Progress Report of the Regional Coordination Mechanism for Africa 2011
12th session of the Regional Coordination Mechanism of UN Agencies and Organizations Working in Africa in Support of the African Union and its NEPAD Programme (RCM-Africa)

Addis Ababa, Ethiopia
21-22 November 2011

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Draft- not be quoted or circulated
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Abbreviations and Acronyms

APF  African Partnership Forum
APoA  Almaty Programme of Action
APRM  African Peer Review Mechanism
AU   African Union
AUC  African Union Commission
CAADP Comprehensive African Agriculture Development Programme
CDSF  Capacity Development Strategic Framework
CEB  Chief Executives Board
CEO  Chief Executive Officer
CPA  Consolidated Plan of Action
DPA  Department for Political Affairs
DSG  Deputy Secretary General
ECA  Economic Commission for Africa
FAO  Food and Agriculture Organization
FSSDD  Food Security and Sustainable Development Division
GA  General Assembly
HLCP  High-Level Committee on Programmes
HSGIC Heads of State and Government Implementation Committee
ICEs  Intergovernmental Committee of Experts
ILO  International Labour Organisation
JIU  Joint Inspection Unit
LDCs  Least Developed Countries
MEAs  Multilateral Environment Agreements
MIP  Minimum Integration Programme
NEPAD New Partnership for Africa's Development
OSAA  Office of the Special Advisor on Africa
PIDA  Programme for Infrastructure Development in Africa
RCM  Regional Coordination Mechanism
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tr>
<td>RDTs</td>
<td>Regional Directors Teams</td>
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<td>RECs</td>
<td>Regional Economic Communities</td>
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<td>SRCMs</td>
<td>Subregional Coordination Mechanisms</td>
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<td>SRO</td>
<td>Subregional Office</td>
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<td>SSATP</td>
<td>Sub-Saharan Africa Transport Policy Programme</td>
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<td>TYCBP-AU</td>
<td>Ten-Year Capacity Building Programme for the African Union</td>
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<td>UN</td>
<td>United Nations</td>
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<td>UNCC</td>
<td>United Nations Conference Centre</td>
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<td>UNCTs</td>
<td>United Nations Country Teams</td>
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<td>UNDP</td>
<td>United Nations Development Programme</td>
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<td>UNEP</td>
<td>United Nations Environment Programme</td>
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<td>UNESCO</td>
<td>United Nations Educational, Scientific and Cultural Organization</td>
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<td>UNFPA</td>
<td>United Nations Fund for Population Activities</td>
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<td>UNIDO</td>
<td>United Nations Industrial Development Organization</td>
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<td>UNOAU</td>
<td>United Nations Office to the African Union</td>
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<tr>
<td>UN-OHRLLS</td>
<td>United Nations Office of the High Representative for the Least Developed Countries, Landlocked Developing Countries and Small Island Developing States</td>
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<td>UNLO</td>
<td>United Nations Liaison Office</td>
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<td>UPR</td>
<td>Universal Periodic Review</td>
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<td>WHO</td>
<td>World Health Organization</td>
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1. Introduction

The 11th session of the RCM-Africa was another watershed moment for UN agencies and organizations working in support of the African Union and its NEPAD programme. That session provided an opportunity to hear the results of the first triennial review of the Ten-year capacity building programme (TYCBP) which the Joint RCM-Africa Secretariat had commissioned. The review revealed that the TYCBP framework needed to be developed further to ensure concrete and coherent results. The 11th session therefore commissioned the joint RCM-Africa Secretariat to ensure that the TYCBP work programme was developed before the next session.

Under the leadership of Deputy Chairperson of the AUC and the support of the Executive Secretary of the ECA, a template on the work programme of the TYCBP was drafted and developed further jointly by the AU (including officials of NPCA and RECs) and UN clusters, at a memorable AU-UN retreat at Kiruftu near Addis Ababa. A summary of the outcomes of this retreat is included in this report.

The Secretariat facilitated the establishment of the Sub-regional coordination mechanisms for Eastern and Southern Africa, and provided substantive support to the workshop on institutional and strategic frameworks for sustainable development in preparation for Rio+20.

Clusters developed business plans with focus on capacity building. A number of clusters/sub-clusters, notably, gender, governance, decent work and employment, climate change and health/HIV-AIDS successfully developed tools for mainstreaming cross-cutting issues in the work of other clusters and organized training workshops for other RCM-Africa members, in accordance with decisions of previous sessions.

The Joint Secretariat also assisted RCM Clusters in coordinating their activities and in providing coherence. In this regard, the secretariat gave substantive support to clusters in the development of their business plans and initiated a project to develop a quantitative indicator to measure their performance.

The Joint RCM-Africa Secretariat initiated and completed an exercise to help UN agencies and organizations in developing a multi-year work
programme for the NEPAD Planning and Coordinating Agency (NPCA), a necessary task since the Agency had been transformed from its erstwhile secretariat role to that of a technical Agency of the African Union. The MYP is now being implemented.

Many challenges still remain if we are to have an optimally-operating Joint AU-UN RCM-Africa Secretariat—such as the need for dedicated operational budgets from UN agencies-, the Secretariat continues to make progress, coordinating the activities of UN agencies, achieving coherence and implementing recommendations of successive sessions of the RCM. The pages that follow contain an account of progress made by the Joint RCM-Africa Secretariat over the past 12 months in the implementation of its mandate and, in particular, the recommendations of the 11th session. Further details on performance during the period are contained in the individual cluster reports.

2. Progress Report of the Joint Secretariat of RCM-Africa

2.1 The main activities of Joint AU-UN RCM-Africa Secretariat during the review period, December 2010-November 2011, could be classified under the following headings: a) finalization of the main outputs of the 11th Session of RCM-Africa, namely, the outcome document, the report of the session, and the report of the first Triennial Review of the Ten-Year Capacity Building Programme for the African Union (TYCBP-AU); b) preparation of inputs for the UN Secretary-General’s report to the General Assembly on United Nations Support to AU Capacity-Building; c) preparation of inputs for the AUC Chairperson’s report to the AU Summit on the TYCBP-AU; d) the development of a comprehensive Work Programme for the TYCBP-AU, including convening an AU-UN Retreat; e) support for establishing Sub-Regional Coordination Mechanisms (SR-CMs); f) support to the clusters and sub-clusters; and g) general management of RCM-Africa matters.
Finalisation and Dissemination of Main Outputs of the Eleventh Session

2.2 The Outcome Document and full report of RCM-Africa XI as well as the report of the Triennial Review were finalized, incorporating comments adopted at the Eleventh session. These documents were disseminated to all stakeholders of RCM-Africa. The Joint Secretariat received feedback from various sources acknowledging the high quality and usefulness of the reports, in particular the report of the Triennial Review of TYCBP-AU.

Preparation of inputs for the Secretary-General’s Report

2.3 Upon submission by Joint RCM-Africa Secretariat of the final report of the Triennial Review of TYCBP-AU, the UN Department for Political Affairs and the Office of UN Secretary General utilised the report as the main input in preparing the Secretary General’s report to the General Assembly on the TYCBP-AU. This was achieved through further consultations with UN agencies and organizations.

Preparation of the Chairperson’s report to AU Summit

2.4 As recommended by the Eleventh session of RCM-Africa, the Joint Secretariat provided a comprehensive report on TYCBP-AU to the AU Summit for the first time. The result was a Decision by the Summit for the Chairperson’s Office to submit on regular basis progress in implementation of TYCBP-AU, which assured the fulfillment of the recommendation of the Eleventh session that the Joint RCM-Africa secretariat found a way to report TYCBP-AU matters at the AU Summit.

Development of a Comprehensive Work Programme of TYCBP

2.5 The eleventh session of RCM-Africa reviewed the implementation of the TYCBP-AU and recommended that it should be accelerated through a comprehensive and well defined work programme, with the collabo-
ration of RCM-Africa clusters and AU organs. The Joint Secretariat was requested to lead the process. To that end, the Secretariat attended a technical workshop organized by UNDP on the Capacity Development Strategic Framework (CDSF) of the AUC and NPCA, with a view to identifying possible ways of aligning the Work Programme of TYCBP with the CDSF.

2.6 The Joint Secretariat of RCM-Africa also commissioned and completed a preliminary study on capacity building initiatives in Africa, with the view to understanding the current landscape for capacity building. On the basis of information collected from this study and the UNDP workshop, together with the report of the Triennial Review and the Outcome Document of the Eleventh session of RCM-Africa, the Joint Secretariat drafted the terms of reference and concept paper for the development of the draft Work Programme of the TYCBP-AU.

2.7 After extensive consultations with AUC, the Cluster coordinators, and with guidance of its Deputy Chairperson, the Secretariat organized a Retreat bringing together senior officials of AUC and UN system from 7-9 September 2011. The main objective of the Retreat that was attended by over 100 participants from AUC, NPCA, UN organizations and agencies, RECs and some bilateral organizations was to foster common understanding of the methodology for elaborating the Work Programme, the respective roles and responsibilities of the principal actors for its implementation, and the expected outcomes.

**Outcome of AU-UN Retreat on TYCBP-AU**

2.8 The Retreat was a platform for making the TYCBP-AU a living document, moving it from just a framework to a practical programme of action/operational plan. The main issues raised and recommendations of the retreat were as follows:

- The title “Ten Year Capacity Building Programme for the African Union” does not reflect AU leadership and ownership of the Programme. It was therefore proposed that it should be modified as follows: “UN support to AU capacity building programme”. It was also stressed that capacity building in the context of the Programme should always be made in reference
to AU instead of AUC. This will ensure that the Programme includes all AU organs, NPCA and RECs.

- RCM-Africa should take advantage of the opportunities offered by IDEP to support capacity building of AU. IDEP is capable and willing to support the work of the clusters, including in mainstreaming cross-cutting issues in their activities. To that end, it would be desirable for AUC to be part of IDEP’s Governing Council. This will allow the AUC to make inputs to the overall orientation and curricula development of IDEP, thereby ensuring that AU capacity needs are properly addressed;

- Besides programmatic capacity needs, the Work Programme for TYCBP-AU should also adequately address organizational and institutional capacity building requirements;

- Working Groups should be created to address AU capacity building needs that are not explicitly dealt with by existing clusters. For example, it was proposed that a Working Group on “Operations/Support Services” should address issues related to human resources, finance, strategic planning, and conferences services, among others. RCM-Africa Secretariat was requested to facilitate discussions on how to create such Working Groups within RCM-Africa framework. This would entail engagements with relevant UN organisations and agencies. The Secretariat was requested to include this issue on the agenda of the 12th session of RCM-Africa.

- Capacity building discussions should not focus only on financial needs of AU. In this regard, other dimensions such as using existing UN networks to address AU challenges should also be considered; and

- The Secretariat should work on a concrete proposal on training all clusters in using the various tools proposed in mainstreaming crosscutting issues in their work.

2.9 The main achievement of the AU-UN Retreat was that the clusters adopted and completed the Work Programme template developed by
RCM-Africa Secretariat. Populating the matrix was done to varying degrees. Two groups worked on areas that are not covered by RCM-Africa clusters, namely (i) Operations (human resources, management, finance, budget, among others), and (ii) Economic development. The work was done mainly by AU as UN members of the ad hoc working groups were yet to be identified. It was proposed that the Economic Development group should be called: Economic Policy Harmonisation and Regional Integration. It was also agreed that the consultants working on the Work Programme should undertake more work on the matrix populated by the clusters with the view to finalizing them before the Twelfth session of RCM-Africa. The necessity of having at least one consultant with skills in developing logical frameworks in the team working on the Work Programme was also underscored.

The AU capacity needs assessment

2.10 The Joint RCM-Africa Secretariat decided on the basis of the large scope of work to undertake the development of the work programme of TYCBP-AU in phases, namely, first phase to cover AUC and NPCA, and the second phase to cover RECs and other AU organs. With resources from ECA, a team of consultants was recruited in August/September to: a) Identify, assess and formulate the capacity needs of the AU and all affiliated organs, including RECs (in phases); b) Determine actions and means required to address these needs; c) Identify and assess current Capacity Building support UN agencies and others bring to the AU (whether aligned or not to the TYCBP); d) Identify, assess and formulate areas of capacity building UN agencies can jointly or individually offer; e) Formulate a comprehensive and operationalizable work programme, based on the identified needs of AU and aligned with the principles of the TYCBP-AU; and f) Identify potential risks that may hamper the operationalization of the work programme for the TYCBP and propose solutions to mitigate the risks.

2.11 Based on the report of the outcome of the AU-UN Retreat on TYCBP-AU and the capacity needs assessment, which is contained in a separate document, a draft work programme of TYCBP has been prepared and would be presented at the Twelfth session of RCM-Africa for endorsement. The process of developing this draft work programme has contrib-
uted a great deal to deepening understanding of the TYCBP-AU as well as relations among the cluster members, coordinators and coordinators.

Developing a Multi-year Programme for NPCA

2.12 The Joint Secretariat of RCM-Africa in the context of TYCBP-AU supported NPCA to elaborate on its Memorandum of Understanding with ECA which resulted in the development of a multi-year programme including capacity building activities. The MYP covered all the priority areas of NPCA, namely, strategic planning and programme management; development strategy, macroeconomic analysis and statistics; agriculture, food security, climate change and sustainable development; regional integration and infrastructure; human development; economic and corporate governance; capacity development; gender; and ICT and science and technology. The programme could serve as model for RCM-Africa clusters.

Substantive support to clusters

2.13 Several clusters and sub-clusters held meetings to advance their business plans in the period under review. RCM-Africa Secretariat participated at these meetings. It advised clusters to embed capacity building projects in their business plans, and also prepare reports for RCM-Africa XII based on the theme of “Capacity Building”. The Secretariat received revised business plans incorporating capacity building components from various clusters.

2.14 Specifically, the following clusters/sub-clusters met in the period under review to elaborate on business plans and to undertake various joint activities: Gender; Social and Human Development; Labour and Employment; Agriculture, Food Security and Rural Development; and Governance.

2.15 RCM-Africa Secretariat facilitated discussions on the movement of the Human Rights sub-cluster from the Peace and Security to Governance cluster, with the view to ensuring alignment with AUC structure.
2.16 AUC Department of Agriculture convened a meeting with the Agriculture, Food Security and Rural Development cluster to reflect on the current food crisis in the Horn of Africa and identify possibilities for a coordinated response. RCM-Africa Secretariat invited other clusters to view food security as a multi-sectoral issue and be involved in the collective effort being organized by the Agriculture, Food Security and Rural Development Cluster.

2.17. The Secretariat supported the Social and Human Development cluster organize a joint meeting of clusters in honour of USG Michelle Bachelet, Executive Director of the newly created UN Women who was on official visit to Africa.

**Operational guidelines and Outreach**

2.18 The Joint Secretariat prepared terms of reference for its functioning and for its cluster. To strengthen coordination capacity among RCM-Africa members, the Secretariat organized a workshop on “Coordinating Development” in June 2011. The workshop discussed cutting edge research on organizational coordination, with emphasis on inter-organisational coordination, and explored their applicability to Africa’s development scene. It identified, and shared experiences and lessons from existing mechanisms for coordinating the work of different development actors in Africa; and formulated recommendations for enhancing the performance of coordination mechanisms in Africa, including a publication on “Coordinating Development” based on the presentations and discussions at the workshop. The purpose of this publication is to help organizations and agencies involved in coordination work to achieve optimum development results.

2.19 The Joint Secretariat also developed a *Briefing Note*, which is issued periodically, and aimed at updating members on efforts to implement the recommendations of RCM-Africa sessions. So far, the *Briefing Note* has focused on progress in the development of the comprehensive work plan for achieving the objectives of the TYCBP-AU, and on preparations towards the Twelfth Session of RCM scheduled.
Monitoring and Evaluation: Measuring performance of RCM-Africa

2.20 RCM-Africa secretariat initiated a project to develop a quantitative indicator to measure performance of the secretariat and clusters. The project was presented at the meeting on Coordinating Development in Africa, organized by ECA in Addis Ababa from 4-6 July 2011. Clusters were invited to the meeting and are expected to make inputs in defining the parameters of the new indicator. It is a work in progress, and RCM-Africa Secretariat expects to have a final and validated indicator of performance in 2012.

Resource Mobilisation and Acknowledgement

2.21 The Joint Secretariat prepared a full budget of its operations and of the annual session. The support received from UNFPA of $50,000 to recruit a research assistant to assist the work of developing the work programme of TYCBP is hereby acknowledged.

3. Key Achievements of the Clusters and sub-clusters

This section summarizes key achievements of the thematic clusters and sub-clusters of RCM-Africa during the period under review. The full reports of the clusters are presented in separate documents. The rest of the section provides a brief update on the activities of the clusters under the following headings: business plans, and meetings and their outcomes.

Business Plans

3.1 The following clusters and sub-clusters have successfully worked with partners to develop their business plans for the period of 2011 to 2012: Governance; Social and Human Development (under which Gender, Health, HIV/AIDS and other infectious diseases; Education and Hu-
man Resources; Labour and Employment; Sport and Culture sub-clusters are included); Environment, Population and Urbanisation; Water, Sanitation and Hygiene; Industry, Trade and Market Access; Agriculture, Food Security and Rural Development; Advocacy and Communication. The only cluster without a business plan is Peace and Security.

3.2 The development of the business plans involved extensive consultations with AUC and partners and these plans are attached as annexes within the individual report of the clusters.

3.3 The business plans of the clusters and sub-clusters took into consideration the capacity building initiatives and priorities of the RECs to enhance and strengthen the implementation of cluster priorities at the sub-regional and country levels.

Cluster meetings and outcomes

3.4 As one of the recommendations from the Eleventh session of RCM-Africa, clusters were encouraged to increase the frequency of their meetings in order to enhance joint co-ordination and delivery of activities. The table below provides a list of cluster meetings and the main outcomes in the period under review.

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<tr>
<th>Cluster</th>
<th>Schedule of Meetings</th>
<th>Outcomes</th>
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<tr>
<td>The Agriculture, Food Security and Rural Development Cluster</td>
<td>4 February 2011 30-31 March 2011 5-6 July 2011 17 November 2011</td>
<td>• Preparation of the MTCBP for AUC/DREA.</td>
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<tr>
<td></td>
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<td>• Development of a Capacity Building Framework for AUC/DREA.</td>
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### Cluster Schedule of Meetings Outcomes

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<th>Cluster</th>
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<th>Outcomes</th>
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<tr>
<td></td>
<td></td>
<td>• Formulation and adoption of an Annual Work Plan aligned with the key priorities of DPA/AUC.</td>
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<tr>
<td>Environment, Population and Urbanization</td>
<td>7 – 9 September 2011</td>
<td>• Provision of support workshops on mainstreaming cross cutting issues within the cluster</td>
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<td></td>
<td></td>
<td>• Completion of matrix by 30 September and submission to RCM Secretariat.</td>
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<tr>
<td>Advocacy and Communication Cluster</td>
<td>7-9 June 2011</td>
<td>• Meeting adopted the Maseru Declaration and a set of recommendations (available in the ACC report).</td>
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<tr>
<td>Science and technology</td>
<td>May 6, 2011 October</td>
<td>• Draft and finalise business plan</td>
</tr>
<tr>
<td>Industry, Trade and Market access</td>
<td>November 8, 2011</td>
<td>• Finalise draft business plan</td>
</tr>
<tr>
<td>Peace and security</td>
<td></td>
<td>• Draft business plan</td>
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3.5 Many of the Clusters and sub-Clusters have successfully developed guidelines for cross-cutting issues and how these issues can be mainstreamed within the work of other clusters as directed by the recommendations of the previous RCM-Africa sessions. The following Clusters and sub-Clusters have developed guidelines: Governance; Health, HIV/AIDS, Malaria, TB and other infectious diseases; Gender and Development; Labour and Employment; Environment, Population and Urbanisation; Human Rights, Justice and Reconciliation.

3.6 The rest of the section summarizes key achievements of the thematic clusters and sub-Clusters of RCM-Africa during the period under review.
Social and Human Development Cluster

3.7 The Social and Human Development Cluster supported the substantive preparation of the Africa Youth Forum, as well as an AU pre-summit held in April 2011 that led to increased commitment from member states to accelerate implementation of youth related commitments like the Plan of Action for the Decade 2009-2018. The pre-summit agreed on concrete recommendations that were eventually endorsed during the July 2011 Heads of State and Government Summit in Malabo, Equatorial Guinea.

3.8 The cluster supported and facilitated the second training batch of the African Youth Volunteer Corps where 138 young Africans from 27 countries were empowered with skills to address various development issues at regional programme and national level in Africa.

3.9. The Social Welfare and Human Trafficking sub-cluster worked closely with the AUC Department of Social Affairs (DSA) in developing a joint Plan of Action for ECOWAS and SADC that requires ratification by Member States, with the launch of the AU.COMMIT campaign providing an opportunity to advocate for its ratification.

3.10 Gender sub-cluster supported the participation and coordination of Africa Women’s Rights CSOs in a session on “Mentoring Youths to be Champions of Gender Equality and Women’s Empowerment”. The sub-cluster also significantly assisted in the roll out of the Africa UNiTE campaign to end violence against women, particularly organizing a technical meeting providing a forum for extensive experience sharing in the roll out of the campaign at national and regional levels and reaching an agreement on a mechanism for reporting.

3.11 Employment and Labour sub-cluster provided support to AUC in monitoring and evaluating progress made on the Ouagadougou Declaration and Plan of Action on Employment and Poverty Alleviation, leading to the provision of a report on its status of implementation.

3.12 Health sub-cluster provided technical support in the preparation of the African Common Position on HIV and AIDS during the Fifth Session of the Conference of AU Ministers of Health held in April 2011. The sub-
cluster also jointly advocated in support of AU’s Campaign on Accelerated Reduction of Maternal Mortality in Africa (CARMMA), which led to its revision to include Newborn and Child Health. The Health sub-cluster also supported a workshop on the harmonization of Abuja and Maputo indicators aimed at strengthening the capacity of AU member states to monitor and report progress on HIV/AIDS commitments.

3.13 The Education and Human Resource sub-cluster funded the Pan African Conference on Teacher Development in Africa (PACTED). The cluster also contributed to the launch of the Pan African University and adaptation of key documents at the Conference of Ministers of Education of the African Union (COMEDAF).

3.14 The S&H cluster also undertook joint stock-taking exercise and mapping of youth employment programmes in Africa under the leadership of the employment and decent work sub-cluster to determine the programmes, projects, and knowledge products implemented by different organizations and partners in the region. This has facilitated the availability of knowledge to effectively assist African States in their efforts to tackle youth unemployment and underemployment.

Governance Cluster

3.15 UNDP and the Department of Political Affairs of AUC convened a meeting in June 2011 to explore options to enhance the institutional capacity of the Department, NPCA and RECs in the area of governance. The meeting adopted the 2011 cluster work plan, and aligned its business plan for 2011-2012 to the AUC strategic plan 2009-2012. The strategic planning effort resulted in the development of a well focused strategy to support the Commission’s governance priorities.

3.16 Members of the Governance Cluster assisted in the training of election observers from AU and RECs, as part of UN support to promoting credible and transparent elections in Africa and supporting institutional strengthening of RECs.

3.17 The Governance cluster provided technical assistance to the AU Advisory Board on Corruption resulting in the development and adoption of its Strategic Plan (2011-2015). Members of the cluster contributed
technically to the development of the African governance Architecture resulting in its adoption by the AU Summit in January 2011.

3.18 EAC and SADC were supported in the period under review in improving guidance for member states on the conduct of elections. EAC was specifically supported in developing Electoral Observation Norms and Standards and SADC was supported during the inauguration and induction of the newly appointed SADC Electoral Advisory Council.

3.19 The Human Rights sub-cluster convened a meeting of UN inter-agencies prior to the AUC workshop on Finalization and Validation of the Human Rights Strategy for Africa, to gather inputs for the strategy.

3.20 The Democracy and Governance sub-cluster made significant contributions to the conceptualization of the AUC 2011 Heads of States Summit, including in developing the summit paper. The work of the sub-cluster resulted in a series of consultations aimed at building consensus on how ‘Shared Values’ can accelerate continental integration. Consequently, the AU Summit of January 2011 declared 2012 as the Year of Shared Values.

3.21 The Public Service and Administration sub-cluster supported AUC in its efforts to finalise the ‘African Charter on the Principles and Values of Public Service and Administration’ which led to its adoption at the 16th Ordinary Summit, as well as a series of harmonization meetings to establish a broad framework to guide member states in developing their public services.

3.22 Members of the cluster continued to provide pragmatic operational support to the APRM process.

**Agriculture, Food Security and Rural Development Cluster**

3.23 Members of the Agriculture, Food Security and Rural Development Cluster have collaborated in support of food security and agriculture within Africa. FAO and ILO have collaborated towards ensuring the mainstreaming of rural employment in the Comprehensive African
Agricultural Development Programme (CAADP) investment plans and programmes, with two main activities implemented as part of the programme. FAO has been collaborating with other members of the cluster, within the framework of the ‘African Agribusiness and Agro-industries Development Initiative’ to lead the joint initiative with UNIDO in supporting the East African Community initiative on Agri-enterprises and Agro-industries Development, covering Burundi, Rwanda, Tanzania, Uganda and Kenya.

3.24 Individual member agencies of the cluster have continued to provide technical assistance to AUC, NPCA and RECs. The notable achievements of the cluster have been as a result of the collective contribution of NPCA, AUC, the development partners and countries themselves. The achievements have led to i) ownership of the CAADP implementation process; ii) mobilization of development partners’ political, financial and technical support; and iii) engagement of African knowledge institutions in providing a pool of technical expertise.

Environment, Population and Urbanisation Cluster

3.25 Following the development of a guidance note, providing practical support for other clusters on mainstreaming climate change within their respective activities at the 11th session of RCM-Africa, the cluster has been requested by RCM Secretariat to deliver a training session as part of the pre-session meetings in the forth coming 12th RCM-Africa meeting.

3.26 On climate related activities, the cluster, with support from the AMCEN Secretariat, UNEP, ECA, AfDB and other regional bodies, has contributed in updating the African position in preparation for UNFCCC COP 17 scheduled to take place in Durban, South Africa in November 2011. As a result of two high level expert consultations carried out by the African Climate Policy Centre (ACPC), there has been an identification of key issues, gaps and needs concerning climate science; data and information; water, agriculture, energy and low carbon development pathways with respect to the needs of Africa.

3.27 As part of the maritime capacity building support to AU countries, cluster members have engaged key national stakeholders and trained them on Ballast Water Management (BWM) Convention, leading to an
awareness raising on the basic issues of BWM and potential harmful impacts on countries. So far ten African countries have been engaged with. In supporting AU coastal member states (Nairobi Convention), the joint UNEP AU project developed and produced a regional policy paper providing guidance to member states towards catalyzing action for timely ratification, entry into force and implementation of the LBSA Protocol. The project also provided training for 24 participants on leadership in environmental management for oceans and coasts in the Western Indian Ocean region.

3.28 An emergency fund has been put in place to support ECOWAS member states affected by natural disasters, with many countries benefiting from the funds especially following the devastating floods of 2009 and 2010.

3.29 Several capacity building activities have been undertaken with EC-CAS, resulting in the following: signing of MoUs for collaboration and assistance with ISDR system partners; development of a regional strategy with mechanisms for early warning and response systems; establishment of national and sub-regional platforms; establishment of National Disaster Reduction units and long-term disaster risk reduction policies - integrated into development policies at national levels; and the development and implementation of a regional plan for disaster risk reduction.

3.30 Cluster members have supported SADC in: strengthening of Early Warning Systems at both national and regional levels, hydro-met networks, and food early warning systems at national level; Climate Services Centre, and specialized hydro-met regional centres in the sub-region; strengthening sub-regional platform for DRR, through multi-sectoral regional consultative workshops and meetings; Developing and strengthening of national mechanisms for information sharing and exchange of best practices among countries and stakeholders; and development of a hydro-climatic data sharing protocol agreement for countries along the Zambezi river basin.

3.31 All IGAD member states have a designated ministry or institution responsible for disaster risk management and multi-sectoral and multi-disciplinary national platforms for DRR are replicated at provincial, district and local levels.
3.32 Cluster members have delivered several capacity building training and workshops on issues of trade, sustainable development and green jobs for member states.

Industry Trade and Market Access

3.33 In response to requests from several countries for UNIDO assistance in Industrial policy development and management, a number of projects were initiated during the reporting period. In Botswana and Lesotho, projects focused on providing capacity building support to the respective governments and other national stakeholders, for Industrial policy review and management were initiated. In Rwanda a project focusing on capacity building for industrial policy implementation including strengthening of public private sector forum for the improvement of business environment is under implementation.

3.34 UNIDO’s research has assisted African countries to monitor, benchmark, and analyze their industrial performance and capabilities the results of which are used to formulate, implement and monitor strategies, policies and programmes that improve the contribution of industry to productivity growth and the achievement of the Millennium Development Goals (MDGs).

3.35 Within the framework of the ECOWAS /UEMOA regional white paper policy on energy access, an ECOWAS regional center for renewable energy and energy efficiency is under establishment. The center is projected to contribute towards increasing access to modern energy services and improve energy security in ECOWAS member states in support of the region’s environmentally conscious economic and social development. A preparatory phase for a regional energy project in West Africa is under implementation. Several feasibility assessments and mapping exercises have been carried out in Cape Verde, Chad, Ivory Coast, Gambia, Guinea, Nigeria, Sierra Leone and Burundi. A biofuels roundtable was organized by UNIDO in December 2010 and an Africa biofuel summit is being organized to provide a platform for pushing forward Africa’s agenda for sustainable biofuel industries.
3.36 The UNIDO Africa Investor Survey has been implemented in 20 African Countries; UNIDO SPX programmes are now being implemented in more than 10 countries in Africa. Ten African countries have signed up to be pilots in the implementation of the 3ADI. Tools for value chains analysis have been developed and more than 15 value chains selected as priorities in the various countries for development. Trade capacity and market access for products originating from several African countries has been enhanced through the implementation of national and regional programmes on quality infrastructure development (COMESA, UEMOA, EAC and SADC). By introducing clusters, the supply capacity for trade has also been enhanced.

3.37 Programmes targeting entrepreneurship development have been implemented in more than 5 countries over the reporting period. Curricula on entrepreneurship has been developed and introduced in schools across some LDC’s as have vocational schools and youth training centers.

3.38 Various programmes implemented by the cluster have assisted in the establishment of global centers of excellence for various agro commodities, such as dairy, meat, rubber and cereals and linked to African businesses and institutions. University chairs have been installed at Universities, and scholarship funds established in the area of green development and in Science and Technology. R&D is being promoted in renewable energies, for example, at the UNIDO International Solar Energy Center (ISEC).

3.39 Mechanisms for resource mobilization for AIDA are under implementation and include fiche development by RECs on priority programmes, Investment promotion (domestic and foreign) and recommendations that a percentage of government tax is put aside for industrial development.

3.40 Over the reporting period, UNIDO spearheaded the promotion of natural resource conservation with particular emphasis on sustainable industrial use of non-wood forest products such as bamboo. UNIDO also in collaboration with other agencies - especially UNEP, has implemented several programmes on cost-effective ways to reduce ozone-depleting substances (ODS).
Advocacy and Communication Cluster

3.41 The cluster successfully secured the active participation of AUC as co-chair of the Advocacy and Communication Cluster, making significant difference in how operations have been conducted.

3.42 The delivery of the NEPAD@10 events in New York highlighted the significance of AU/NPCA at the global level, with journalists eager to receive, on a regular basis, more ‘first hand’ information on Africa from Senior Officials of the AU.

3.43 The cluster successfully organized a regional media dialogue hosted by the kingdom of Lesotho in June 2011, to seek ways to improve media reporting on Africa’s development in general and the NEPAD programme in particular. The main outcome of the meeting was a Lesotho Declaration highlighting the responsibilities and roles of media in the development process.

4. Sub-Regional Coordination Mechanisms

4.1 One of the recommendations of the Eleventh session of RCM-Africa was that the Task Force set up to operationalise the Sub-regional Coordination Mechanism (SRCM) in Eastern and Southern Africa should initiate discussions with RECs and Intergovernmental Organisations (IGOs) in the two sub-regions with the view to ensuring that a coordinated UN support to the regional integration agenda of the two sub-regions commenced in 2011. In line with this recommendation, the joint RECs/IGOs/UN Task Force met on 5 and 6 July 2011, at the United Nations Conference Centre in Addis Ababa, Ethiopia. The meeting was organized by ECA’s NEPAD Support Section, ECA Sub-regional Office for Eastern Africa (SRO-EA), and ECA Sub-regional Office for Southern Africa (SRO-SA).

4.2 The meeting recognized that the Tripartite Framework involving COMESA, EAC and SADC, as well as the existence of Multi-Year Programmes between various RECs/IGOs and ECA, provided useful platforms for coordinating UN system support to RECs. It was recalled
that the inaugural meeting of the Task Force on the SRCM, held in Kigali, Rwanda, from 25-26 October 2010, had identified priority thematic areas for UN support to RECs, which are consistent with the thematic focus areas of the NEPAD Planning and Coordinating Agency Secretariat (NPCA), including: Regional Integration and Infrastructure; Climate Change and Natural Resources Management; Governance; Gender and Social Development; and Agriculture and Food Security.

4.3 A major achievement of the Task Force meeting of 5-6 July 2011 was the identification of priorities for each of the SRCM thematic areas as well as related expected accomplishments, indicators of achievement and deliverables. The meeting also identified, lead RECs/UN agencies and participating institutions for each thematic and/or priority areas based on their comparative advantage and expertise. The meeting further agreed that COMESA, EAC, and IGAD would lead the process of finalizing the matrix of the SRCM Multi-Year Programme. COMESA, as current chair of the Tripartite Task Force, and ECA were selected as co-chairs of the SRCM.

4.4 It was agreed that COMESA would convene a meeting in Lusaka, Zambia to review the final draft of the matrix and prepare the official launch of the SRCM for Eastern and Southern Africa in Addis Ababa, Ethiopia on 18-19 November 2011, as a pre-event of the 12th session of RCM-Africa. The meeting discussed the challenges and several options for resource mobilization in a multi-partner environment where different procedures and financing mechanisms apply. Instruments such as “Joint Financial Arrangements” were considered useful to harmonise procedures. The meeting agreed that the SRCM Business Plan should be prepared before the official launch of the SRCM.

4.5 The RCM-Africa Secretariat, in consultation with ECA Sub-regional Office for West Africa (SRO-WA) and relevant UN agencies initiated discussions on the establishment of an SRCM in West Africa with ECOWAS. The SRCM will complement the West African Intergovernmental Organisations (WAIGOs) framework. A high-level meeting was held in Dakar, Senegal on October 5-6, 2011 to discuss the creation and operationalisation of a joint SRCM for Central and West Africa.
5. **Implementation of Other recommendations of the Eleventh Session of RCM-Africa**

**Progress Towards Rio+20**

5.1 The 11th session of RCM-Africa was held under the theme Rio+20. It provided a platform to raise awareness and build the necessary support to ensure Africa’s effective preparation for the Rio+20 Earth Summit. Accordingly, recommendations aimed at enhancing support to the process were adopted. In particular, it was recommended that RCM-Africa clusters should play an active and substantive role in regional preparations towards Rio+20. In addition, the preparations and inputs to Rio+20 should be based on bottom up approaches so as to enable the conference to reflect on and address the real operational challenges and opportunities for sustainable development.

5.2 Following RCM-11, activities for Africa’s regional preparatory process for Rio+20 were stepped up and consolidated. The preparatory process in Africa has involved ECA, AUC and the African Development Bank (AfDB), in strong partnership with RECs, UNEP and other UN Agencies. Representatives of major groups including non-governmental organizations, local Authorities, workers and trade unions, business and industry, scientific and Technological Community, and farmers are also being actively involved in the regional preparatory activities.

5.3 Among the activities already undertaken or underway in the context of regional preparations for Rio+20 are workshops on: institutional and strategic frameworks for sustainable development; Sustainable Indicator Framework for Africa; Trade, Environment and Sustainable Development for Policy Makers from ECOWAS and its member states.

5.4 The workshop on institutional and strategic frameworks for sustainable development stressed the opportunity Rio+20 provides to the world and Africa in particular. Notably, the opportunity to reshape the institutional architecture for sustainable development. Recommendations on concrete actions and partnerships needed to support RECs and member states to implement their sustainable development priorities, including the outcomes of Rio 2012 were adopted at the workshop.
5.5 The workshop on Sustainable Indicator Framework for Africa agreed on the proposed Sustainable Indicator Framework and adopted action oriented recommendations for effective use and further improvement of the indicator set. The workshop underscored the need for harmonized approaches, and for capacity building of relevant actors at the national and sub-regional level.

5.6 Finally, the workshop on Trade, Environment and Sustainable Development, that was jointly organized by ECA and ECOWAS, in collaboration with UNEP and the International Centre for Trade and Sustainable Development (ICTSD), adopted action-oriented recommendations to enhance coherence of trade and environment policies with a view to fostering sustainable development in the ECOWAS sub-region. The Meeting agreed on concrete steps to follow up on the workshop recommendations including the establishment of knowledge management platforms on trade and environment.

5.7 ECA, UNEP and AfDB, working in close collaboration, prepared the following reports - deliberated upon the Africa Regional Preparatory Conference for Rio+20: Africa Report on Institutional and Strategic Frameworks for Sustainable Development; Africa report on new and emerging challenges for Africa; Africa report on a green economy in the context of sustainable development and poverty eradication; Report on means of implementation: bridging the gap; Africa report on progress towards sustainable development.

5.8 The Africa Regional Preparatory Conference for Rio+20 was organized by ECA jointly with AUC and AfDB, in partnership with RECs, the United Nations Department of Economic and Social Affairs (UNDESA), UNEP, and UNDP. The Conference took place in Addis Ababa, Ethiopia and was comprised of an experts segment held from 20 to 22 October and a ministerial segment held from 24 to 25 October 2011.

5.9 The main objective of the Preparatory Conference was to deliberate on the objective and themes of Rio+20 and other substantive matters of importance to Africa, with a view to arriving at a consensus on Africa’s key priorities and concerns to be reflected in the outcomes of Rio+20. The conference adopted the Africa Regional Consensus Statement to be endorsed by the African Union Summit in January 2012.
Strengthening RCM-Africa Secretariat

5.10 Financial support was received from UNFPA to support recruitment of additional staff. ECA also provided additional staff. In general the need still remains for more staff as the Secretariat has moved towards more substantive than secretarial support for the clusters. Staffing and accompanying logistics have to be increased for AUC counterparts to play their expected roles, including monitoring and preparing reports on progress of implementation of the draft work programme.

6. Challenges, Lessons Learned, Conclusions and Recommendations

Challenges

6.1 The main challenges identified by cluster members are highlighted below:

Social and Human Development

- Whilst guidelines have been developed on crosscutting issues, the mainstreaming of these guidelines has been challenging and some are yet to be mainstreamed into cluster programmes;

- Clusters still face lengthy planning processes, taking an average of five months to complete an elaborate business plan;

- Limited capacity and human resources in member organisations is a challenge in delivering on agreed activities; and

- Coherence and cohesion in intervention of various members of some sub-clusters still need improvement.
Governance Cluster

- Weak institutional partnership with the Regional Economic Communities (RECs);
- Although the partnership of the cluster with AUC is strong, there is little partnership with other key AU Organs and Institutions, with the exception of ACHPR;
- Ineffective and haphazard implementation of the Ten-Year Capacity Building Programme of AU.
- Developing a resource mobilization plan to meet the financial constraints faced by the cluster; and
- Developing a monitoring and evaluation plan for the cluster.

Environment, Population and Urbanisation

- Coordination among organizations is challenging as many are already engaged in various activities pertaining to their regular mandates;
- Cluster members face difficulties shifting focus from activities to results and impacts;
- Inadequate resources for implementation of joint activities and inter-cluster activities; and
- Monitoring and evaluation is needed to ensure consistency in and effective delivery of activities within and across clusters.

Agricultural, Food Security and Rural Development Cluster

- Financial constraint is a key factor in the levels of engagement and contribution from cluster members, with many members not having allocated resources for cluster related activities;
• Related to the first, is the absence of resources to implement developed business plans. Consequently, there is a lack of conviction on delivery of activities; and

• Developing a communication strategy is a challenge for the cluster.

**Industry, Trade and Market Access**

• Absence of a budget to facilitate cluster meetings has constrained the participation of cluster members not resident in Addis Ababa;

• Whilst progress has been made in joint implementation of programmes, especially under the one UN programming approach, difficulties still exists in establishing synergies due to difference in programming cycles of the various cluster members;

• Mobilization of resources for the joint programmes and common activities is also a challenge especially under the current difficulties of the global economy; and

• Harmonization of research statistics/data acquisition and application by the various cluster members.

**Advocacy and Communication Cluster**

• Low level of cooperation between the Advocacy and Communication Cluster and other clusters remains the biggest challenge. A lack of identified focal points for communication means that communication with other clusters and information sharing is limited.

**Peace and security**

• Though violent conflicts in Africa have been reduced in terms of numbers, the intensity within regions where they persist have deepened; and
• Lack of peace building institutions to support AU and UN efforts on the ground.

Lessons learned and opportunities

6.2 Following the key achievements of the clusters and sub-clusters for the period under review, especially in areas of developing business plans and guidelines for mainstreaming cross-cutting issues, cluster members have highlighted the following as lessons learned.

Coordination

• Aligning cluster activities with the delivery of the TYCBP in support of the AU;

• Participation of sub-clusters and cluster members in joint activities can be optimal if appropriate dynamics, such as forward planning and information sharing is created and sustained;

• Development of annual work plans in advance is crucial in enhancing commitment from members and partners;

• RECs are key implementing partners. Working closer with the RECs will facilitate concrete implementation of continental policies; the SRCMs offer great opportunity for achieving this;

• The focus of delivery should be on selected key, strategic and high impact interventions and actions in support of the AUC capacity development;

• Logistically, meetings should, where possible be organized through video conferencing and around major conferences and events.

Ownership

• Leadership and accountability by the AU are crucial to ensuring the achievement of progress on agreed goals and targets; the
the proposed work programme of TYCBP-AU offers new opportunity to achieve this.

Communication

- Central to ensuring collaboration and implementation of joint activities is the need to engage in constructive dialogue and meaningful exchange of information amongst clusters and sub-clusters.

Resource mobilization

- Clear indication of budgetary commitment and development of resource mobilization plan on the part of the cluster and sub-cluster members is crucial; the implementation of the proposed work programme of TYCBP-AU offers an opportunity to mobilise resources.

Conclusions and recommendations

In conclusion, during the period under review, key achievements were recorded and lessons learned in supporting the AU and its NEPAD programme at the regional and sub-regional levels. In particular, on the progress made on development of a comprehensive work programme of TYCBP-AU, development of cluster business plans and the establishment of SRCMs and strengthening the role of the RCM Secretariat as a joint coordination unit with the AUC. The establishment of the Sub-Regional Coordination Mechanism (SRCM) for East and Southern Africa should facilitate stronger partnership of the cluster with EAC, COMESA and SADC; the operationalisation of the SRCM for West Africa and central Africa should further strengthen cooperation with ECOWAS as well as other RECs in those sub-regions. Furthermore, the proposed Work Programme of the TYCB-AU is surely a golden opportunity for taking the partnership with AU to the highest level between 2012 and 2016. In addition, notable progress has been made in the delivery of joint activities and alignment of key priorities to the delivery of the TYCBP-AU.
However, much effort is needed in the active participation of all cluster members, development of annual work plans and delivering strategic and high impact results. Nonetheless, it is notable that the period under review has seen a shift away from a focus on activities to results. Some of the lessons that have been learned to assist with moving forward have focused on coordination, ownership, communication and resource mobilization. In this regard, and in order to build on the progress made so far and intensify the implementation of the TYCBP-AU the Secretariat recommends the following:

- Clusters should develop implementation plans taking into consideration the full report of the capacity needs assessment undertaken by the Joint RCM-Africa secretariat, in particular capacity building needs expressed by the departments, sections and units of the beneficiary institutions;

- The RCM-Africa Secretariat in collaboration with the clusters should initiate and implement resource mobilization plans for the implementation of the proposed work programme of TYCBP-AU

- Clusters should present reports to the next session of RCM-Africa based on capacity building activities implemented during year 2012

- The RCM-Africa Secretariat should initiate a review of the proposed work programme of TYCBP-AU based on the new Strategic Plan of AU for 2013 and beyond

- As recommended by the AU-UN Retreat, the title of the Ten Year Capacity Building Programme be changed to ‘UN support to AU Capacity Building Programme.

- To deepen AU ownership and leadership in the implementation of the TYCBP, AU be assisted to strengthen its planning, monitoring and evaluation units immediately.
Annexes

Annex 1

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

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

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

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

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

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

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

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

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

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

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

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

Done at Addis Ababa, on 16 November 2006.
Annex 2

Terms of Reference for RCM-Africa Secretariat

The 10th Session of the Regional Coordination Mechanism in Africa (RCM-Africa) recommended that its Secretariat be transformed into a joint United Nations (UN)-Africa Union (AU) Secretariat. The joint Secretariat now has dedicated staff from the AU Commission (AUC) and ECA who provide strategic coordination and support to the mechanism. The main functions of the Secretariat are as follows:

Support to the Clusters and Sub-clusters of RCM-Africa

The clusters and sub-clusters are the operational arms of RCM-Africa. Their main responsibilities include:

- Implementing recommendations of RCM-Africa annual meetings;
- Strengthening joint-programming within clusters and sub-clusters to ensure compliance and consistency of planned activities with AU programmes and priorities;
- Strengthening inter-cluster collaboration in the spirit of delivering as one UN and one RCM, including enhancing exchange of information and communication at all levels; and ensuring that clusters and sub-clusters focus on activities with measurable results.

Accordingly the joint RCM Secretariat provides support to the clusters and sub-clusters as well as Sub-regional Coordination Mechanisms (SR-CMs) to work efficiently and effectively, as follows:

The Joint RCM-Africa Secretariat has designated focal points for all clusters, with the following defined roles, tasks and responsibilities:

- Help organize and participate in the meetings of the clusters and sub-clusters;
• Prepare reports of cluster activities for internal use;

• Be proactive in pushing forward the RCM-Africa agenda and in implementing recommendations emanating from annual meetings of RCM-Africa;

• Monitor and provide guidance for implementation of RCM-Africa recommendations;

• Assist clusters and sub-clusters to develop action plans that respond to AU priorities and recommendations of RCM-Africa with specific activities, timeliness and resource implications;

• Assist clusters and sub-clusters to develop work plans for the implementation of the Ten Year Capacity Building Programme for the AU;

• Identify knowledge products, initiatives and resources at the level of the AU and UN to leverage activities of clusters and sub-clusters; and

• Encourage and facilitate participation of relevant AU departments and UN system organizations in the work of the clusters and sub-clusters.

Support to the implementation of the Ten Year Capacity Building Programme for the AU

The implementation of the Ten Year Capacity Building Programme for the AU requires that a number of activities be carried out as recommended by the 11th session of RCM-Africa. The Joint RCM-Africa Secretariat works towards the implementation of these activities.

Monitoring and Evaluation (M&E)

The Joint Secretariat plays a key role in monitoring and evaluating the work of RCM-Africa clusters and sub-clusters. In that regard, it has developed guidelines for Result Based Management (RBM) and reporting.
Communications and Advocacy

Advocacy and information dissemination are important in promoting activities, achievements and success stories of RCM-Africa and its clusters. The Joint RCM-Africa Secretariat plays a role in developing communication and advocacy strategies to enhance UN-AU cooperation.

Sub-regional Coordination

The Joint RCM-Africa Secretariat promotes strategic partnerships to enhance UN/REC coordination at the sub-regional level by engaging RECs and UN agencies operating at the sub-regional level to develop appropriate coordination mechanisms in the sub-regions and to ensure their operationalization in a sustainable manner.