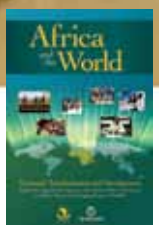


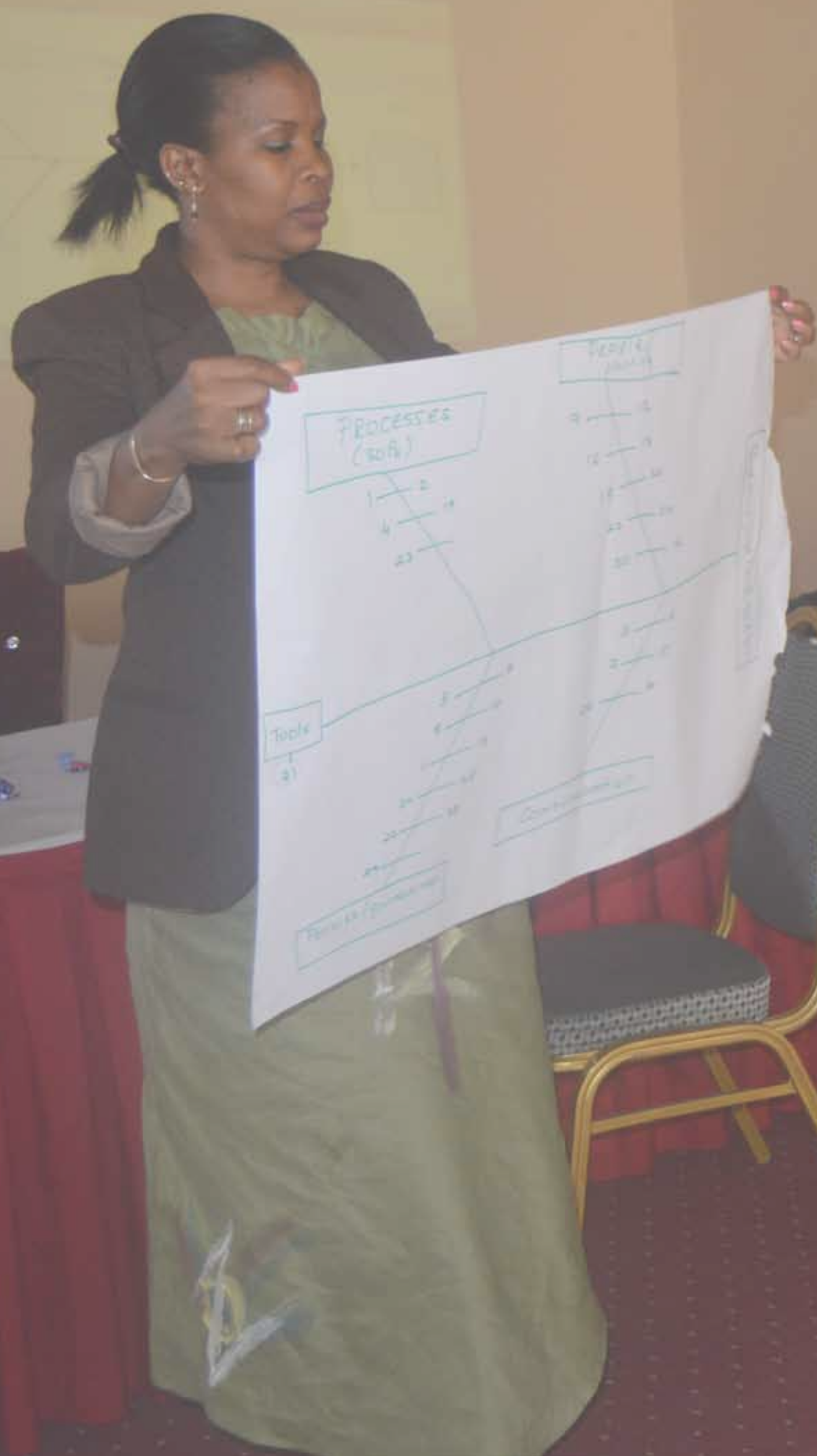


*Transforming the African Union
to drive the Africa we want.*

Case study two:

Strengthening collaboration between the African Union and Regional Economic Communities





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EDITORIAL

H.E. Dr. Nkosazana
Dlamini Zuma

The African Union has embarked on a transformation journey for the successful implementation of Agenda 2063. We mapped out our flagship projects and initiatives across the continent and at the Regional Economic Communities (RECs), with an aim to highlight the priority areas in the Agenda 2063 Framework and its first Ten Year Implementation Plan, for strategic execution. This calls for the need for the African Union to review its overall structure and equip its leaders with the relevant set of skills to achieve the ambitious goals captured in the Pan-African agenda.

One of the aspects critical for achieving our vision is to strengthen collaboration between the African Union and Regional Economic Communities. A review of our operational linkages is essential for a mutually beneficial relationship between the African Union and the eight sub-regional bodies, which are the building blocks of the African Economic Community.

Regional Economic Communities, partly as the implementing arms of the African Union, are central to the various transformation and integration programmes of the continent. Therefore, through this exercise, we offer a new framework for collaboration with the purpose of strengthening the cooperation between different entities to achieve tangible results for our continent. This publication will help us better understand the new framework in which we will strive to achieve the Africa We Want.



The African Union recognizes **8**
**Regional Economic
Communities**

The proposed framework
of collaboration includes **9** **key**
components



3 **initial pilots**
for testing the results-oriented collaboration
framework were identified

Enhancing institutional capacity for collaboration project





Successful collaboration between African Union, Regional Economic Communities, Member States and other stakeholders is critical to ensure the continent meets ambitious development goals. Past audits have highlighted the need for increased collaboration between the AU and the RECs and the goal of this project is to enhance institutional capacity for collaboration between the AU and the RECs to advance growth and development in AU member countries.

A four step process has been designed to achieve this goal:

Identify the challenges

- Use a holistic data-driven approach to build robust, objective fact-base on collaboration to date

Co-create the solution

- Co-create with organisations preferred collaboration models recognising that different approaches required by topic
- Define points of accountability (RAPIDs) using proprietary Bain tool

Train & pilot new collaboration models

- Embed new collaboration model with holistic training programme to develop internal expert network
- Pilot collaboration models to create early 'proof points' of success

Build capabilities and buy-in for effective execution

- Run holistic change risk assessment to identify key challenges to successful adoption and roll out proven change management interventions



In addition, 16 key documents on existing frameworks and information-sharing agreements were reviewed, including the Protocol on Relations between AU and RECs, Constitutive Treaties of the RECs, the Abuja Treaty on the African Economic Community, and project-specific coordination frameworks (e.g. PIDA, CAADP).

Sources used :

The report was completed based on findings from stakeholder interviews, a review of existing protocols and continental agreements, as well as external benchmarks and proprietary Bain research.

The interviews were conducted with over 30 individuals across multiple organisations including REC representatives to the AU, department and project leads across the AU and external counterparties such as US AID and UN ECA.

Lastly, we reviewed external research on other inter-governmental organizations such as the UN, European Union, and ASEAN to understand different approaches to collaboration, as well as leveraging proprietary Bain research.



Summary of Project Sources:

STAKEHOLDER INTERVIEWS		REVIEWED DOCUMENTATION	
RECs		Foundational Institutional Documents	
<ul style="list-style-type: none"> • COMESA AUC liaison • COMESA secretariat representative (x3) • EAC AUC liaison • EAC Secretariat representative • SADC Secretariat representative • ECOWAS AUC liaison • ECOWAS Secretariat representative (x3) • ECCAS representative to the AUC 		<ul style="list-style-type: none"> • Protocol on Relations between AU and RECs • AU Constitutive Act • (Abuja) Treaty Establishing the African Economic Community • Constitutive Treaties for the following RECs: <ul style="list-style-type: none"> • CEN-SAD • COMESA • EAC • ECCAS • ECOWAS • IGAD • SADC • UMA 	
AUC		Continental frameworks	
<ul style="list-style-type: none"> • Acting Director, SPPMERM • Director, AHRMD • Senior Industry Advisor, DTI • Acting Head of Division: Regional Integration, EAD • Head of Division: Youth and Education, HRST • PIDA Coordinator, IED • Advisor, PSD 		<ul style="list-style-type: none"> • CAADP • CAADP Results Framework • PIDA • IAIDA • STISA-2024 • CFTA Framework • BIAT Declaration 	
External Parties		External Documents	
<ul style="list-style-type: none"> • Director of Regional Integration & Trade, UNECA • Technical Advisors: BIAT Project, US AID (x2) • Technical Advisors: AU-YVC Project, FHI360 (x2) 		<ul style="list-style-type: none"> • EU Code of Conduct on Partnerships • EU Community of Practice on Partnership • ASEAN Free Trade Agreement • ASEAN Economic Community Vision 2025 ASEAN Framework of Cooperation in Statistics (2010-2015) • Treaty of Asuncion: MERCOSUR free Trade Agreement 	

African union Institutional and legal frameworks for collaboration





Issued in 2008, the Protocol was established to formalize the relationship between the AU and the RECs, seeking to encourage closer cooperation between the parties, and establish a clear framework for coordinating regional and continental endeavors.

General Protocol for Relations between AU and RECs



Brief history of the Protocol

Issued in 2008, the Protocol was established to formalize the relationship between the AU and the RECs, seeking to encourage closer cooperation between the parties, and establish a clear framework for coordinating regional and continental endeavors.

Inspired by the objectives of the Constitutive Act of the African Union and the Abuja Treaty establishing the African Economic Community, it arose out of:

"...the need to establish a mechanism for the harmonization and strategic planning of programs by the African Union and RECs taking into account the NEPAD process so as to accelerate the integration of Africa..."

"...[being] aware of the responsibility placed on both the African Union and the RECs to ensure that the latter are integrated in the most economic and effective manner..."

"... [and] the need to define the role of the Union and that of the RECs taking into account the principle of subsidiarity and thereby allowing the RECs to advance the integration agenda in specific areas"

Objectives of the Protocol

The Protocol defines nine objectives, with the following five of particular relevance for collaboration:

- Formalizing, consolidating and promoting closer co-operation among the RECs and between them and the Union through the co-ordination and harmonization of their policies, measures, programs and activities in all fields and sectors;
- Establishing a clear framework for the co-ordination of the activities of RECs in their contribution to the realization of the objectives of the Constitutive Act and the Treaty;
- Strengthening the RECs in accordance with the provisions of the Treaty and decisions of the Union;
- Establishing a framework for linking the operations of the Specialized Technical Committees (STCs) and the Sectoral Cluster Committees of the Economic, Social and Cultural Council of the Union (ECOSOCC) to the operations of the RECs;
- Encouraging the sharing of experiences in all fields among the RECs and ensure harmonization of their cooperation with potential donors and international financial institutions

Specific undertakings for collaboration

The Protocol specifies that RECs already in existence should review their treaties in order to establish organic links with the AU. In parallel, the AU is responsible for strengthening the RECs and coordinating & harmonizing their activities. The ultimate objectives of these undertakings are to strengthen AU-REC relations, aligning programming and policies, and allow for the eventual absorption of the RECs into the African Common Market as provided for in the Abuja Treaty.

Governance

Governance

The protocol establishes two specific organs for implementation:

- Committee on Co-ordination: responsible for, among others, providing policy orientation, coordinating macro-economic and other policies, monitoring progress of each REC towards Abuja Treaty goals, and mobilizing resources for implementation
- Committee of Secretariat Officials: support Committee on Co-ordination by preparing and submitting reports and proposing means of implementing decisions

Cooperation among the RECs and with the AU

The Protocol encourages RECs to enter into formal cooperation arrangements to undertake joint programmes and coordinate more closely. Emphasis is made on the AU consulting the other parties to the Protocol while preparing proposals and work programs to be considered by STCs.

In addition, each party is to designate a liaison with whom the others can communicate directly regarding implementation and application of the Protocol, which is being done in practice with the presence of RECs liaisons at AU HQ.

Finally, the Protocol defines provisions in terms of participation in meetings of mutual interest for the purpose of exchanging expertise, information and experiences, as well as attendance guidelines and voting rights.

Financial Provisions

Provisions are made for the financial responsibilities of each party to implement the Protocol. Supporting these provisions is a statement for collective resource mobilization to assist RECs in their development according to Article 6 of the Treaty.guidelines and voting rights.



Review of collaboration in the Protocol and selected Continental Frameworks

Continental frameworks reviewed

Four frameworks were reviewed to assess how collaboration has been addressed :

- Program for Infrastructure Development in Africa (PIDA)
- Comprehensive Africa Agriculture Development Programme (CAADP)
- Continental Free Trade Area (CFTA)
- Science, Technology and Innovation Strategy for Africa (STISA)

Impact of Protocol in the implementation of key continental frameworks and implications

Overall, the Protocol and the continental frameworks clearly reference the importance of collaboration and provide a clear basis for responsibilities at an institutional level. However, analysis of the Protocol and agreements highlight two key gaps to driving greater collaboration:

- Lack of specificity on accountabilities and collaboration mechanisms
- Lack of consistency in the way collaboration is envisaged across the different programs



Lack of specificity on accountabilities and collaboration mechanisms

One common theme across all documents reviewed is the absence of a clear codification of accountabilities. In general, each agreement describes the institutional architecture of the agreements, assigning general responsibilities to specific parties, and sometimes (as in the case of the Protocol) explaining some basic modalities (e.g.: that meetings should take place periodically). However, there are three notable gaps for these to be applied successfully to program level implementation:

- Clear delineation of the boundaries of responsibility where there is overlap (e.g.: in resource mobilization)
- Incorporation of all relevant parties in the definition of accountabilities (e.g.: NEPAD, private sector, others)
- More granularity in terms of who in the respective institutions is responsible for what (e.g.: at department or role-level)

A good example is the role of NEPAD, which is not mentioned in the Protocol, despite its critical role in Agenda 2063 implementation. In the PIDA framework, NEPAD is included but the division of accountabilities is still not clear (for example, both the AU and NEPAD are assigned the role of monitoring and advocacy). As another example, STISA refers to both RECs and the NEPAD PCA as responsible for resource mobilization, but again it is not clear how they are to split accountabilities to work together effectively.

Another example on the need for more specificity can be seen in the area of collaboration tools. The Protocol states the need for “modalities to be mutually agreed upon” for sharing experiences among the RECs, leaving specifics

to be detailed elsewhere. However there is no standard approach or agreed best practice that defines how this is to be done.

Similarly for monitoring and evaluation, the Protocol emphasizes its importance and highlights the AU’s role in monitoring the RECs for implementation of continental priorities. However, there is a lack of specificity on how this is to work and how common measures are to be developed, agreed and tracked.

Lack of consistency in the way collaboration is envisaged across the different programs

Reflecting the different context in which the continental frameworks were developed, there is also an absence of standardization in the model for collaboration proposed. For example, the CAADP framework commits to the generation of standardized biennial reports to inform planning for all countries and RECs using the targets set as continental benchmarks. However, in some of the other continental frameworks reference is made for the need for shared planning and reporting but detail on how that process is to take place is lacking. This illustrates the further need to harmonize across programs and ensure the consistent application

Views on Collaboration between AU and RECs today





More than 30 stakeholder interviews with RECs and Commission representatives brought to life both key progress (e.g.: in the increasing momentum towards joint planning and standardized M&E under Agenda 2063) as well as some of the concerns and frustrations felt (e.g.: in resourcing challenges, in lack of a clear division of accountabilities and in ineffective meeting planning and behaviours).

Positive momentum in strategic planning in light of Agenda 2063 process

One key bright spot was the sense of significant recent momentum in consultation on planning, best illustrated by the process followed to create Agenda 2063 including reviews at critical junctures with key stakeholders and integrating existing RECs priorities and strategies into one overall continental strategic plan .

Examples also exist of collaborative strategic planning at a policy framework or project level:

- In PIDA, AU and the RECs consulted together on the number of resource experts required at each REC to oversee implementation of the programs. While not all RECs have signed the protocol, those that have are moving forward with these externally-funded infrastructure experts
- APSA (African Peace and Security Architecture) also provides a good example of collaborative planning, with member organizations meeting frequently and jointly defining clear strategic goals, milestones and plans to implement joint PSD programs as well as clearly defined accountabilities depending on the particular program context (such as peacekeeping missions)

Challenges and concerns in addressing capacity constraints and resource mobilization

However, AU and the RECs consultations both highlighted concerns about internal capacity and the availability of implementation resources to implement joint programs effectively.

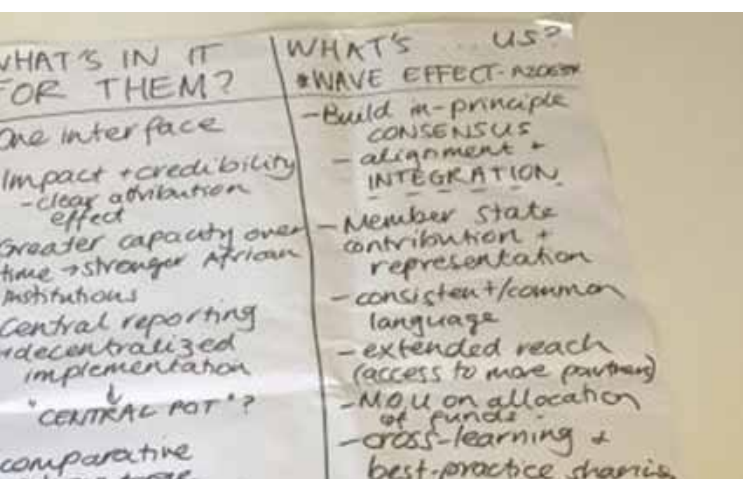
"My fear is that we will continue to not have resources even with all the strategic and implementation planning that we do"- REC representative

"When we do joint planning, who is the custodian of the resources and how do we ensure that resources trickle down?" - REC representative

The sentiment from participants was that a coordinated approach to addressing capacity and funding needs was needed to drive more effective implementation and also increase the likelihood of receiving committed funding from internal and external partners.

Lack of clear accountabilities and ineffective meeting norms

In terms of defining accountabilities, stakeholder experience suggests that processes and accountabilities are often defined at the organisational level rather than at the individual level making it much more challenging to work effectively. For example, Institutional Architecture for Infrastructure Development in Africa (IAIDA) under PIDA targets organisational responsibilities for implementing infrastructure-related projects and programs but does not identify specific groups within organisations that are accountable for particular steps in the implementation process. In the view of interviewees, this often leads to delays as it is unclear which specific department or individual is taking responsibility.



"It is important for the right people to be sent to meetings in order for them to be effective. It is frustrating when the AU sends junior staff members (or staff in a department not relevant to the topic being discussed) to high-level REC meetings" – REC representative

"The AU's attendance at REC meetings is often poor and call into question their appetite for and commitment to collaborating with us" – REC representative

"As intergovernmental bodies, meetings are an important part of our work because all views must be considered. We need to find a way to keep track of and implement decisions that are taken, so that we are not revisiting the same issues with no progress" – AU staff

Similarly, interviews highlighted many opportunities to address effectiveness in the way people interact, during meetings and in the course of joint project engagements. Comments include that:

- Meetings are often poorly attended meetings with unclear link to specific project outcomes
- Technical experts with relevant knowledge on specific areas are often not given adequate opportunity to contribute their opinions and expertise with meetings given over to long presentations with limited debate and discussion
- Next steps and follow-up actions are often prescribed by presenters stifling discussion on whether they are relevant or realistic

The lack of commonly used tools to aid information sharing within and between organisations

As of today, collaboration tools tend to be limited to pasting key documents to official AU or REC websites, and impromptu information-sharing over email or via physical official documents. Where options are available (such as SharePoint for distributing documents) they are not well used due to unfamiliarity or inertia.

"There is a lot of information sitting in physical paper memos, which must be disseminated in order for us to be kept abreast of latest developments" – AU staff

Interviews suggest a need for more formal approach to information-sharing and use of collaboration platforms (including web-based document sharing platforms, shared calendars, and even virtual conferencing) to ensure stakeholders are aware of critical meetings and calendars are aligned ahead of time.

The need for a harmonized monitoring & evaluation approach

In the sphere of monitoring and evaluation, participants note the significant recent progress particularly the efforts of ECOWAS, EAC, and IGAD to develop a common monitoring and evaluation framework and the activities of the SPPMERM department from the AU under the 10 year implementation plan of Agenda 2063

"The implementation and updating of the CAADP framework has been a positive experience of a coordinated approach to monitoring and evaluation. There is a standardised method which all parties contributed and agreed to" – AU staff

Similarly the progress of individual RECs like COMESA in implementing monitoring and evaluation systems with information populated directly by member states is a significant opportunity to capitalize on. However, some note that this is yet to translate into a single publicly-available set of M&E reporting which is a key feature of successful project management and will be critical going forward:

"It is difficult to evaluate the success of projects because it depends on Member States to self-report on the progress that they have made. If there is no single M&E mechanism, the data can often be hard to interpret" – AU staff

Proposal for a results-oriented collaboration framework





Based on a review of external best practice as well as consultation with AU and RECs stakeholders through a series of workshops and discussions a single overall collaboration framework has been developed .

Definition of Results-Oriented Collaboration Framework

COLLABORATION LEVELS

Defining Aspirations

Strategic Planning

Implementation Planning

Enablers

Ways of working

RESULTS-ORIENTED FRAMEWORK

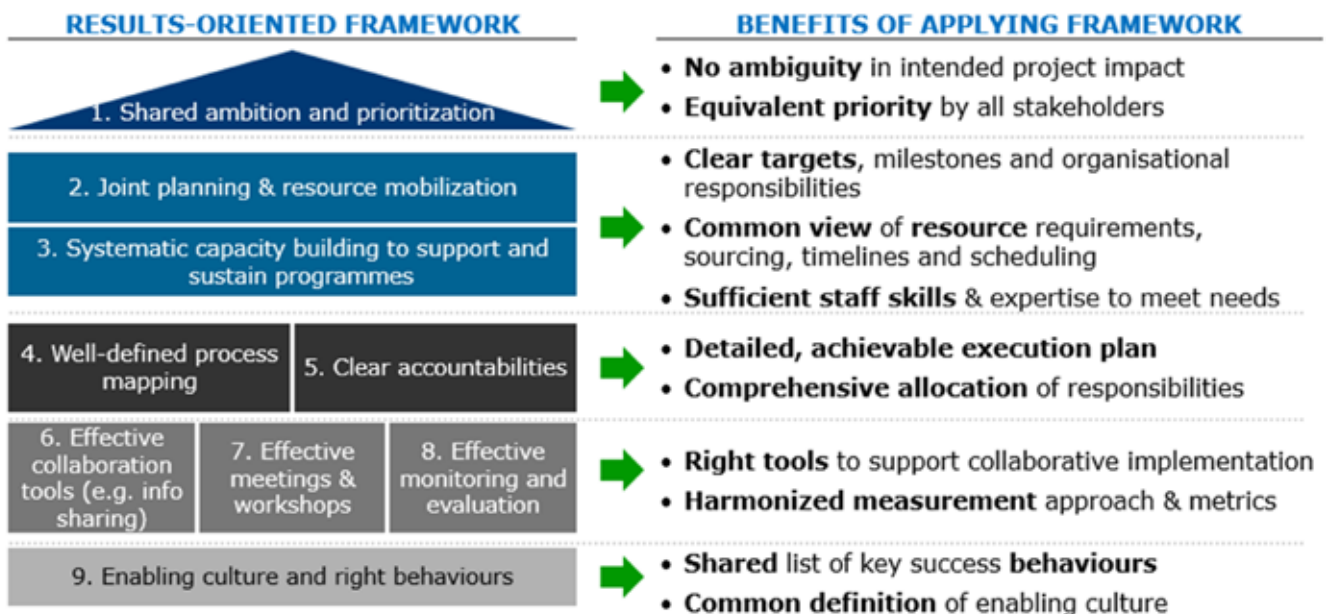


One of the key attractions of this model for stakeholders was the flexibility to apply the framework in different ways based on needs:

- Selective approach: Focus on an individual element that is especially relevant to specific projects. e.g.: Under joint planning (element 2), develop a shared calendar to improve scheduling for an ongoing project
- Holistic approach: Apply the tools sequentially e.g.: For a new program, start by jointly defining the program ambition, then develop a joint plan and resource mobilization strategy, then assess capacity gaps and then work through all the other elements in order up to and including defining the working group norms and behaviours

The choice of which approach to take depends on the particular project. Ongoing projects will likely benefit most from the first approach as many of the steps have already been completed and changes may take some time, while new projects will likely benefit from the more holistic approach.

Key components of collaboration framework



Key components of the framework are as follows (for further refinement):

1- Shared ambition and prioritization

Until 2013, the AU and the RECs typically developed their own separate strategic plans with limited consultation with one another. This changed with Agenda 2063 in which a comprehensive overall strategy was developed and agreed by all parties. Mirroring this collaborative approach, the shared ambition and prioritization component of the framework is focused on jointly clarifying and agreeing the specific objectives of a project in terms of:

- The exact opportunity to be addressed by the program
- Specific project outcomes, and how they map into Agenda 2063 objectives
- Prioritization of the project vs. other projects at continental and regional level

Example tools to be developed: Strategic planning collaboration checklists, templates for shared ambitions

2- Joint planning and resource mobilization:

Agenda 2063 priority programs like PIDA have benefitted greatly from a joint planning process with clearly assigned organization roles for AU and for RECs, and with those organizations engaging jointly in mobilizing resources. The objective of this element is therefore to extrapolate this experience and build on other best practices to create tools and guidelines for use across other programs.

Elements to be covered will include:

- Alignment across all relevant stakeholders during strategic project planning
- Achievable plans with actionable milestones and shared success metrics
- Availability and deployment of adequate resources through coordinated AU & REC engagement on requirements and sourcing (e.g. with partners)

Example tools to be developed: facilitation guidelines for meetings discussing shared resource mobilization, process to build alignment



3- Systematic capacity building:

Capacity to support programs varies across the RECs and AU and by thematic areas. This element provides guidance on jointly reviewing and planning the deployment of internal capacity to support programs and developing shared approaches to improved capacity.

4- Well-defined process mapping

A review of current continental frameworks highlight that examples of detailed process maps in programs where AU and RECs collaborate are generally lacking. Without these, processes are not defined at a detailed enough level to drive joint action effectively. This component provides guidance on taking overarching joint strategic plans (such as PIDA) and:

- Jointly creating detailed process maps for critical activities to ensure common understanding and buy-in
- Identifying roadblocks to effective collaboration and opportunities for improvement

Example tools to be developed: Shared process mapping templates, teaching modules on designing process maps.

5- Clear accountabilities

While a number of existing protocols and joint agreements define accountabilities at an organizational level (e.g. CAADP), effective collaboration relies on clearly specifying roles and responsibilities at a lower level (e.g.: role or team level).

This component therefore provides guidance on tools and how to do so, specifically:

- Defining and assigning individual accountabilities for key decisions & activities beyond institutional level to specific positions in organisations
- Ensuring clarity in responsibilities, removing areas of overlap and duplication

Example tools to be developed: Decision and accountability templates, teaching modules on how to clearly define accountabilities

6- Effective collaboration tools

The Protocol states the need for “modalities to be mutually agreed upon” for sharing experiences among the RECs, and agreements such as the CAADP Results Framework go some way to achieving this. This component provides guidance on jointly identifying and selecting the best tools for collaboration and information sharing within and between organizations, which can then be standardized across multiple programs.

Example tools to be developed: Tool options for different types of collaboration, best practice approach to selecting and implementing collaboration tools.

7- Effective meetings & workshops

This component provides guidelines on norms to increase meeting effectiveness. In practice, this typically means setting up clear pre-meeting, in-meeting and post-meeting guidelines and structures that if implemented will ensure meetings are more effective and impactful.

Example tools to be developed: Best practices for effective meetings, templates for pre-, during, and post-meeting actions.

8- Effective monitoring & evaluation and reporting

A common monitoring and evaluation (M&E) architecture between the AU and the RECs is a critical enabler to the delivery of Agenda 2063. The aim of this component is therefore to standardize best practice on jointly creating, implementing and sustaining M&E systems (such as those being developed by SPPMERM) that are easily accessible to all parties and provide visibility, support and reinforcement to drive collaboration. This will also allow consolidated reporting on Agenda 2063 that gives a common view on progress across regions and member states on priority projects.

Example tools to be developed: Will be generated as part of parallel joint program.

9- Enabling culture and right behaviors

These tools are aimed at enabling individuals to understand and focus on the behaviors and program cultures that drives effective collaboration. In practice, that means understanding what behaviors trigger positive and negative interactions between members of the AU and RECs, and co-creating plans to mitigate them, as well as putting in place the right reinforcing mechanisms that drive individuals to collaborate more effectively together.

Example tools to be developed: Behavior workshop facilitation guides, best practice approach to change communication and implementation

Detailed design of collaboration framework

Initial focus has been on the detailed design of six elements for each of the collaboration framework components:

- Objective: Specific outcomes targeted
- Key activities: Steps to be completed
- Deliverables & KPIs: Deliverables that mark completion, and KPIs that measure success
- Interdependencies: List of projects and processes that provide critical inputs
- Tools & Resources: Requirements for successful implementation
- Training modules: Teaching materials that support skill & capability transfer

Example tools to be developed: Will be generated as part of parallel joint program.



Testing the results-oriented framework through pilot programs





Based on consultations with key stakeholders from both RECs and AU an initial shortlist of eight pilot projects was generated. Then after a thorough review, three projects emerged with the most potential for initial pilots for testing the results-oriented collaboration framework.

Criteria for pilot project selection

Beginning with the Agenda 2063 priorities identified in the first ten-year implementation plan, potential pilot candidates were filtered based on a set of agreed criteria, namely:

- IDA Priority Focus: Aligned with IDA priority areas
- Technical Resources: Not requiring further technical resources to launch pilot
- Scope: Short measurement cycle in order to assess results quickly
- Maturity: Project in early development stage to fully test framework
- Stakeholder Excitement: AU and REC interested and able to launch quickly
- Cost Benefit Analysis: Significant impact on Agenda 2063 priority outcomes expected

Description of high potential pilot projects

Based on consultations with key stakeholders from both RECs and AU an initial shortlist of eight pilot projects was generated:

Young Professional Program

This project aims to develop a coordinated internship program for Young Professionals across the AU and RECs. Specifically, the program would create a pipeline of skilled young professionals across the AU Commission and the RECs to address capacity gaps and to build the future leadership of the continent. Potential components of the program include rotation of interns between the AU and the RECs, a robust mentorship program, and skills and professional development training. This would not only address the capacity constraints observed across all of the organisations, but also foster a bottom-up culture of collaboration and integration.

Unified Social Media Strategy

This project targets the creation and rollout of a cohesive strategy for social media usage across the AU and the RECs, increasing the consistency of the African Union messaging in new media and increasing awareness and engagement among the youth. A collaborative social media strategy would amplify the voice of the AU as priority communications and messages are delivered across multiple platforms and to all key constituents of the RECs and the AU consistently.

Boosting Intra-African Trade

This project is focused on facilitating the implementation of the Action Plan for Boosting Intra-Africa Trade (BIAT). BIAT is a flagship program of the AU aiming to liberalize intra-African trade and increase trade flows from the baseline of 10%. The goal of the pilot project would be to expand the current regional coordination mechanism (RCM) to include all BIAT pillars, not only the Continental Free Trade Area (CFTA) pillar as it does now. This would include adopting a common implementation plan for BIAT across the AU and RECs, which would allow for delivery of measurable results and a clear impact on a high priority IDA focus.

Diaspora Volunteer Force

This project aims to develop a strategy for recruiting and placing volunteers from the African Diaspora into priority projects across the AU and the RECs. The goal is to leverage the talent and expertise from the Diaspora to positively contribute to the development of the continent. While several diaspora-focused initiatives are underway in CIDO at the AU, there has not been a coordinated effort between AU and RECs to engage the diaspora in a unified way and to leverage their talent in a structured format across the continent. This program would seek to understand where diaspora volunteers could be most impactful and to develop a compelling value proposition to incentivize them to engage in these areas.

Election Monitoring

A project in this area would aim to develop a cohesive strategy and plan for election monitoring across the AU and the RECs, with the goal of clearly defining where there is a need for each to intervene. Election monitoring is already a high priority in the department of Political Affairs at the AU and at many of the RECs. This project would use a collaborative approach to set clear guidelines and protocols on when the AU and the RECs should be involved in election monitoring and to plainly define the accountabilities of each organisation.

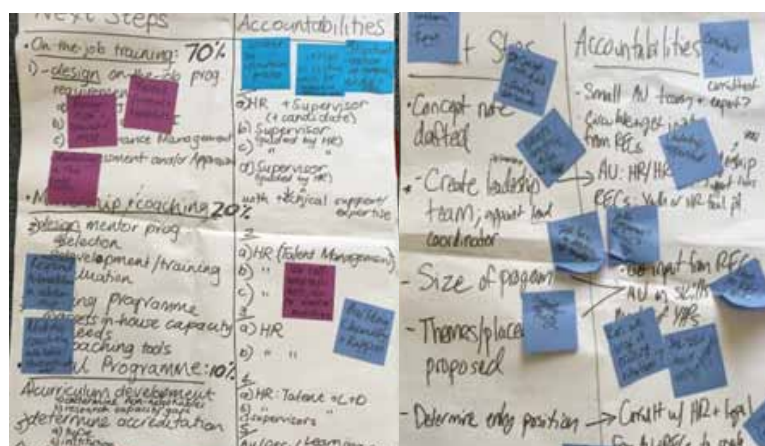
Blue/Ocean Economy

The Blue Economy is among a set of new themes that were added to the AU priorities under Agenda 2063, so the AU is still at the early stages of defining its scope of interventions in this area. The aim is to institute capacity to better govern the African marine and water economy, and to support the development of sustainable and inclusive businesses that utilize those resources to create employment, livelihoods and income for the African people. The goal of the pilot project would be for the AU and RECs to jointly agree on a definition of "blue economy" and agree on a strategic plan with resources pledged from both sides to fund the activities. The strategic plan would be implemented over the course of 2016, and with the goal of the development and adoption of a strategy and action plan for managing the blue economy across the AU and the RECs.

African Centre for Disease Control (CDC)

In the wake of the Ebola epidemic, Member States made the decision to develop an African Centre for Disease Control and Prevention (CDC) to conduct life-saving research on priority health problems in Africa and to serve as a platform to share knowledge and build capacity in responding to public health emergencies and threats. Currently, the plan is for a continental

centre for the CDC supported by with five regional support centres located in each of the five main regions of the continent. The pilot project would focus on developing a coordinated way of working between the central body and the regional headquarters. This would include developing annual strategic plans, coordinating monitoring and evaluation, and how to conduct effective meetings.



Proposal for initial pilot projects

Through consultations with stakeholders, three projects emerged with the most potential for initial pilots for testing the results-oriented collaboration framework. Figure VII.2 below highlights these three high potential priority projects:

- Young Professionals Program (YPP)
- Boosting intra-African Trade (BIAT)
- CAADP Project on Women's advancement through Mechanized Agriculture.

All three of these projects target high-priority IDA focus areas and have significant stakeholder engagement and appetite across the AU and the RECs. Additionally, each is early enough in the planning process to benefit from a systematic approach to collaboration between organisations.

	Young Professionals Program	Boosting intra-Africa trade	CAADP: Women & Mechanized Agriculture
Objective	Pipeline of skilled young professionals across the AUC & RECs	Joint programs to realize BIAT: policy, capacity and mobilizing resources	Drive women's advancement through agriculture mechanization
Pilot collaboration areas	<ul style="list-style-type: none"> • Improved talent gap • Increased and sufficient training • Mentorship and professional development 	<ul style="list-style-type: none"> • Expanded regional coordination mechanism (RCM) • Joint BIAT implementation plan • Joint work program for specific projects 	<ul style="list-style-type: none"> • Joint database of relevant indicators • Mechanized tools rollout program • Impact monitoring
Initial selection reached through collaborative discussion between the AUC and RECs liaison officers			

The Young Professional Program shows significant potential for a successful pilot project using the new collaboration framework.

- Youth skills and vocational training are a high priority IDA focus - capacity building and the need for new skilled talent is felt across the AU and the RECs
- Minimal external specialized expertise and resources would be required to structure an internship program as the current AU volunteer program expertise could be leveraged, in addition to external expertise
- Program is early enough in its development that it could be rolled out using the collaboration framework end-to-end, including strategic planning and resource mobilisation. This will allow more areas of the collaboration framework to be tested than projects already further along the planning process
- Strong appetite from the AU Chairperson, HRST department, AU departments and RECs to develop a cross-cutting project focused on youth.

In addition, by developing a cohort of individuals who have worked across the AU and RECs organisations and are also comfortable communicating with one another on a regular basis, the project fosters an environment for

collaboration starting at the lowest levels and eventually permeating to the top. A relevant comparison is the Erasmus program in Europe. This exchange program for European university students has had a strong impact in integrating the continent and developing a common European identity in addition to national identities.

The Boosting Intra-Africa Trade (BIAT) and the CAADP: Women's advancement through mechanized agriculture programs are also selected for similar reasons, falling in IDA high priority areas and targeting topics with high stakeholder engagement.

- BIAT comes with the added benefit of stakeholder commitment as the RECs and AU have already signed up and jointly committed to implementing BIAT in the near term.
- CAADP: Women's agriculture is very consistent with a near term focus on women's issues and boasting economic productivity (e.g. gender and agriculture departments)

In these cases, the collaboration would likely involve specific AU department (e.g. DREA or DTI) and a specific program director at the RECs given the targeted nature of these programs, making them slightly less inclusive as a whole than the YPP, but going deeper in specific areas of technical interest.





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