

## 4 Next Steps

The next steps concern specifically (a) the clarification of roles and responsibilities, (b) the development of a coordinated capacity building programme for the RECs and (c) the establishment of a STAP monitoring programme.

### 4.1 Clarification of roles and responsibilities

Three seminars intended particularly to clarify roles and responsibilities would be organised as follows:

Seminar 1: Allow the leadership of the RECs, the NEPAD Secretariat and the key members of the Steering Committee to discuss the issues raised in this review, particularly with respect to:

- Roles and responsibilities;
- Alignment of NEPAD and REC programmes;
- Financial and human resource constraints faced by the RECs; and
- Options for solving resource problems.

Seminar 2: Allow the NEPAD Secretariat and the leadership of the RECs to discuss these issues with the donor community, including:

- presentation of the new framework on roles and responsibility;
- explanation of resource issues;
- seeking donor support for a coordinated REC capacity-building programme; and
- presentation of infrastructure priorities to the donor community to invite them to concentrate on priority projects and to identify modalities for doing so.

Seminar 3: Allow the RECs infrastructure staff to gain a better understanding of how the NEPAD STAP programme was derived, as well as their own roles and responsibilities and what they can expect from NEPAD and from the donor community, specifically on:

- project classification and their responsibilities for each category;
- validating the classification of their own projects;
- explaining what support is available from funding agencies for project preparation and implementation; and
- clarifying donor procedures;
- allowing them the opportunity to exchange ideas and experiences; and
- setting up a knowledge sharing network.

The NEPAD Secretariat/RECs seminar would be followed by a further visit by the NEPAD Secretariat to each REC to explain to the entire REC staff the roles and responsibilities that will have been agreed with the RECs leadership.



## 4.2 Development of a capacity building programme for the RECs

One thing that this review has established beyond doubt, is that the RECs lack the financial and human resources to carry out the tasks that are being assigned to them under NEPAD. ECOWAS has embarked upon a process of examining what it can do with the resources available to it and what short-term assistance it would need to meet its NEPAD obligations; it has engaged the support of the donor community for this task. The NEPAD Secretariat would engage with the funding agencies concerned to establish their willingness to undertake a similar exercise with the other RECs, with the objective of developing a capacity-building programme in an integrated, cost-effective manner.

## 4.3 Establishment of a STAP monitoring programme

During this review, it has become evident that carrying out annual reviews is inadequate for the NEPAD Secretariat to keep track of what is being done and to take corrective action when necessary. The NEPAD Secretariat would develop and commission a format for the RECs to submit quarterly reports to the NEPAD Secretariat, the AfDB to prepare six-monthly analytical reports and NEPAD to commission in conjunction with AfDB regular annual reviews of STAP to be presented to Heads of State. The formal institution of this format would ensure that the reviews be planned well in advance and follow a systematic and consistent approach.

