRCMs and R-UNSDGs to RCs and UNCTs to prepare country analyses and develop and implement UNDAFs
- 4) Building on existing mechanisms so as to rationalize meetings of RCM-Africa, ECA, R-UNSDGs and R-DOCO with a view to reducing the number of meetings, while increasing coordination.
- 5) Mainstreaming regional priorities into national process through UNDAF and CCA.
- 6) RCM-Africa and the SRCMs to take cognizance of and build synergy with other existing mechanisms such as the Coordination Committee of Chief Executives of RECs-AU-ECA-AfDB, the Joint ECA-AU-AfDB Coordination Mechanism and other regional and sub-regional mechanisms.
- 7) RCM-Africa and the SRCMs to be strengthened to support implementation of the AU seven strategic priorities.
- 8) A seamless relation between the SRCMs and the R-UNSDGs in the sub-regions to enhance support to the UNCTs.
- 9) Strong coordination and collaboration among RCM-Africa, the SRCMs and the R-UNSDGs, given that RCM-Africa works largely at the continental level with the AU, RECs and IGOs, the SRCMs work in support of the RECs and subregional IGOs, while the R-UNSDGs provide support at the country level.
- 10) Correction of the erroneous impression that RCM-Africa is about ECA only and UNSDGs are separate from it. RCM-Africa is inclusive of the UNSDGs with ECA and AUC jointly hosting the Secretariat.

In addition, the meeting emphasized that:

- 1) The R-UNSDGs are part of RCM-Africa, hence the issue of focus should be how to strengthen RCM-Africa and the SRCMs so as to have collective ownership as One UN as well as make them work

better for all. It pointed to the potential benefits of having a single Secretariat for both the RCM-Africa and UNSDGs as a step towards coordination and collaboration.

- 2) Voluntary National Reviews present additional opportunity for collaboration between the ECA, RCM-Africa and the SRCMs, on the one hand, and the UNSDGs and UNCTs on the other.
- 3) ECA Sub-Regional Offices, as Secretariats of the SRCMs, need to work closely with the R-UNSDGs in supporting the UNCTs.
- 4) Collaboration among RCM-Africa, the SRCMs and R-UNSDGs must be fully aligned with the seven strategic priorities of the AU and its organs, including the RECs.

- 8) **Ownership and Participation:** To further promote ownership of, and participation in, the coordination mechanisms, it is proposed that:
 - 1) SRCM meetings be held in rotation among countries as host – but jointly organized by the RECs, SRCM Secretariat/ ECA sub-regional office. Representatives of the R-UNSDGs, UNCTs, RCM-Africa and AUC should routinely participate in such meetings.
 - 2) All regional organizations requesting support from the UN system up to an agreed minimum threshold should be required to submit proposals through the SRCM (at regional level) or RCM-Africa (at the continental level) or at least provide information on a globally accessible joint planning (here referred to as “One Plan”) framework of the coordination mechanisms that can be accessed by all stakeholders.
- 9) **Coordination and Collaboration:** The enhancement of coordination and collaboration among AU, RECs and UN agencies in support of the activities of RCM-Africa and the SRCMs will benefit immensely from alignment of programming cycles. Also, Countries’ involvement in setting priorities for RCM-Africa and its SRCMs is of vital importance. This emphasizes the need for better collaboration between SRCMs, R-UNSDGs and the UNCTs, which at present needs strengthening.
- 10) **Advisory Support to UNCTs:** The strengthening of RCM-Africa and its SRCMs should involve advisory support by RCM-Africa and its SRCMs to the UNCTs, in collaboration with R-UNSDGs, in the domestication of the 2030 Agenda on Sustainable Development and Agenda 2063 implementation frameworks and harmonized performance indicators. Also, for strengthening transboundary analysis in the UNDAFs.
- 11) **Administrative and Operations Procedures Guidelines:** RCM-Africa Secretariat should develop an Administrative and Operations Procedures Guidelines for the mechanisms. These should spell out processes, procedures and practices expected of RCM-Africa and its SRCMs. Among these will be procedures in the setting up of a coordination mechanism; functions and organizational structure of mechanism; requirements on staffing, financing, work planning, programme implementation, performance monitoring and evaluation; criteria for constituting clusters and working groups; composition of clusters; timing of review of number of clusters; appointment and tenure of cluster and focal points coordinators; roles and responsibilities in the convening of cluster and focal points meetings; regularity of meetings; records management system; performance reporting requirements and timelines; support to be provided to clusters and working groups by the secretariat. Meanwhile, RCM-Africa and its SRCMs should pay close attention to the following:
 - **Coordination of Clusters:** RCM-Africa Secretariat and the SRCMs should work closely work with clusters and focal points and provide assistance where necessary to enhance effectiveness and coordination efforts.
 - **Tenure of Clusters Coordinators:** RCM-Africa and its SRCMs should encourage member organizations to maintain some measure of continuity of cluster

coordinators for thematic clusters and focal points. Assigned cluster coordinators and focal points should be in the position over a reasonable period and should handover properly the responsibility to those newly assigned. The rate of turnover has the potential to affect effectiveness of the mechanisms.

- **Participation of Major Multilateral Institutions:** RCM-Africa and its SRCMs should encourage multilateral institutions such as AfDB, World Bank, Regional Financial Institutions, IGOs and other coordination mechanisms in the region or subregions to participate regularly and effectively in the coordination mechanisms.
 - **Clusters and Focal Points:** RCM-Africa and its SRCMs should ensure all participating organizations designate focal points. Clusters should meet regularly, at least, quarterly to review progress in the implementation of their work plans and identify issues before they arise.
 - **Routine Briefing of Newly Appointed Heads of Agencies:** RCM-Africa and SRCMs secretariat, as part of their administrative and operations procedures, should routinely and regularly brief newly appointed heads of participating organizations and agencies as well as newly designated cluster coordinators.
 - **Planning Cycles:** RCM-Africa Secretariat should map out the planning cycles of participating organizations to facilitate the planning of the biennial work plans of the mechanisms.
 - **Responsiveness of Clusters:** The clusters should not be static. These should be reviewed possibly every 5 years or defined intervals, as may be agreed in the Administrative and Operational Guidelines. This will ensure timely alignment with the continent's development priorities and emerging challenges.
 - **Early Involvement of RECs in Work Plans:** SRCMs should proactively involve RECs at the early stages of the development of their work plans development and during implementation to facilitate closer working relationship.
 - **Inter-Agency Collaboration:** Beyond the scheduled meetings of the coordination mechanisms, RCM-Africa and its SRCMs should strive to facilitate increased inter-agency consultation, joint planning and programming in support of their work plans.
- 12) **Knowledge Management Strategy and System:** In addition to a communication strategy and an M&E framework, RCM-Africa Secretariat, in collaboration with the SRCMs, should develop a knowledge management strategy and system for the mechanisms. This should support knowledge capture, sharing and application tools including knowledge networking platforms, workshops and technical seminars, research, publication series and knowledge application guides, among others. The knowledge management system should support the development of appropriate databases for the operations of the mechanisms.
- 13) **Minimum Common Programme:** There is seemingly an inclination for the mechanisms to develop somewhat over ambitious work plans. To address this challenge, it may be worth exploring the possibility of biennial work plans of RCM-Africa and its SRCMs being based on a *minimum common programme*, which allows most of the stakeholders to intervene.
- 14) **Subregional Development Assistance Framework:** SRCMs, in collaboration with R-UNSDGs, may wish to explore the possibility of their programmes and interventions being guided by subregional development assistance frameworks. The development of such frameworks will however have to be led by the RECs.
- 15) **Further Support by UN System, AU Organs and RECs:** In addition to the foregoing areas of intervention by RCM-Africa and its SRCMs, AU organs, RECs and the UN system will be instrumental in assisting the mechanisms achieve desired results. In line with proposals

by UN agencies, AU organs and RECs, which provided additional insights through the supplementary survey, this study proposes that:

- UN agencies should share regularly their programmes with RCM-Africa and its SRCMs to check for possible overlap and duplication of activities.
- The AU and the UN should mandate RCM-Africa to conduct a mapping of roles and functions of UN agencies, programmes and funds on the African continent to determine where there are overlaps and complementarities and propose rationalization, where necessary. Similarly, RCM-Africa and its SRCMs should be mandated to undertake a mapping of recurring meetings organized by UN agencies, programmes and funds at the regional and subregional levels to determine where agendas can be harmonized, and joint meetings held.
- The AU and UN should assist to ensure that once an annual work plan or a minimum common programme is developed, all participating organizations should be encouraged to meet obligations relating to their expected contributions to the budget to allow for effective monitoring of implementation.
- The Offices of the Deputy Chairperson of the AUC, the Secretaries-General or Executive Secretaries of the RECs and the Deputy Secretary General of the UN should make it mandatory that participants at RCM-Africa and SRCMs platforms are at levels with organizational commitment authority.
- Like the AUC co-convenes RCM-Africa with ECA, RECs should jointly convene the SRCMs with UNECA/SROs. For each SRCM, one REC should be assigned similar role. For subregions with multiple RECs, this could be on rotational basis. Each REC should have an SRCM unit or desk to facilitate planning and programmes implementation.

IMPLEMENTATION, MONITORING AND EVALUATION OF STRENGTHENED RCM-AFRICA AND ITS SRCMS

V.1 IMPLEMENTATION STRATEGY

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

In addition to the dedicated staff, professionals from UN agencies, AU organs and agencies and the RECs, where possible and available, could be seconded to Secretariats of the mechanisms. This could contribute to burden sharing (in administrative costs) among core institutions in the delivery of the activities of the coordination mechanisms. Secondment also has the potential of strengthening commitment among member institutions.

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

To effectively support the operations of the strengthened mechanisms, their Secretariats will enhance operations programming processes and develop appropriate frameworks for monitoring and evaluation and performance review and reporting. The mechanisms will move

from activity based to results-based reporting systems and performance measurements and significantly improve communication strategy and stakeholder engagement.

With respect to the mechanisms' programme operations, biennial operational plans and budgets could be encouraged to guide implementation of activities. The plans should be driven by the seven priorities of the AU and subregional priorities anchored to the 2030 Agenda on Sustainable Development and Agenda 2063 and its first 10-Year Implementation Plan.

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

V.2 MONITORING AND EVALUATION OF THE MECHANISMS' PROGRAMMES

As mentioned earlier, a separate study examines issues in and puts forward proposals for the monitoring and evaluation of the activities of the mechanisms. The monitoring and evaluation of the performance of the mechanisms will need to be conducted at regular intervals to ensure that performance tracks set targets and generates expected outputs, outcomes and impacts. Requirements for effective monitoring of programs will need to be spelt out in the mechanisms' operations guidelines or handbooks, which should be rigorously followed. The monitoring and evaluation of performance should be undertaken at the level of the programmes; RCM-Africa and SRCMs Secretariats; and the institutional stakeholders. Field supervision will need to be carried out occasionally. To facilitate the monitoring and evaluation process, a suitable results-based framework and reporting system will be required for RCM-Africa and its SRCMs. The framework should apply the harmonized KPIs for both the UN 2030 Agenda for Sustainable Development and Africa's Agenda 2063 and measures, which focus on outcomes and impacts.

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

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

In monitoring and evaluating performance against expected results, the Secretariats will certainly face the challenge of attribution of the results of their coordination efforts. Whenever

this becomes extremely difficult, contributions made will be advised as the basis for assessment of results achieved.

Table 17: Proposal on Some Elements for the Monitoring Framework

S/N	What to Monitor and Evaluate	Measures	Tools
1	RCM-Africa and SRCMs Financial Performance	<ul style="list-style-type: none"> • Size of Secretariat’s core budget • Size of Secretariat’s Administered Fund • Amount committed through coordinated projects and programmes • Average commitment made through coordinated projects and programmes among AU, RECs and UN agencies and programmes • Effectiveness and efficiency of fund management process 	<ul style="list-style-type: none"> • Development of clear policies and setting of clear guidelines for the implementation of RCM-Africa and SRCMs financing strategy. • Development of systems, processes and procedures for financing strategy implementation: <ul style="list-style-type: none"> • Procedures for receiving, managing and reporting on financial contributions • Funds drawdown procedures for the core budget, secretariat administered fund and coordinated funds for joint projects and programmes • Funds tracking system
2	RCM-Africa and SRCMs Non-Financial Performance	<ul style="list-style-type: none"> • Number of new AU organs, RECs and UN agencies and programmes participating in RCM-Africa and the SRCMs. • Degree of sustainability of participating agencies and organizations’ interest – number of participating organizations retained annually, and which increased their contributions to coordinated projects and non-project activities. • Gestation period for developing coordinated interventions – how long it takes participating agencies and organizations to 	<ul style="list-style-type: none"> • Development of institutional framework and credit scorecard system to incentivize participation by AU organs, RECs and UN agencies and programmes • Open reporting on participation with reports to AU, RECs and UN, among others • Development of framework for workload analysis and targets for turnaround time for Secretariat processes, procedures and practices.

		respond to RCM-Africa and the SRCM (turnaround or response time)	
3	RCM-Africa and SRCM Secretariats Implementation Capacity	<ul style="list-style-type: none"> • Turnaround time in development of coordinated projects and non-project activities. • Turnaround time in following up on commitments made by AU organs, RECs and UN agencies and programmes • Turnaround time in development of financing instruments or modalities 	<ul style="list-style-type: none"> • Development of framework for workload analysis and targets for turnaround time for Secretariat processes, procedures and practices.
4	RCM-Africa and SRCMs Work plan and Implementation Schedule	<ul style="list-style-type: none"> • Timeliness and realism of work plan. • Regularity of review of work plan implementation • Timeliness of follow-ups on implementation challenges. 	<ul style="list-style-type: none"> • Development of a matrix of roles, responsibilities and timelines <ol style="list-style-type: none"> a) When to start? b) What is the sequence of priorities and activities? c) What are the targets? d) Who does what and when? e) What are the indicators of success? f) When should progress be monitored? • Institutionalization of process for determining and sequencing priorities in 2030 Agenda for Sustainable Development and Agenda 2063

RISKS AND RISKS MANAGEMENT STRATEGIES

VI.1 Potential Strategic and Operational Risks

The operationalization of the proposed reforms for the coordination mechanisms faces several risks. The principal ones are possible continued inadequate financial and technical resources for the effective functioning and implementation of programmes and activities; inadequate staffing capacity within the Secretariats of RCM-Africa and its SRCMs; likelihood of continued low enthusiasm and participation by AUC, RECs and UN agencies and programmes; inability or reluctance to reform the mechanisms, including inability or unwillingness by AUC and the RECs to establish dedicated coordination units and ECA to locate RCM-Africa in the Office of the Executive Secretary. These are potential risks for which the AUC, RECs and the UN will need to find responses or mitigating measures.

VI.2 Risks Management Strategies

In response to the identified risks, the AUC, RECs and the UN have a number of options. Table 18 rates the potency of each risk and summarizes some of the possible responses and mitigating measures.

[Table 18: Risks and Risks Management Strategies](#)

S/N	Risk	Rating	Management Strategy
1	Inadequate financial and technical resources for the effective operation of RCM-Africa and the SRCMs	High	<ul style="list-style-type: none"> The AUC, RECs and the UN system will need to put in place a financing strategy or incentives that will encourage participating agencies and programmes to truly cooperate and pool resources in support of the projects, programmes and activities of the mechanisms. The present budgetary provisions should be increased. A strong case for the increase should be made by AUC, RECs and ECA. AUC should allocate

			<p>budget lines for RCM-Africa and the RECs for the SRCMs.</p> <ul style="list-style-type: none"> • With the UNSG reforms strongly emphasizing elimination of duplication in activities, the prospect of improved coordination of programmes is promising and could free resources in support of coordinated projects and programmes and thus improve resource profiles of the mechanisms. • The call for participating UN agencies, AU organs and agencies, RECs and all IGOs to properly plan for and include cost of participation in the activities of the mechanisms in their annual budgets has the potential to raise commitment and improve growth in coordinated projects and programmes and thus relax some of the funding constraints for RCM-Africa and its SRCMs
2	Continued lack of sustained enthusiasm of AU, RECs and UN agencies and programmes	Medium to High	<ul style="list-style-type: none"> • Ongoing UN reforms will galvanize UN agencies and programmes in the regional and subregions to step up participation. • The proposed coordination credit score system could contribute to incentivizing AU, RECs and UN agencies and programmes to raise commitment to the mechanisms. • Availability of dedicated staff and leadership at the Secretariats will improve follow-ups with agencies and programmes and encourage commitment. • Institutional support for effective integration of the mechanisms into AU and RECs' institutional architecture (as recognized coordination entities) and UN system could further enhance commitment by AU, RECs and UN agencies and programmes
3	Inadequate internal staffing capacity at the Secretariats of RCM-Africa and its SRCMs	High	<ul style="list-style-type: none"> • Given the need to make the coordination mechanisms work in support of AU and UN reforms, there is the prospect that dedicated staff will be provided for in the Secretariats • There is the possibility that UN, AUC and RECs could second staff to the Secretariats or assign them on full-time equivalent basis, as OSAA has done for AUDA-NEPAD.

			<ul style="list-style-type: none"> • With NEPAD Agency transforming to become AUDA-NEPAD, there is the possibility that it could play a much visible role in support of the operations of RCM-Africa Secretariat • The establishment of a single Secretariat for the mechanisms could help address the issue and minimize cost of strengthening individual SRCM capacity.
	Ineffective participation of AU organs and agencies, including the Regional Economic Communities	Medium	<ul style="list-style-type: none"> • The process of assigning institutional focal points for RCM-Africa’s activities will continue to strengthen participation. All AUC Departments are co-chairs of thematic clusters. • ECA should push for the elevation of RCM-Africa and the SRCMs’ activities to strategic intervention to further encourage all AU organs, agencies and the RECs to have them included in their annual work programmes and reported on in annual reports and evaluations as core activities • The establishment of RCM Coordination Units at the AUC and in the Offices of the Executive Secretaries/Secretaries General of the RECs will heighten oversight, give more attention to the operations of the mechanisms and enhance participation by AUC Departments and RECs
	Inability to institutionalize the mechanisms, including decision by ECA not to locate RCM-Africa in the Office of the Executive Secretary	Medium	<ul style="list-style-type: none"> • AUC, RECs and ECA are strategic coordinators of the Regional and Subregional Coordination Mechanisms. They are therefore committed to ensuring the successful implementation of the mandates of the mechanisms. They are fully cognizant of the implications of poorly visible and operationally ineffective mechanisms. • Location of RCM-Africa in the Office of the Executive Secretary as a strategic intervention will not only raise its profile and visibility, but facilitate better engagement with, and participation by, all ECA Departments. • Further enhancement of the mandates of RCM-Africa and its SRCMs will improve

			the prospect of institutionalizing the mechanisms
	lack of political will and political commitment by the AU, RECs and UN	Medium	<ul style="list-style-type: none"> • At the level of the ECA, the location of RCM-Africa in the Office of the Executive Secretary with oversight for the SRCMs as strategic interventions will raise their profile, visibility and commitment and facilitate better engagement with, and participation by, all ECA Departments. • The creation of an RCM Coordination Unit in the Office of the Deputy Chairperson of AUC will foster high-level commitment • The creation of SRCM Coordination Units at the RECs and the joint hosting of SRCM Secretariats by RECs and ECA/SROs will promote a stronger sense of commitment and ownership at the level of the RECs

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CONCLUSION, RECOMMENDATIONS AND IMMEDIATE NEXT STEPS

VII.1 Conclusion

This study has reviewed the effectiveness of the UN coordination mechanisms in Africa, the RCM-Africa and its SRCMs. The review is based on a survey of major stakeholder organizations participating in the activities of the mechanisms. These included RCM-Africa Secretariat, Secretariats of all the four SRCMs, UN agencies and programmes, including the Regional UNSDG for West and Central Africa, AUC Departments and Country Office in Conakry, AUDA-NEPAD, RECs (ECCAS, ECOWAS, IGAD and UMA), and IGOs, which included the International Conference on the Great Lakes Region (ICGLR), the Eastern African Sub-regional Support Initiative for the Advancement of Women (EASSI), and the SDGs Centre for Africa (SDG Centre).

A survey was conducted. The responses all consistently pointed in one direction – the need to strengthen RCM-Africa and the SRCMs for effective implementation of their mandates. Improvement opportunities identified by the study point to the need for resources, staffing, enhanced institutional framework, commitment and ownership by AU, RECs and the UN system; the need for improved performance on the part of the mechanisms arising from work planning and programming of implementation, lack of results-based performance monitoring and evaluation frameworks, inadequate reporting system, communication and knowledge management strategies, among others.

On a balance of scale, given what is working and working is not working well for RCM-Africa and the SRCMs this study concludes that RCM-Africa and its SRCMs have performed to the extent of resources available to them²⁴. Remarkable results have been achieved. There have also been improvement opportunities vividly captured and finely expressed in the responses to the questionnaires from the survey undertaken and the findings from the review reports on the implementation of the TYCBP-AU. The fault is not in the instruments, as they are conceptually sound. It is in the implementation. They are hamstrung by inadequate funding and staffing – each is being coordinated by between 0.1 to 0.3 full-time staff equivalent.

²⁴ Performance challenges seem to characterize the Regional Coordination Mechanisms set up by the UN in the various regions. For instance, for the RCM under the Economic Commission of Latin America and the Caribbean, a January 2018 study noted that “to date the RCM has had only limited success in achieving its goals, objectives or level of functionality”. It also observed that “there are no formalized guidelines and rules of procedure for managing the operation of the RCM”. It went further to reveal that operational activities budgeted at US\$756,064 meant to be undertaken over the period 2006-2009 to launch the RCM could not be funded due to unclear financing arrangements and fund disbursement mechanisms.

Given the risks facing the mechanisms, there is the avoidable prospect that the coordination mechanisms could potentially fail in the African context. The principal risks they face are continued inadequate financial and technical resources for effective functioning and implementation of programmes and activities; inadequate staffing capacity within the Secretariats of RCM-Africa and its SRCMs; waning enthusiasm among AU, RECs and UN agencies and programmes; challenges relating to programme planning and implementation programming and weak actual delivery of work plans by the Secretariats; and inadequate visibility and clout, among others.

VII.2 Recommendations

It is in light of the foregoing that this study recommends the following:

Reform Options: The UN, AUC and RECs should consider one or a combination of the following options in strengthening the mechanisms:

- a) Retaining them as they are, but providing enhanced visibility and operational clout
- b) Institutionalizing them by transforming RCM-Africa to become an African Regional Coordination Centre with the SRCMs becoming its Subregional Coordination Centres
- c) Co-convening RCM-Africa with the African Union Development Agency (AUDA-NEPAD), given its new mandate in coordination and resource mobilization for implementation of AU programmes

Fundamentals: Implementation of the proposals classified as fundamentals in this report, irrespective of the reform options considered. These hold the key to stepping up the effectiveness of the mechanisms.

Sequencing of Implementation: Based on the reform options and the identified improvement opportunities, this study recommends the following sequence of action:

(a) Immediate Actions

- Establishment of dedicated RCM and SRCM Coordination Units at the AUC and in the Offices of the Secretaries General or Executive Secretaries of the RECs to facilitate joint Secretariat responsibility by AUC and the RECs.
- Relocation of RCM-Africa to the Office of ECA Executive Secretary, which should also provide oversight for the SRCMs.
- Assignment of dedicated full-time staff to RCM-Africa and SRCMs Secretariats. This should be guided by an organizational structure for the mechanisms and an initial workload analysis.
- Provision of RCM-Africa and the SRCMs with dedicated budgets, which cater for the first two components – a core budget and the secretariat administered fund.
- Development of administrative and operations guidelines for both RCM-Africa and the SRCMs to provide clear operational framework for systems, processes, procedures and practices of the secretariats.
- Refreshing of RCM-Africa and SRCM mandates and alignment with AU and UN reforms.
- Inclusion of a special cluster on “Institutional Development” among RCM-Africa thematic clusters. This cluster should be devoted to the institutional capacity needs of RCM-Africa and its SRCMs, coordination of very specific and targeted support to the implementation

of AU reforms based on request by AUC. In particular, the cluster should provide coordinated support to facilitate the transition of AUDA-NEPAD²⁵.

- While retaining the programme clusters approach in the delivery of activities, RCM-Africa and its SRCMs' core operation should include the following, among others:
 - a) Joint programs
 - b) A capacity development programme
 - c) A knowledge management programme (e.g., supporting development of implementation guidelines for policies and strategies, seminars, publication series, etc)
- Monitoring, evaluation and reporting Relaunch of stakeholder engagement to revitalize the mechanisms and bolster commitment and enthusiasm. Such engagement should include existing mechanisms such as the Coordination Committee of Chief Executives of RECs-AU-ECA-AfDB, Joint ECA-AU-AfDB Coordination Mechanism as well as other regional and sub-regional mechanisms.
- Identification of areas for engagement with AUC and AUDA-NEPAD for possible targeted support to the implementation of AU reforms, including ongoing transition of AUDA-NEPAD. Support to this effect is already being provided to AUDA-NEPAD by OSAA.

(b) Medium Term Actions

- Seeking of AU and UN institutional backing for recognition and integration of RCM-Africa and its SRCMs into their administrative structures.
- Institutionalization of the mechanisms by transforming RCM-Africa into an Africa's Regional Coordination Centre and the SRCMs as Subregional Coordination Centres
- Development of a framework for enhanced coordination and collaboration among RCM-Africa, SRCMs, R-UNSDGs and UNCTs.
- Encouragement of participation of UNCTs in activities of the SRCMs.
- Implementation of credit scores to incentivize AU, RECs and UN agencies and programmes to raise level of presence and participation on the mechanisms.
- Implementation of a process, which encourages submission of proposals through RCM-Africa and its SRCMs.
- Consultation with AUDA-NEPAD for enhanced role and responsibility in RCM-Africa and the SRCMs.
- Institutionalization of a biennial performance review meeting comprising AU, UN, RECs, RCM-Africa, SRCMs, AUDA-NEPAD, R-UNSDGs and UNCTs.

VII.3 Next Steps

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

²⁵ It will be recalled that the final report on the TYCBP-AU, in proposing fundamentals for implementation of PAIDA did recommend in para.141 that *“The initiative taken by the Heads of State and Government to undertake institutional restructuring and reform of the Organisation, which led to the preparation of the Kagame Report on Institutional Reform deserves the support of the UN system as the AU forges ahead with its implementation. It should therefore be given some prominence in the implementation of PAIDA”*. It went further in para.151 to recommend that... *“Implementing this recommendation [that is the transition of NPCA to AUDA] could serve as an ideal entry point for the UN to revitalize and re-focus on its partnership with NPCA”*.

- a) Hold a debriefing session with senior management of AUC and ECA on recommendations from the March 2019 meeting.
- b) RCM-Africa secretariat should make submission to the AUC, Executive Secretary of ECA and Executive Secretaries/Secretaries-General of RECs.
- c) RCM-Africa secretariat should seek approval and authorization by AUC and ECA Executive Secretary to proceed with implementation of approved recommendations.
- d) RCM-Africa and its SRCMs secretariats should develop implementation plans with timelines.
- e) Launch implementation of approved recommendations with direct oversight by the AUC, ECA Executive Secretary and Executive Secretaries or Secretaries General of RECs.

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ANNEXES

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ANNEX I LIST OF PERSONS AND INSTITUTIONS CONSULTED

Questionnaires and Interview List

S/N	Name and Institution	Contact Details	Survey Instrument	Response Status
1	Yagouba Traore Chief Infrastructure Information Unit, African Union Commission Tel: +251115182407 E-mail:	traorey@africa-union.org	Questionnaire	Response received
2	Tichawona Shumba AUC Head Planning, M&E&R Division +251112182732	Tchawonas@African-union.org	Questionnaire	Response Received
3	Mahlet Teshome African Union Commission African Group Coordinator for CBD and its Protocols/Environmental Lawyer +251115182071	mahletk@africa-union.org	Questionnaire	Response Received
4	Almami Dampha African Union Commission Senior Policy officer and Interim Head of AU Office in Conakry 0912035713	Damphaa@africa-union.org	Questionnaire	Response Received
5	Ms. Ingrid Cyimana, Director, Strategic Planning and Operational Quality Division, ECA	cyimana@un.org	Request for interview	Interview held
6	Mr. Joseph Atta-Mensah, Principal Policy Adviser, Capacity Development Division, ECA	atta-mensahj@un.org	Request for interview	Interview held
7	Ms. Isatou Gaye, Chief, AU and NEPAD Support, Capacity Development Division, ECA	gaye.uneca@un.org	Request for interview	Interview held
8	SRCM-Central Africa Mr. D’Aronco, Economic Affairs Officer & Focal Point, ECA/SRO - CA	daroncoguissepe@un.org	Questionnaire (SRCM Secretariat)	Response received
9	SRCM-North Africa Ms. Marieme Bekaye, Economic Affairs Officer & SRCM Coordinator, ECA SRO-NA	bekaye@un.org	Questionnaire (SRCM Secretariat)	Response received
10	SRCM-East and Southern Africa Ms. Daya Bragante		Questionnaire (SRCM Secretariat)	Response received

	SRO/EA Mr. Henry Lubinda Programme Management Officer & Focal Point, ECA/SRO-ESA	bragante@un.org lubinda@un.org		
11	SRCM-West Africa SRCM focal points at ECA/SRO-WA	ochozias@un.org ; sebege@un.org ; ghitu@un.org ; denisakochaye@un.org	Questionnaire (SRCM Secretariat)	Response received
12	Ms. Estherine Fotabong, Director, Programme Implementation and Coordination, NEPAD Agency	EstherineF@nepad.org	Request for interview	Interview held
13	Mr. Martin Bwalya, Head of Programme Development, NEPAD Agency	bwalyam@nepad.org	Questionnaire	Response received
14	Ms. Florence Nazare Head of Capacity Development, NEPAD Agency	FlorenceN@nepad.org	Request for interview	Interview held
15	Dr. Christine Mbonyingo, Chairperson, Board, The Eastern African Sub- regional Support Initiative for the Advancement of Women	cmbonyingo@yahoo.fr	Questionnaire	Response received
16	Mr. Enock Nyorekwa Twinoburyo, Senior Economist, SDG Centre for Africa	enyorekwa@sdgcafrica.org	Questionnaire	Response received
17	Mr. Parek Maduot, Director, Economic Development/Regional Integration, International Conference on the Great Lakes Region (ICGLR)	Parekm3@gmail.com	Questionnaire	Response received
18	Mickelle Hughes Regional UN Sustainable Development Group West and Central Africa Secretariat Regional Programme Coordination Specialist +221 33 869 06 36 Mickelle.hughes@one.un.org	mickelle.hughes@one.un.org	Questionnaire	Received
19	Samba Harouna UN Environment Programme Head of UN Environment Liaison Office to AUC, UNECA and Representative to Ethiopia +251-11-544-5402 Catherine Mwangi Africa Office United Nations Environment	samba.harouna@un.org ; Catherine.mwangi@un.org	Questionnaire	Received

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20	Mr David Phiri and Mohamed Aw Dahir Nomathemba Mhlanga FAO Agribusiness Officer +251 116 47 88 88	Nomathemba.Mhlanga@fao.org	Questionnaire	Received
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23	Mr. Elsadig Abdalla, Director, IGAD	Elsadig.abdalla@igad.int	Questionnaire	Response received
24	Ben Hadj Hamouda Imed Union du Maghreb Arabe Chef De Division 00212 661483297	imedbenhadjhamouda@gmail.com	Questionnaire	Received
25	Touka Jules Rommel Macro-Economist ECCAS +241 04 18 69 19	Touka_jules@yahoo.fr	Questionnaire	Received
26	Akpa Joseph Djedjero ECOWAS Commission Statistician Economist Expert +234 703 654 1277	jdjedjero@ecowas.int	Questionnaire	Received

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3rd-4th December 2018**

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ANNEX II:

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

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

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

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

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

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

I. ABOUT THE RESPONDENT

1	Name of Respondent	
2	Organization	

3	Gender	
4	Position	
5	Telephone	
6	E-mail address	

II. ABOUT RESPONDENT'S ORGANIZATION

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

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

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

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

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

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

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

s/n	Measure	Excellent	Very Good	Good	Fair	Poor	Not aware
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	Ratings	5 points	4 points	3 points	2 points	1 point	0 point
1	Coordinating UN system interaction with AU organs and agencies, including the regional economic communities (RECs).						
2	Providing a high-level policy forum for exchanging views on major strategic developments and challenges faced by the region and its subregions, and interaction of the region at the global level.						
3	Devising coherent regional or subregional policy responses to selected regional and global priorities and initiatives, and providing perspectives to regional, subregional and global issues						
4	Promoting policy coherence and joint programming in support of regional and subregional integration efforts and initiatives						
5	Promoting inter-agency and inter-organization coordination and collaboration in terms of response to policy recommendations and analytical findings emanating from regional and subregional strategic priorities and plans, including through joint programming.						
6	Providing the forum for exchange of best practices and lessons learned and for interagency and inter-organization analysis and elaboration of interagency and inter-organization normative and analytical frameworks.						
7	Achieving concrete results that further the advancement of the region or subregion						

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

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

5	Information provided to new participants attending meetings for the first time						
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IV. EFFECTIVENESS OF RCM-AFRICA OR SRCM PROGRAM IMPLEMENTATION

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

Measure		Excellent	Very Good	Good	Fair	Poor	Not aware
Ratings		5 points	4 points	3 points	2 points	1 point	0 point
1	Planning of projects						
2	Programming of implementation of activities						
3	Actual implementation of projects						
4	Knowledge of RCM-Africa/ SCRM Program Management Staff to contact and engage when you have concerns about activities						
5	Knowledge of the channels through which you can communicate concerns						
6	Opportunity to engage RCM-Africa/ SCRM Program Management Team after an annual meeting						
7	Access to RCM-Africa/ SCRM Program Management Staff						
8	Communication with RCM-Africa/SRCM Program Management Staff						
9	Relationship with RCM-Africa/ SCRM Program Management Staff						
10	Opportunity to provide feedback to RCM-Africa/ SCRM Program Management Staff						
11	Treatment of feedback you provided to RCM-Africa/ SCRM Program Management Staff						
12	Extent to which you would say your organization's priorities and voice are taken into consideration in RCM-Africa/ SCRM program management or priority setting						
13							
14	What concrete changes would you say your participation contributed to in the activities of RCM-Africa/ SCRM?						List some, if any: 1) ...

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

Institutions		Extra-ordinary	Very High	High	Average	Low	Nil
Ratings		5 points	4 points	3 points	2 points	1 point	0 point
1	AUC						

2	NEPAD						
3	RECs						
4	Africa-RCM						
5	SRCM in your subregion						
6	UNDG						
7	UNCT						
8	AfDB						
8	World Bank						
10	Other IGOs						

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

Institutions		Nature of Collaboration
1	AUC	
2	NEPAD	
3	RECs	
4	Africa-RCM	
5	SRCM in your subregion	
6	UNSDG	
7	UNCT	
8	AfDB	
9	World Bank	
10	Other IGOs	

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

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

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

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

Issues in 2030 Agenda on SD and Agenda 2063		Agenda 2030 on Sustainable Development	Africa's Agenda 2063
1	What are the current strategic priorities of your organization vis-à-vis the 2030 Agenda on Sustainable Development and Africa's Agenda 2063?		

2	Did your organization communicate these to RCM-Africa or the SRCM of your subregion?		
3	To what extent does the current work program of RCM-Africa and the SRCM reflect strategic priorities of the region or subregion in which your organization operates?		

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

		Excellent	Very Good	Good	Fair	Poor	Not aware
Ratings		5 points	4 points	3 points	2 points	1 point	0 point
1	Relevance to regional or subregional priorities						
2	Relevance to the UN 2030 Agenda on Sustainable Development for the continent or subregion						
3	Relevance to Africa's Agenda 2063's priorities for the continent or subregion where your organization is active						

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

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

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

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

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

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

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

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

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

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

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

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

Thank you very much for the responses.

Kindly transmit directly to:

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

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

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

QUESTIONNAIRE FOR SRCM SECRETARIATS

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

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

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

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

I) ABOUT THE RESPONDENT

1	Name	
2	Gender	
3	SRCM Secretariat (Subregion)	
4	Position of respondent	
5	Role in SRCM	
6	Telephone number	
7	E-mail address	

II) ABOUT THE SRCM

s/n	Measure	Description										
1	Location of Secretariat											
2	Geographical coverage of the SRCM											
3	Year SRCM started operation											
4	SRCM official e-mail address											
5	SRCM official web site address											
6	SRCM social media handles (please, list)											
7	Date of first meeting											
8	Date of most recent meeting (2018)											
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Yes	No					
31	What specific activities did the SRCM support under the 10-Year Capacity Building Program?	1) ...				

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

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

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

1	Are the activities of the SRCM guided by a Strategic Plan?	Yes		No			
2	What is the time frame of the current Strategic Plan, if any?						
3	How many internally or externally commissioned reviews of the activities of the SRCM have been undertaken since the launch of operation? <i>Please TICK ✓ the appropriate response</i>	No. of Reviews		<i>Please TICK ✓</i>			
		None					
		One					
		Two					
		Three					
4	Is there an annual work program for the SRCM? Attach the work program for 2018	Yes		No			
5	Who is responsible for approval of the activities or work program of the SRCM?						
6	How frequently are SRCM meetings held?	Biannually/ Frequently	Annually	Biennially	When Needed/ Occasionally	Seldom	
7	Are there additional opportunities for SRCM members to interact other than the annual meetings?	Briefly list such opportunities:					
		Excellent	Very Good	Good	Fair	Poor	Not sure
8	Should more or less meetings be held? Rate the adequacy of the frequency of the meetings for the activities of the SRCM						
9	Rate the usefulness of these meetings						
10	Rate the quality of representation of stakeholders at these meetings?						
		Director & Above	Principal Officer	Senior Officer	Officer	Assistant	General Services
11	At what levels are RECs, UN agencies, IGOs and other stakeholders represented at these meetings?						

12	How have the levels of representation changed since inception? Attach reports/minutes of the most recent 3 meetings						
		Minutes of Meetings	Annual Reports	Perf. Eval Reports	Project Impl. Reports	Others	No systematic reporting
13	By what means is SRCM performance reported and monitored?						

V) FUNCTIONS CURRENTLY UNDERTAKEN BY YOUR SRCM:

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

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

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

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

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

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

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

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

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

s/n	Measure	Description/Response
1	What are the major program implementation challenges faced by your SRCM?	
2	What factors account for the challenges?	
3	How have these challenges been managed?	
4	What challenges remain?	

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

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

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

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

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

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

XIII. ADMINISTRATIVE CAPACITY OF SRCM SECRETARIAT:

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

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

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

Measure	Director	Principal Officer	Senior Officer	Officer	Assistant	Support/ General Service
1 Distribution of staff strength of SRCM Secretariat						

2	How many full-time staff are dedicated to the activities of the SRCM?						
3	How many are assigned to SRCM functions as part of their regular duties?						

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

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

XV. MAJOR RISKS FACING THE SRCM, if any

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

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

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

YES	
NO	

XVII. AREAS OF CAPACITY NEEDS TO STRENGTHEN SRCM OPERATIONS

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

XVIII. COORDINATION AMONG SRCMS:

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

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

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

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

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

SRCMs	Excellent	Very Good	Good	Fair	Poor	None

Rating		5 points	4 points	3 points	2 points	1 point	0 point
1	RCM-Africa						
2	SRCM – Central Africa						
3	SRCM – East Africa						
4	SRCM – Southern Africa						
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6	SRCM-West Africa						
7	UNDGs						
8	UNCTs in the subregion						

XIX. WHAT WORKED AND WHAT IS NOT WORKING

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

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

XX. RELATIONSHIP BETWEEN SRCM AND RECs:

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

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

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

s/n	Agencies	Very clear	Clear	Somehow clear	Unclear	Very unclear
1	ECA/SRO					
2	RCM-Africa					
3	RECs					
4	UN agencies and programmes					

5	UNDG					
6	UNCTs in the subregion					

Please explain your response briefly

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

XXI. RECOMMENDED IMPROVEMENTS IN SRCM OPERATIONS

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

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

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

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

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

Thank you very much for the responses.

Kindly transmit directly to:

Dr. Genevesi Ogiogio, *Consultant*

Executive Director, Africa-CiD &

Institutional Development Advisor to AIMS High Level Council

E-mail: genevesi.ogiogio@Africa-cid.org

executivedirector@Africa-cid.org

Mobile: +27-837428241, 769660850

Unedited

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

QUESTIONNAIRE FOR RCM-AFRICA JOINT SECRETARIAT

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

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

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

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

D) ABOUT THE RESPONDENT

1	Name	
2	Gender	
3	RCM-Africa Joint Secretariat	
4	Position of respondent	
5	Role in RCM-Africa	
6	Telephone	
7	E-mail address	

II) ABOUT RCM-AFRICA

s/n	Measure	Description										
1	Location of Secretariat											
2	Geographical coverage of RCM-Africa											
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6	RCM-Africa social media handles (please, list)											
7	Date of first meeting											
8	Date of most recent meeting (2018)											
9	List of participating AU organs and agencies, and RECs (2018)	2) ...										
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Yes	No					
31	What specific activities did RCM-Africa support under the 10-Year Capacity Building Program?	2) ...				

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

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

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

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

1	Are the activities of RCM-Africa guided by a Strategic Plan?	<table border="1"> <tr> <td>Yes</td> <td>No</td> </tr> <tr> <td></td> <td></td> </tr> </table>		Yes	No		
Yes	No						
2	What is time frame of the current Strategic Plan, if any?						
3	How many internally or externally commissioned reviews of the activities of the RCM-Africa have been undertaken since the launch of operation? Please TICK ✓ the appropriate response	No. of Reviews		Please TICK ✓			
		None					
		One					
		Two					
		Three					
4	Is there an annual work program for RCM-Africa? Attach the work program for 2018	Yes		No			
5	Who is responsible for approval of the activities or work program of RCM-Africa?						
6	How frequently are RCM-Africa meetings held?	Biannually/ Frequently	Annually	Biennially	When Needed/ Occasionally	Seldom	
7	Are there additional opportunities for RCM-Africa members to interact other than the annual meetings?						
		Excellent	Very Good	Good	Fair	Poor	Not sure
8	Should more or less meetings be held? Rate the adequacy of the frequency of the meetings for the activities of RCM-Africa						
9	Rate the usefulness of these meetings						
10	Rate the quality of representation of stakeholders at these meetings?						
		Director & Above	Principal Officer	Senior Officer	Officer	Assistant	General Services
11	At what levels are stakeholders represented at these meetings?						

12	How have the levels of representation changed since inception? Attach reports/minutes of the most recent 5 meetings						
		Minutes of Meetings	Annual Reports	Perf. Eval Reports	Project Impl. Reports	Others	No systematic reporting
13	By what means is RCM-Africa performance reported and monitored?						

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

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

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

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

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

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

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

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

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

s/n	Measure	Description/Response
1	What are the major program implementation challenges faced by RCM-Africa?	
2	What factors account for the challenges?	
3	How have these challenges been managed?	
4	What challenges remain?	

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

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

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

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

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

s/n	Administrative Requirements	Excellent	Very Good	Good	Fair	Poor	Not Applicable
	Rating	5 points	4 points	3 points	2 points	1 point	0 point
1	Adequacy of the location of the Secretariat						
2	Adequacy of staff strength						
3	Adequacy of Office Infrastructure						
4	Quality of facilities						
5	Others (Please specify)						

XIII. RCM-AFRICA JOINT SECRETARIAT ADMINISTRATIVE CAPACITY:

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

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

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

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

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

Financial Indicator	2013 (US\$)	2014 (US\$)	2015 (US\$)	2016 (US\$)	2017 (US\$)	2018 (US\$)
RCM-Africa Annual Budget						
RCM-Africa Total Annual Expenditure						
Annual Budget Execution Rate (%)						
Sources of Funds (US\$)	2013 (%)	2014 (%)	2015 (%)	2016 (%)	2017 (%)	2018 (%)
a) RCM-Africa Own Funds						
b) Contributions by UNECA						
c) Contributions by other UN agencies in the sub-region						
d) Contributions by AU organs and agencies						
e) Others						

XV. MAJOR RISKS FACING RCM-Africa, if any

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

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

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

YES	
NO	

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

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

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

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

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

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

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

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

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

XIX. WHAT WORKED AND WHAT IS NOT WORKING

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

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

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

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

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

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

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

Please explain your response briefly

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

XXI. RECOMMENDED IMPROVEMENTS IN RCM-AFRICA'S OPERATIONS

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

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

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

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

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

Thank you very much for the responses.

Kindly transmit directly to:

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

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

The Assembly decided:

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

That the portfolios of the Commissioners shall be as follows:

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

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

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

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

- i. Equitable regional representation and gender parity;
- ii. Predictable inter and intra-regional rotation following the English alphabetical order to be applied to each senior leadership position
- iii. Attracting and retaining Africa's top talent;
- iv. Accountable and effective leadership and management;
- v. Transparent and merit-based selection;
- vi. The principle of rotational gender parity shall be applied to the posts of Chairperson and Deputy Chairperson; ensuring that if the Chairperson is male then the Deputy Chairperson shall be a female and vice versa

- vii. The six (6) Commissioner level posts shall be equally distributed by gender and across the three regions that are not represented at Chairperson and Deputy Chairperson level;
- viii. The regions with candidates that are elected to the position of the Chairperson or the Deputy Chairperson shall not be eligible for consideration for the six remaining Commissioner posts.

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

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

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

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

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

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

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

- i. A skills and competency based assessment and shortlisting of candidates shall be undertaken by a High-Level Panel of Eminent Africans (1 per region) assisted by an independent African firm to generate a ranked pool of pre-qualified candidates nominated by the relevant AU regions from which Commissioners shall be elected and appointed by the Executive Council;
- ii. Candidates shall be assessed through an initial review of applications and CVs. Shortlisted candidates will be invited for assessment to assess candidates against the skills and competency criteria established for the leadership posts.

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

5. ON THE MANDATE OF THE AFRICAN UNION DEVELOPMENT AGENCY

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

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

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

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

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

- i. The Assembly stressed the need for the APR Forum to hold its ordinary sessions on the margins of the AU Summit
- ii. It requested the AU Commission to ensure the APRM Forum is allocated and afforded adequate time to fully address its agenda
- iii. The Assembly decided to integrate the APRM budget in the statutory Union budget funded by Member States.
- iv. It reiterated the need to strengthen the capacity of the APRM, in collaboration with the African Governance architecture, to deliver on its extended mandate, and enhance its functional autonomy.
- v. The APRM was requested to present an update on the State of Governance in Africa and to report to the 32nd Ordinary Session of the Assembly scheduled to take place in February 2019.

7. OTHER DECISIONS

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

- i. The termination of appointment of the Chairperson and the Deputy Chairperson of the AUC

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

Unedited

ANNEX VI: STUDY WORKPLAN AND DELIVERY TIMELINES

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