



United Nations



**African Union
Commission**

**Twelfth Session of the Regional Coordination
Mechanism of United Nations Agencies and
Organisations working in Africa in Support of the
African Union and its NEPAD Programme
(RCM-Africa)**

**Addis Ababa, Ethiopia
21-22 November 2011**

Draft Outcome Document

Introduction

1. The Twelfth session of the Regional Coordination Mechanism of United Nations (UN) Agencies and Organisations working in Africa in support of the African Union (AU) and its NEPAD Programme (RCM-Africa) was held at the UN Conference Centre in Addis Ababa, Ethiopia, from 21-22 November, 2011, under the theme, “*Capacity Building*”. The meeting was co-chaired by Her Excellency, Dr. Asha-Rose Migiro, Deputy Secretary-General of the UN, and His Excellency, Mr. Erastus Mwencha, Deputy Chairperson of the AU Commission (AUC).

2. Representatives of UN agencies and organisations, AU Commission, the NEPAD Planning and Coordinating Agency (NPCA), and Regional Economic Communities (RECs) as well as African development partners attended the meeting. The full list of organisations represented at the meeting is attached as an annex to this document.

3. Her Excellency, Dr. Asha-Rose Migiro opened the meeting. Mr. Abdoulie Janneh, UN Under-Secretary-General and Executive Secretary of the Economic Commission for Africa (ECA) and Mr. Erastus Mwencha also made opening remarks.

4. The meeting deliberated on the following agenda items:

- a. High-Level Panel on Capacity Building;
- b. Draft Work Programme for the Implementation of the Ten-Year Capacity Building Programme for the AU (TYCBP-AU);
- c. Update on the MDG Africa Working Group; and
- d. Presentations on Progress Reports:
 - (i) Annual Reports to RCM-Africa;
 - (ii) Sub-Regional Coordination Mechanisms (SRCMs);
 - (iii) Africa Regional Preparation for “Rio + 20”

I. High-Level Panel on Capacity Building

5. Representatives of the African Capacity Building Foundation (ACBF) and the NEPAD Planning and Coordinating Agency (NPCA) were the panellists and His Excellency Cheick Sidi Diarra, UN Under-Secretary-General and Special Adviser on Africa was the moderator of this session.

6. The representative of ACBF, Dr. Dieynaba Tandian, presented the areas of intervention of the foundation in capacity building, as defined by the institution’s strategic plan and expressed the desire to explore possibilities for more synergy with the RCM platform and also with specific UN

Agencies. The presenter spoke to ACBF's vision that the creation, sharing and application of knowledge in an increasingly complex world are imperative to Africa's current development efforts. She reminded participants of ACBF's function as a framework for collaboration between African countries and the international development financing community as well as an institution for the implementation of capacity building programmes in the area of economic policy analysis and development management.

7. The representative of NPCA, Mr. Bankole Adeoye, provided information on the Capacity Development Strategic Framework (CDSF) of the AU – spearheaded by NPCA - and how the framework attempts to address issues of development effectiveness based on the three pillars of capacity development, aid reforms and South-South cooperation. Mr. Adeoye highlighted the CDSF six (6) strategic cornerstones, namely: Leadership Transformation; Citizenship Empowerment; Utilising African Potential, Skills and Resources; Developing Capacity of Capacity Developers; Knowledge and Evidence-based Innovation; and Integrated Planning and Implementation for Results. He also pointed out the need for UN system to support AU in its priority areas, in particular building and supporting knowledge platforms such as the African Platform for Development Effectiveness, and underscored the necessity for the UN to deliver as one.

8. During the discussion, participants acknowledged that inadequate implementation capacity was a serious constraint to the effective functioning of African institutions. In that regard, several UN agencies expressed their willingness to strengthen their collaboration with ACBF and NPCA.

9. The session identified key elements of effective capacity building initiatives, including: relevance of “capacity building” to the functions of the beneficiaries, coherence among capacity building initiatives, quality of interventions, sustainability - notably in terms of resource mobilization, as well as an enabling environment for capacity building.

10. The session commended the shift in development paradigm from aid effectiveness to development effectiveness; pointed out the need to balance the capacity building focus between productive sectors and social sectors. In particular, the need to increase labour productivity in order to attract investors and foster economic growth on the continent was underscored.

11. The session agreed that capacity building initiatives should be aligned with the priorities of AU and its NEPAD Programme as well as the RECs. It also agreed on the need to emphasise gender in capacity building initiatives. Similarly, capacity building initiatives should place adequate attention on the private sector as well as crosscutting issues.

12. The session recognized the Africa Platform for Development Effectiveness (APDev) as an important capacity development tool, especially in monitoring development outcomes in Africa; it stressed the importance of developing a critical mass of competence to unleash Africa's potential and achieve the transformation sought to improve partnership and realize economies of scale. In that regard, the panel recommended that each actor should work according to its comparative advantage in the area of capacity building.

13. The session identified the retention and utilization of existing capacities as major challenges of Africa's capacity building objectives. In that regard, the tendency for trained staff to move from Member States to RECs, from RECs to AU, and from AU to the UN system and other development partners was highlighted. There was therefore a need for effective strategies to retain the capacity of African institutions.

14. The session also highlighted the need for African countries to develop their capacity in internal resource mobilization with the view to reducing dependency on external support for its economic and social development. Furthermore, the necessity to develop private sector capacity in African countries, including engaging in financing development was underscored.

Recommendations

15. The following recommendations were made:

- RCM clusters should identify effective ways to strengthen collaboration with ACBF, especially in the implementation of the work programme of TYCBP as well as in their capacity building initiatives for African Universities;
- The development and implementation of the UN capacity building work programme for RECs within the framework of TYCBP should involve ACBF;
- Resource mobilisation should be embedded in capacity building programmes to ensure their sustainability in the long term;

II. Draft Work Programme for the Implementation of the Ten-Year Capacity Building Programme for the African Union

16. Mr. Erastus Mwencha, Deputy Chairperson of the AUC, introduced the draft Work Programme for the implementation of the TYCBP-AU, entitled “UN System Support to the African Union Commission Capacity Building Programme”. The report contained the outcome of a needs-assessment exercise undertaken at the departmental level of the Commission under the guidance of the Joint RCM-Africa Secretariat.

17. On the needs-assessment process undertaken in the AU Commission, the Deputy Chairperson pointed out that the exercise involving the AUC Departments had been an extensive one, and that following that phase a special session of the Commissioners, presided over by the Chairperson of the AUC, had reached a consensus that the Report should constitute the basis for interaction between the AU Commission and the UN system, within the framework of the TYCBP-AU. The Deputy Chairperson stressed the importance of the process involving different levels of the AU Commission, in terms of affirming AUC’s ownership of the report. He also stressed the importance of linking the proposed capacity building interventions with the vision and objectives of the AUC. The Deputy Chairperson noted that a major outcome of the process of developing the work programme for the implementation of the TYCBP-AU was the emergence of the need to create a Working Group/Cluster to address operational or service related issues.

18. A representative of the Joint RCM-Africa Secretariat made a power-point presentation of the Report, covering the two approaches used to assess capacity needs, namely, direct interviews of high-level officials at the AUC departmental level and the Kirufu retreat outcomes relating to the capacity building work programme template.

Issues Raised

19. The session reiterated the need for the final work programme to be results-based with clearly articulated implementation modalities. The need for clusters to fully incorporate outcome of needs assessment in finalising their work programme of TYCBP-AU.

20. The need for clusters to coordinate their efforts in support of AUC capacity building was also underscored. In that regard, the need for cluster coordinators to meet with the view to ensuring coherence in the final work programme for the TYCBP-AU was stressed.

21. The Session stressed the importance of clearly defining indicators for monitoring progress in implementing the work programme and the extent to which the stated objectives are achieved. It also stressed the importance of setting a deadline for finalising the programme to enable attention to be focused on its implementation.

22. It was observed that some terminology such as *Work Programme, Work Plan, and Business Plan* were not clearly defined and were used interchangeably in the discussion of the report. The Session therefore stressed the importance of clarifying the terminologies in the report in order to ensure that all stakeholders had the same understanding of their meaning in the context of RCM-Africa.

23. The Session noted that other AUC partners that are not part of the UN system were also providing capacity building support to the Commission in parallel with the TYCBP-AU. In order to avoid duplication of efforts, the Session underscored the need to build clear linkages between the TYCBP-AU and capacity building support to AUC from other partners.

24. It was pointed out that crosscutting issues such as gender, HIV/AIDS, Youth as well as employment and decent work were not adequately captured in the draft report, indicating the need to reflect such mainstreaming in the programmes of AUC and the clusters. It was noted that mainstreaming of crosscutting issues was more effective when it starts at the stage of programme design.

25. Participants discussed the issue of phasing the preparation of the Work Programme of the TYCBP-AU at length. In particular, some participants needed clarification on why the first phase of the exercise involved only AUC, especially as the Commission works closely with NPCA and RECs on many issues. They pointed out linkages between the activities of AUC, NPCA and RECs, noting that sequential planning may lead to incoherence of programmes developed at the different levels. It was noted that NPCA and RECs were active members of some clusters making it logical to develop a common programme for these institutions and the AUC. The Joint Secretariat explained that the capacity needs of the RECs would be addressed by the Sub-Regional Coordination Mechanisms that were being established. It also recalled that the Eleventh session of RCM-Africa had recommended the development of a separate capacity building programme for NPCA.

25. Participants underscored the need for a clear understanding of the core functions of AU, and stressed that capacity building interventions should be channelled towards supporting effective delivery of these functions. In response, it was noted that AUC's functions were stated in the Constitutive Act of the Commission. Overall, there were coordinating aspects in AUC's functions as well as areas of direct interventions. The need for proper coordination with NPCA and RECs to avoid duplication was acknowledged.

26. It was mentioned that preparation of the next AUC Strategic Plan provided an opportunity to develop full fledged capacity building programme for AUC with stronger linkages with the priorities and programmes of the RECs and NPCA.

Recommendations

27. The following recommendations were made:

- a. The RCM-Africa Secretariat should finalise the draft work programme (report on UN system support to the AU Capacity building programme) by the end of the year 2011;
- b. The annual business/work plans should be prepared by the clusters by end of January 2012 based on the final report ;
- c. The Secretariat should develop an effective monitoring and evaluation mechanism for the work programme of the TYCBP-AU, by the end of February 2012;
- d. A meeting of cluster coordinators should be convened by end of March 2012 to adopt concrete modalities for ensuring coherence and building synergies in capacity building support to AUC, NPCA and RECs; and develop road map for drafting a capacity building programme for the RECs and NPCA;
- e. The Secretariat should provide a standard RCM-Africa definition of programming terminologies such as Work Programme, Work Plan, and Business Plan, to be used consistently by all clusters and sub-clusters.
- f. AUC should articulate modalities for linking the TYCBP-AU and capacity building support it receives from other partners;
- g. All clusters should mainstream crosscutting issues in their inputs to the Work Programme of the TYCBP-AU and the subsequent annual work plans/business plans; and
- h. The development of the Work Programme should be extended to all members of the AU family including the NPCA, APRM, AU organs, and the RECs, as the second phase of the needs assessment, to be completed by November 2012.

III. Update on the MDG Africa Initiative

28. The UN Deputy Secretary-General introduced the work of the MDG Africa Working Group, noting that it was an initiative of the UN Secretary-General, to accelerate the pace of progress towards achieving the MDGs in Africa. A representative of UNDP then provided detail information on the work of the group. Both the UN Deputy Secretary General and the UNDP representative invited the Session to make suggestions on ways of building synergies and integrating the work of the MDG Africa Working Group and RCM-Africa. It was recalled that the MDG-Africa Working Group had been created to implement recommendations of the Africa Steering Group that is also chaired by the UN Secretary-General.

Recommendation

29. The following recommendation emerged from the discussion that followed the presentation:

- The MDG Africa Secretariat and RCM-Africa Secretariat, in collaboration with the secretariat of the Regional Directors Teams (RDTs), were tasked to review modalities for developing stronger synergies between RCM-Africa and the MDG Africa Working Group. The result of the review should be presented to RCM-Africa for deliberation and decision on necessary action. The review should include examining the recommendations of the MDG Steering Group, implementation framework for these recommendations, and the Operation Note that is being finalised. Based on the review, a decision should be made on the way forward in bringing the work of the MDG Working group closer to the African region and at the national level through RCM-Africa and RDTs. In that regard, a number of suggestions were made, in particular: linking the work of the MDG Africa Working Group with the work of RCM-Africa clusters; and having “*an extended RCM-Africa*” that should also include the Regional Directors Teams (RDTs).

IV. Presentation of Progress Reports

Annual Report to RCM-Africa

30. A representative of RCM-Africa Secretariat made a presentation under this agenda item. He highlighted the key achievements and activities undertaken in the reporting period. This included: finalisation and dissemination of the main outputs of the 11th session of RCM-Africa; contribution to the Secretary-Generals report on the TYCBP-AU, preparation of AUC Chairperson’s report on TYCBP-AU to AU Summit; and development of draft work programme for TYCBP-AU – including organisation of a Retreat and hiring of consultants. The presenter also outlined the main challenges of RCM-Africa Secretariat and the clusters and suggested actions to address these challenges.

31. Representatives of the 9 RCM-Africa clusters also made presentations, highlighting their activities, achievements and challenges. The key activities and achievements of the clusters included: contribution to the report on capacity needs assessment of the AUC; finalisation of

business plans; support to AUC departments in the servicing of the AU Summit in January and July 2011; support to AUC in the implementation of various programmes for Africa's development, including CAADP and PIDA; and the development of technical support for mainstreaming cross-cutting issues such as gender and employment in the work of all clusters; among others.

32. The main challenges of the clusters included: financial resources to support the implementation of business plans; and utilisation of media technologies and networks in the conduct of meetings and exchange of information.

33. The following recommendations were made during discussions of the presentation.

- RCM-Africa Secretariat should provide clear guidelines for preparing cluster reports, and the clusters should comply with these guidelines;
- There should be a consolidated report of all clusters that focuses on achievements, challenges and recommendations for improving the work of clusters;
- More time should be allocated during RCM-Africa meetings to discussion on challenges faced and lessons learned by clusters;
- The Secretariat should develop timelines for RCM-Africa activities to enable members to reflect these activities in their plans;
- Inter-cluster coordination should be strengthened in order to avoid overlaps in cluster activities and build synergies between clusters;
- RCM- Africa Secretariat should develop indicators for monitoring and evaluating the work of clusters;
- Linkages should be established between the work of RCM and SRCMs;

Sub-Regional Coordination Mechanisms (SRCMs)

34. The Director of ECA Sub-Regional Office for West Africa (SRO-WA) updated the meeting on progress in the establishment of SRCMs in East, Southern, Central and West Africa. It was noted that East and Southern Africa have made significant progress in developing their joint work plan, whilst Central and West Africa had established a task force to design modalities for the joint SRCM for the two sub-regions.

Africa Regional Preparations for "Rio+20"

35. The Environment cluster made a presentation on Africa's preparations towards Rio+20. The session expressed appreciation for the successful implementation of the wide range bottom-up and multi-stakeholder preparatory activities which culminated in the Africa regional Preparatory

Conference that adopted the Africa Consensus Statement for Rio+20. The following recommendations emerged from the discussion:

- African negotiators for Rio+20 should be well trained and prepared to ensure that the continent's concerns and priorities contained in the Consensus Statement are effectively articulated and successfully negotiated at the conference in June 2012; and
- Financial and technical support should be mobilized and provided for the above purpose.

V. Adoption of Outcome Document and Closing Remarks

36. The meeting adopted the Outcome document subject to comments agreed upon by participants.

37. In her closing remarks, the Deputy Secretary-General expressed pleasure with the progress made in achieving the objectives of RCM-Africa, adding that this was due to the commitment of both AU and UN system to the success of the mechanism. In particular, she noted that RCM-Africa has made progress in its understanding of the concept of Capacity Building, which was an important step in implementing the TYCBP-AU. She emphasised that efforts should now focus on accelerating the implementation of the TYCBP-AU, stressing that crosscutting issues required particular attention. She called on members to coordinate their efforts in order to maximise results.

38. The Deputy Secretary-General said she was delighted with the participation of UN Women at the meeting and pointed out that RCM-Africa provided an opportunity for the UN to show its potential to deliver as one on gender issues, including ending violence against women and supporting the UNITE Campaign led by the Secretary-General. She concluded by thanking Mr. Mwencha for his leadership of RCM-Africa. She also thanked all the presenters, moderators, consultants, and RCM-Africa Secretariat for their contribution to the success of the meeting.

39. The Deputy Chairperson of AUC, on his part, thanked the UN Deputy Secretary-General for her passion for the success of RCM-Africa, and expressed his appreciation for her presence at annual sessions of the mechanism. Mr. Mwencha acknowledged that AU could benefit from the UN's capacity, experience and broader constituency. He added that both institutions worked on the same issues such as peace and security, and stressed that RCM-Africa was a useful mechanism for ensuring coherence and building of synergies.

40. The Deputy Chairperson of AUC said the present meeting marked a turning point in the TYCBP-AU because it deliberated on the draft comprehensive work programme for its implementation. He emphasised the commitment of AUC to implement the work programme, noting that it will be incorporated in the AUC work plan for 2012.