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Workshop on Strengthening the Effectiveness and Sustainability of African Regional Organizations (AROs)

Dakar, Senegal
April 28–30, 2008

Workshop Overview

In April 2008, TrustAfrica organized a conference in Dakar, Senegal, on “Strengthening the Effectiveness and Sustainability of African Regional Organizations.” The idea was to bring together a small group of representatives from various African intergovernmental organizations, civil society organizations, and other concerned parties to discuss the findings of TrustAfrica’s recently completed *Survey of African Regional Organizations (AROs)*.

Held at Dakar’s Savana Hotel over a period of two-and-a-half days, the meeting drew about 50 participants. Among them were representatives from some of the organizations profiled in TrustAfrica’s AROs report. TrustAfrica was represented by its Executive Director, Akwasi Aidoo, and its Director of Programs, Chantal Uwimana. The facilitators were the authors of the study, consultants Peter da Costa and Aseghedech Ghirmazion. Representing international donor agencies were: Brandee Butler, from the John D. and Catherine T. MacArthur Foundation; Sahlu Haile, from the David and Lucile Packard Foundation; Dr. Samba Ba Ka, from the African Capacity Building Foundation; and Dr. Nana Tanko, from the Open Society Institute for West Africa (OSIWA). (See Annex 3 for a complete list of participants.)

TrustAfrica is an African foundation that seeks to secure the conditions for democracy and equitable development throughout the continent. It works by fostering dialogue, catalyzing ideas, and supporting projects that address these issues. Launched in 2006, it is based in Dakar, Senegal, and operates continent-wide. The AROs survey was conducted as part of TrustAfrica’s initiative on Strengthening African Regional Organizations, a project aimed at strengthening intergovernmental and civil society organizations that are continent-wide and/or regional in scope. Support for this initiative has come from the MacArthur, Oak, and Packard Foundations.

Context

TrustAfrica’s Survey of African Regional Organizations was conducted in October 2007 to gather information about the ARO landscape and create an inventory of the field. Such an inventory would be of particular use to donors, particularly private foundations, in helping them identify opportunities to support organizations operating in this sector. The April meeting in Dakar provided a forum that served as a final stage peer review of the AROs survey prior to finalizing and publishing the study.

The 350-page survey report provides summary profiles of 108 organizations that have a continent or sub-continent wide mandate and that work in five thematic areas: peace and

security, human rights, environment, governance, and population. The report also highlights the emerging African philanthropy sector and includes institutions of higher learning as well as research and policy think tanks. Two main types of African regional organizations were surveyed: intergovernmental organizations, which this report calls treaty-based organizations (TBOs), and civil society organizations (CSOs).

The study makes a distinction between continental TBOs, such as the African Union (AU), and sub-continental or regional TBOs, known as RECs (Regional Economic Communities), which include organizations such as the Southern African Development Community (SADC), the East African Economic Community (EAC), and the Inter-Governmental Authority on Development (IGAD). A similar distinction is made among civil society organizations, a category that includes NGOs, policy and research institutes, and institutions of higher learning. An additional category looks at organizations whose work falls into more than one thematic sector; these are classified as “cross-cutting organizations.” The survey looked at both established AROs with long track records and emerging ones that show promise for significant future impact.

TrustAfrica’s initiative on AROs and the AROs survey come at time when growing importance is attached to developmental approaches that are conducted via regional organizations and bodies and that are serving as a complementary strategy to state-led development efforts for addressing a host of issues such as HIV/AIDS, demographic imbalances, environmental degradation, and armed conflicts, which know no geographic boundaries.

The growing interest among donors in working regionally and funding regionally targeted programs in Africa is motivated by several current realities, notably geographic and thematic limitations and the desire to make the best use of often limited financial resources. At the same time, this increased attention and importance directed towards AROs finds many of these organizations faced with myriad challenges, both internally and externally, and often lacking in their capability to respond to these increasing demands. How effectively AROs function depends on external environmental factors (regulatory, legal, and infrastructural conditions) and their own institutional capacities. While the former may be beyond the mandate of donors to influence, the latter is certainly an area where donors can make a significant contribution in terms of helping to strengthen the internal capacities of AROs for the well being of the society as a whole.

One key finding of the AROs survey is that the issue of strengthening institutional capacity and financial sustainability is a concern shared by both intergovernmental TBOs and civil society organizations. Yet it is among CSOs that the need for assistance is greater to help them improve their ability to make effective demands on these intergovernmental bodies that are playing an increasingly important role in development programs and effecting changes at the policy level.

Workshop Objectives and Format

The April workshop was designed to provide a forum for exchanging information and ideas and was structured to foster this outcome. Sessions were organized according to the sectors covered in the *Survey*, namely governance, peace and security, human rights, environment, population, and African philanthropy.

The specific objectives were to:

- Discuss how private foundations can contribute to improving the effectiveness and sustainability of the ARO field;
- Garner expert feedback and input into the draft AROs survey report;
- Inform TrustAfrica’s strategy and programming in relation to the ARO sector in particular, looking forward to the next 10 to 15 years; and also to provide input for the organization’s future strategies and interventions, in general.

Day 1: The African Regional Organizations Field: Trends, Challenges, Gaps, and Opportunities

This first day of the conference addressed the key challenges facing African regional organizations today, the impact of AROs, lessons, gaps, and actions that need to be taken to advance the ARO sector in the coming 10 to 15 years. The discussions, in broad terms, looked at: AROs, NGOs/CSOs, and various mechanisms for assessing and monitoring ARO performance, such as AfriMAP (The Africa Governance, Monitoring and Advocacy Project) and the African Union's Peer Review Mechanism (APRM).

Day 2: The Survey of African Regional Organizations

Second-day discussions centered on TrustAfrica's *Survey of African Regional Organizations* as well as patterns, gaps, and opportunities in funding AROs.

Day 3: Advancing the Field: Next Steps

The third and final day of the conference was a half-day session that focused on summarizing the previous two days and discussing ways to move forward and actions to take as next steps. This involved identifying specific ideas for plans and actions related to TrustAfrica's *Survey of African Regional Organizations*, fostering relations between AROs and donors, encouraging and promoting dialogue and information sharing among AROs, and finally providing suggestions to TrustAfrica about future programs and activities to make its vision and mission a reality.

Recommendations

There was general agreement that the discussions begun at the conference must continue and that mechanisms for doing so must be devised. Some of the recommendations (see Annex 1 for complete list) were to:

- Make the conference an annual gathering;
- Expand the diversity of sectors represented by conference participants to include media and artists in these discussions and also increase AROs representation;
- Create a working group comprised of people from this meeting to direct the continuation of the discussions begun here with TrustAfrica serving as the facilitator for this group;
- Make TrustAfrica's AROs Survey a 'living document' by updating the information regularly and sharing it;
- Explore ways to disseminate the Survey contents to donors and also various public and grassroots community networks;
- Create an online database using the contents of the AROs Survey;
- Focus on developing programs and interventions that strengthen the operational capacities of African regional organizations—both the treaty-based, intergovernmental organizations and the Civil Society Organizations (CSOs/NGOs)—so that the former will function to their highest capacity and the latter will have the skills necessary for making effective demands regarding compliance and development of policies and strategies;
- Many opportunities exist for donors, in particular private foundations, that have an interest in supporting organizations and institutions conducting regionally-targeted programs in Africa;
- Donors need to be more flexible when working with AROs,
- African philanthropy is an emerging and growing sector that warrants more investigation. Currently there are some 40 African-based foundations; many are not publicly visible but are quite active;
- TrustAfrica should serve as a link between donors and AROs;

Conclusion

In closing, TrustAfrica's Executive Director, Akwasi Aidoo, thanked everyone for attending the conference and noted two things that really stood out: first, the participants' interest in this topic, as demonstrated by the high quality of the discussions, and secondly the engagement of all those present. People showed a willingness to "leave their organizational baggage" as well as their sector "comfort zones" and really got involved in talking with each other across sectoral lines. In doing so, they helped broaden the discussion about African regional organizations to explore the critical issues related to African growth and development, the problems and challenges, and identify many opportunities for future engagement and collaboration.

The purpose of this report is to provide a summary of the daily conference sessions, discussions, and conclusions of the workshop.

Day-by-Day Summary

The conference sessions centered on four main topics:

- TrustAfrica's *Survey of African Regional Organizations (AROs)*;
- African Regional Organizations and Civil Society Organizations,
- Donors and Funding AROs;
- TrustAfrica

The program format featured presentations followed by discussions that were more conversational in nature and aimed at facilitating an exchange of ideas. Participants from various organizations profiled in the different sectors covered in the AROs Survey (peace and security, human rights, environment, governance, population, and African philanthropy) facilitated discussions, providing a brief overview of their organizations in their introductions.

The following section summarizes the main points of discussion during each of these sessions.

Day 1: Monday, April 28

Theme: The African Regional Organizations Field: Trends, Challenges, Gaps, and Opportunities

This first day of the conference addressed key challenges facing African regional organizations (AROs) today, the impact of AROs, lessons, gaps, and actions that need to be taken to advance the ARO sector in the coming 10 to 15 years.

The objective of this first session was to provide an opportunity for participants to share information about their organizations and talk about their experiences working in the AROs sector—and specifically about working with key intergovernmental or treaty-based organizations, such as the African Union and Regional Economic Commissions (RECs) as well as with civil society organizations (CSOs) and with donors. Also addressed were current mechanisms used to assess and monitor compliance and performance, namely AfriMAP (The Africa Governance, Monitoring and Advocacy Project) and the African Union's Peer Review Mechanism (APRM).

Session I: Opening

TrustAfrica's Executive Director, Akwasi Aidoo, opened the conference and welcomed participants. He gave a brief overview of TrustAfrica, its origins, its mission, its initiative on African regional organizations, its AROs survey, and the goals and expectations of the conference.

Dr. Aidoo noted that one of the key findings of the AROs Survey is that while the issue of strengthening institutional capacity and financial sustainability is a concern shared by both intergovernmental TBOs and civil society organizations (CSOs), the need for support to address these concerns is much greater and more pressing for CSOs, which need help building their internal capacities so they are better able to make effective demands on these official bodies and impact changes at policy levels.

Session II: The ARO Field: Trends, Challenges, Gaps, Opportunities

Guiding Questions:

- What are the key challenges facing African regional organizations (AROs) today?
- In which areas have AROs registered an impact and why?

- What lessons have been learned? What gaps have emerged?
- On the AROs side, what critical actions are needed to advance the field in the next 10-15 years?

Resource Persons:

- ❖ Prof. Abdalla Bujra, Executive Director, Development Policy Management Forum, Nairobi, Kenya
- ❖ Ayodele Aderinwale, African Leadership Forum, Durban, South Africa
- ❖ Facilitator: Peter da Costa, TrustAfrica consultant

Key Points:

- TrustAfrica's AROs initiative is very important. The AROs Survey is very thorough and has highlighted all the important issues that need to be addressed;
- Lack of funding is not the major problem facing intergovernmental TBOs like the African Union (AU). They often receive more money than they can use, and foundations often end up asking for the return of unspent funds. The biggest problem TBOs face is in the area of institutional capacity, building their infrastructural and internal management capacities and systems. The second and equally important problem they face is financial sustainability, given that they are currently almost totally dependent on external donor financing.
- Some TBOs have an inherent "anti-intellectual" culture. This attitude is deeply rooted in the AU and all of its organs, few of which have an advocacy capacity and research ability; as intergovernmental organizations, they don't like any kind of criticism; officials take criticism personally so they immediately seek to exclude anything critical;
- Research is a critical area that needs addressing, and there is a need for more collaborative research between TBOs and institutes such as CODESRIA; the same is true for CSOs.
- Donors need to be more flexible in their funding policies. They should also be open to funding efforts that will contribute to the long-term sustainability of the grantee organizations;
- AROs need to develop communication strategies and make sure that publications and other information about the work they are doing are widely disseminated;
- African organizations should promote and develop internship programs to provide training opportunities and develop the capacities of African students.

Discussions

There was an overwhelmingly positive response to the AROs report and TrustAfrica's ARO initiative. Some questions were raised about the use of the labels "AROs" and "TBOs." There was some back and forth about whether IGOs might be a better term and whether to separate CSOs and NGOs. The consensus was to leave the terms as they are in the report for now and to take this matter up in the post-meeting discussions.

Discussion following this first presentation centered on how to improve the working relationship between the AU and other TBOs and civil society organizations as well as how to improve the effectiveness of the intergovernmental organizations and review mechanisms, such as APRM, that are charged with monitoring their activities.

Not everyone agreed with the comment that the AU is an organization that is inherently anti-intellectual. There was general agreement that the AU is lacking in its capacities to conduct

research and that little follow up on research is undertaken. Participants were urged to take a look at the recently completed AU Audit and to promote efforts to see that actions are taken on the 100+ recommendations made therein. There was also a consensus that CSOs are a critical element for holding African governments accountable and that it is thus crucial for CSOs to improve their knowledge about the inner workings of TBOs as well as their capacities to engage with them, including making use of instruments such as APRM and AfriMAP.

Some of the discussion comments were:

- The African Union (AU) is an organization of governments but most of the countries themselves are not working effectively. So if we want to improve the AU and the Regional Economic Commissions (RECs) then we need to improve the context in which they work.
- In the area of human rights, we are looking for leaders for change and this is why we are interested in the African Union; in the Middle East and North Africa, very few organizations that work on human rights have been able to register in their countries;
- Capacity building is an area of critical need for CSOs; very few have the capacity to conduct research or to move from policy to strategy to implementation. They also need to become more professional in the way that they interact with TBOs. Many CSOs lack basic understanding about how these institutions function and they lack the skills to fully engage with them;
- If we want regional organizations to work better, there needs to be greater connection to the communities that they supposedly are working for;
- We need to create an upward flow of voices, inclusive of those at the grassroots;
- There is a need for greater coordination among CSOs working regionally. They should look for areas where they might lobby collectively on a certain issue.

Session II (continued): The ARO Field: Trends, Challenges, Gaps, Opportunities

Resource Persons:

- ❖ Dr. Adebayo Olukoshi, Executive Secretary, CODESRIA, Dakar, Senegal
- ❖ Dr. Shawkat Bahaa, Regional Centre for Training in Family Planning and Reproductive Health, Cairo, Egypt

Key Points:

Dr. Adebayo Olukoshi, Executive Secretary, CODESRIA:

- Myriad challenges face AROs and CSOs in their efforts to promote and do effective work at the regional level. These include deficits of internal institutional coherence, a tendency among donors to become resident advisors, and limited investment in local constituencies. We hoped the AU would be more of a “People’s Union” in contrast to the OAU, which was a closed club of heads of states. But when you look at the AU, hardly any of the issues being addressed focus on local or regional matters.
- There has been a general absence of research policies. The AU, for its part, has been attempting to do research on its own rather than partnering with institutions that specialize in this area, such as universities and CODESRIA. TBOs face capacity constraints, including being top-heavy on the administrative side while lacking depth on the technical staff side.
- Despite these challenges, a number of signs bode well for the future. For example, there has been significant growth in regional and subregional consciousness continent-wide.

The fact that these regional organizations exist attests to this, and their existence has helped harness this idea of regional reform.

- Research is now widely viewed as necessary and important. What needs to be done now is to rethink how this is done. While it's true there are problems, the fact is that great strides have been made in the interaction of TBOs and CSOs since the days of the old OAU.
- Perhaps these institutions—TBOs and CSOs alike—should be required to have strategic plans that address how they will interact with each other. For example, there is a mechanism within the AU that allows for the creation of this type of forum.
- Financial sustainability is a critical area that needs addressing. We will not have a truly autonomous process as long as these TBOs and CSOs continue to be financed disproportionately from outside the continent.
- Long-term, pan-Africanism has to become the norm, not just an ideal. Questions that must be addressed to achieve this goal include: “How do we make the AU a more people friendly, citizen-friendly union?” Connected to this is the movement of people, the need to break regional barriers, and the need to get people moving and thinking on a continental scale.

Dr. Shawkat Bahaa, Regional Centre for Training in Family Planning and Reproductive Health, Cairo, Egypt:

Key Points:

- His organization has been working in the health field and focusing on family planning, maternal and child health, and reproductive health since 1988. It specializes in providing training in these areas for medical professional and technical personnel. It works regionally and seeks to be a center of excellence in Egypt and the region.

Discussions

A lively, at times provocative, exchange followed this presentation. A participant asked: “What is the real constituency for regional integration in Africa? Besides the intellectuals, who is really dying for this? If you identify the constituency then you identify how to politicize it.”

The general sentiment was that it is important to have a visionary at the helm of the AU, as was the case of former Malian President Alpha Oumar Konaré, the first elected head of the African Union. But unless that vision is backed with a strategic plan and receives institutional backing, effective change and concrete results cannot happen.

It was also agreed that more investment needs to be made in the area of research—relevant research that is grounded in the realities and issues of concern to the people in the society. Research institutions were urged to be more forward-thinking and more proactive in anticipating issues that could become societal problems in the future. They also need to do more work with CSOs and assist them in enhancing their knowledge so as to improve their capacities to engage with TBOs.

Some of the comments:

- ECOWAS is in the process of establishing a policy unit, and the AU may reestablish its policy unit;
- CODESRIA noted that it has teamed up with Third World Network to organize civil society researcher meetings to find a way to synergize the burden of doing. The ideal would be the establishment of a think tank in Africa similar to the Brookings Institute in the U.S.;

- Funding, independence, and sustainability are questions that need to be addressed. Where is the private sector in this discussion?
- Financial autonomy is clearly the ideal, but this is not likely to happen anytime soon. Thus the question that needs to be asked is: how do these organizations go about handling the pressures and demands that come with being dependent on external donors?
- TrustAfrica's executive director said this discussion had confirmed in his mind the need to establish an African Fund that "would not be controlled by Brussels or New York and that it must include people from the African diaspora (designated by the African Union as the continent's Sixth Region").

Session II (continued): The ARO Field: Trends, Challenges, Gaps, Opportunities

Resource Persons:

- ❖ Nobuntu Mbelle, Coordinator, Coalition for Effective African Court on Human and Peoples' Rights, South Africa
- ❖ Kojo Busia, Head, APRM Support Unit, UNECA, Ethiopia

Key Points:

Nobuntu Mbelle, Coordinator, Coalition for Effective African Court on Human and Peoples' Rights, South Africa:

- Human rights is a difficult field and one that is not attractive to governments, whether at the AU or country level. Most of the time you're trying to figure out how to work around a difficult environment. At the same time, it's a sexy topic. Donors love it, so you find donors who are interested in offering money. But if your CSO cannot absorb that money, what good is it?
- There have been so many delays to get the African Court on Human and Peoples' Rights up and running. It is very frustrating to have a Court with judges who have yet to hear any cases.
- It is a challenge to work within a coalition or a network, bringing together different groups with different agendas. There is often a lack of systems within these coalitions.
- Looking forward, these are some of the key challenges her organization faces: Achieving sustainability, which is the most pressing need in terms of maintaining the coalition and advocacy work; Finding ways to increase the engagement between civil society and the AU, to bring the Courts to the grassroots level to get communities more involved with them; Ensuring that decisions taken by the Court are enforced; Getting those who have been victimized and are seeking redress before the Court to wait out the process, which ideally should take 18 months but in reality could take longer.

Kojo Busia, Head of the African Union's Peer Review Mechanism (APRM) Support Unit at the United Nation's Economic Commission on Africa (ECA), Addis Ababa, Ethiopia:

- In terms of categorization, the ECA is neither a TBO nor a CSO. It straddles both typologies and constitutes a unique meeting point between regional and global issues. It also serves as an advocate for the flow of bilateral and multilateral flows to the continent. NEPAD and APRM gave the ECA the opportunity to work with non-state actors (CSOs);
- Key challenges facing AROs include inadequate capacity to meet the vast range of demands; lack of coordination and overlapping competencies among many of the AROs at the regional and subregional levels in terms of roles, mandates, etc; institutional and infrastructural weaknesses, such as inadequate capacity for organizational development, elaboration of appropriate concepts, strategies, planning, monitoring and evaluation;

lack of systems for monitoring standards and norms at the national level in terms of implementation and compliance;

- AROs have had an impact in the areas of governance, human rights, and to some extent peace and security; the initial results have shown that the APRM process is viable. Indeed the best way to kill this initiative is to leave it up to the African governments to fund it.
- There is a critical need for a mass of AROs (chiefly CSOs) to insulate the governance agenda from rolling back or reversing. The roles of regional CSOs like AfriMAP are critical in keeping the APRM process on track. A partnership should be established between CSOs and the APRM Secretariat to strengthen this process, disseminating information, and keeping national and continental stakeholders on their feet.
- APRM is a mechanism that has come to stay on the continent. The name may change over time, but the principles will last. APRM will continue to rely on external and internal resources for the foreseeable future before it becomes fully institutionalized.

Discussions

This session highlighted the critical role that CSOs play and the importance of improving their internal capacities to more effectively engage with intergovernmental organizations. A suggestion was made to create a systematic method for making sure that the activities and decisions taken at the AU level are made more widely known to the public, and CSOs could play a role in this.

The session also raised awareness of the need for CSOs to join forces and work in collaboration. A participant working on environmental issues mentioned GAWA (Green Actors of West Africa), an organization that is trying to create a network of environmental groups across West Africa, and encouraged those present at the meeting to get involved in this area.

By far the most active exchange of the day concerned the topic of peer review mechanisms, specifically the African Peer Review Mechanism (APRM). While it was also noted that the U.N. has recently created a similar tool, the Universal Period Review, it was APRM that was the main focus of the discussions.

Some participants challenged the effectiveness of the APRM, noting that some countries that are currently having serious political and social problems, such as Kenya, received favorable APRM reports. Others questioned the validity of the process given the politicians who are charged with overseeing it. Still others wondered whether, in countries like South Africa, the process would continue when there a change in political regimes, and others asked whether it would survive in the long-term at all.

A participant familiar with the Kenya APRM review contested the earlier comment and said the Kenya APRM report “pointed to what was going to happen in Kenya” and that, in truth, “the Kenya report did not say that the government of Kenya was the best; it was very obvious that at any point the country was going to explode.”

The following is a sampling of some of the comments and observations expressed:

- Will the APRM even survive in the long-term? When you look at the Heads of State Forum, it passed from Thabo Mbeki (South Africa) to Meles Zenawi (Ethiopia). There is something fundamentally wrong with Zenawi heading this. We need to look at this APRM process more closely. It goes back to what was said earlier, that what happens at the AU level is hardly ever linked to what’s happening at the grassroots or national level.

- It's true that the APRM Secretariat has a leadership problem. Also there is no strategy for implementing actions. It's left to the countries themselves, and any action taken has to invariably come from within the country.
- Are CSOs demanding accountability? What we need to do is look at what concrete steps can be taken to strengthen the capacity of CSOs to engage in the APRM process.
- APRM is one mechanism that should not be allowed to die. Look at what the organization Femme Solidarité did with the issue of gender parity. This is can be a model for creating mechanisms for CSOs to get their governments to address issues.
- APRM has changed the debate and opened up the space for holding African governments accountable. It is civil society that will keep APRM process alive, not African governments.
- APRM has shown that you can stimulate a process at a country level, whether or not that discussion is going on at the national level;
- APRM is here to stay. This notion of peer review is where the value of this process lies, and it something to build on.

Session II (continued): The ARO Field: Trends, Challenges, Gaps, Opportunities

Resource Persons

- ❖ Dr. Diana Senghor, Director, PANOS Institute for West Africa
- ❖ Dr. Lugard Majoro, Senior Program Manager, Energy, Environment and Development Network for Africa (AFREPREN/FWD)

Key Points:

Dr. Diana Senghor, Director, PANOS Institute for West Africa:

PANOS seeks to voice the concerns of African citizens and African challenges by taking a regional approach that centers on improving critical coverage of regional bodies. Specifically, it works to provide training for journalists to improve their knowledge and skills; create networks of journalists from ECOWAS countries; address issues related to policy and the legal environment for the media; and promote new media models and practices, such as the ombudsman model (which has been adopted by the Association of Journalists in Cote d'Ivoire) and the training-of-trainers model (pioneered by the Senegalese community radio OxyJeune) and highlight best practices.

Among the challenges to be addressed in the future are creating partnerships with other organizations that will help build on core strengths and foster growth; establishing a solid funding base for long-term sustainability; avoiding duplication, particularly in the face of competition from Northern organizations that are larger and well-financed; and leadership development of the board of directors and staff. PANOS will focus on building continental alliances and networks and sharing skills and experiences. It will draw on its experience with Listening Clubs; promote the development of some form of media self-regulation, through the creation of an African Media Ethics Code, the media's "Paris Declaration"; create a database of human resources and seek ways to foster interaction across the continent through things such as staff exchanges. It will also explore ways to interact more closely with the African diaspora and educate donors about the need for long-term funding commitments.

Dr. Lugard Majoro, Senior Program Manager, Energy, Environment and Development Network for Africa (AFREPREN/FWD), Nairobi, Kenya:

AFREPREN specializes in energy, environment and development policy and research. It produces and distributes information—approximately 3,000 books a year—and is known for teaming up researchers with policymakers.

Major challenges include:

- There are no AROs specializing in the energy sector;
- His organization specializes on one thematic area, while donors tend to shift their interests;
- Capacity building—institutional and individual skills;
- Developing a clear career path. In contrast to professions like accounting or law, people working on energy and environmental issues don't follow clear career paths; they move around a lot, so career development needs to set up frameworks;
- Forging effective pairing of policy makers and researchers;
- Absence of long-term funding, which is needed to ensure that we can address crucial research areas that are not given priority or are not considered “hot topics”—although they hold great importance for the future.

AFREPREN has addressed these challenges by:

- Broadening the discussion of this topic by, for example, looking at the poverty aspects of energy and environmental issues.
- Instituting an internship program and sponsoring graduate students in the sciences and the environment.
- Established partnerships between policymakers and researchers through collaboration with small businesses, civil society organizations, trade unions, and foundations. These efforts have influenced most of the energy policies that have been written in Kenya and Zambia.
- Creating partnerships.

Discussions

The PANOS and AFREPREN presentations highlighted the importance of the media and communication, the need for AROs and CSOs to do more in the area of producing and disseminating information, and finally the necessity of educating donors about the importance of supporting these efforts. While some donors have supported media development, this has mostly been done in a patchwork way and rarely from a regional perspective. It was also noted that even though the APRM does not specifically address the issue of the media, it is implied in the review questions concerning civil and political freedom. Also, the APRM questionnaire is being reviewed and including a question addressing media pluralism is being considered.

Other comments made:

- We need to think about creating a media paradigm that reflects the African reality, not just a media that reflects the international news organizations that come to report in Africa.
- The way that media is developing in different parts of Africa is quite distinct. You have this civil society media like “Flame Afrique,” the National State Media, which is falling apart, so you have a lot of talk about public sector media. All these organizations are trying to set up regional Africa media initiatives but these need to be standardized.
- This idea of internal governance, of establishing some kind of ethics code, is something that all civil society organizations should consider doing.

- AFREPEN is being very modest in terms of the impact of its work; even the NEPAD energy policy was partly defined by AFREPEN. The beauty of the work they do is that they include policymakers in the research process.
- There are networks of policymakers that exist in different sectors. We need to look at how CSOs can become connected with these networks and work with them (Ministers, Parliamentarians, etc.).
- Many CSOs are collections of enthusiastic but generally naïve people who want to do well, but we will only be taken seriously if we are as good as the best international organizations. One way to promote this is to create Centers of Excellence.
- Some CSOs work as consultants to AROs. It is important not to be used as instruments by these organizations.

Day 2: Tuesday, April 29

Theme: African Regional Organizations: AROs Survey, Donors, & Funding of AROs

The second day of the conference addressed two topics: TrustAfrica AROs survey report and “Funding AROs and the Role of Donors”, looking specifically at each sector targeted in the report and discussing the trends and emerging issues, gaps, opportunities and the survey’s overall recommendations. Participants were instructed to send specific survey corrections and additional information directly to the consultants.

Joining the group on the second day were Breyten Breytenbach, Executive Director of the Gorée Institute in Dakar, and Sahlu Haile, Senior Program Advisor at the David and Lucile Packard Foundation, who is based in Addis Ababa, Ethiopia.

Session III: The AROs Survey: Feedback & Discussion

Presentation of key findings of the AROs Survey

Resource Persons:

- ❖ Aseghedech Ghirmazion & Peter da Costa, TrustAfrica consultants
- ❖ Facilitator: Dr. Jakkie Cilliers, Executive Director, Institute for Security Studies

Guiding Questions:

- Does the survey present an accurate picture of the field?
- In what key areas could the draft survey be strengthened?
- What specific proposals do participants have for improvement of the text?
- In what formats should the survey be published and how can participants contribute to its widespread dissemination?

Key Points

- Environment is a sector that will be a major issue in Africa in the future, and Africa will feature prominently in global discussions about this sector. The continent contains five of the world’s 25 environmental “hot spots;”
- African philanthropy is in its nascent stages, and there is a lot of potential for the development of indigenous sources of funding;
- AROs are weak in the areas of institutional capacity, programming, compliance, monitoring and evaluation, financial sustainability, and knowledge sharing;
- There is a growing spirit that might be termed New Regionalism—witness NEPAD. Citizens are buying into this concept of working in partnership for country development,

and donor interest is also growing, providing an opportunity for organizations and institutions and also donors.

Discussions

While participants reiterated their overall support for TrustAfrica's AROs initiative and their general approval and agreement with the findings of the AROs Survey, the comment was made that the survey needs to address the climate and environment in which AROs are operating in Africa—an environment that is often challenging and at times very difficult—and offer suggestions on how donors might respond. The opinion expressed was that “It's going to be harder in the next 10 years for NGOs to interact with intergovernmental organizations. For example, look at the difficult criteria for NGOs to get observer status at the AU.” Participants also expressed concern about follow-up and next steps, specifically how to ensure that the recommendations in the report are implemented and how to continue the discussions on the issues addressed at this meeting. It was suggested that an online chat discussion be set up on the TrustAfrica website. Participants were directed to send information about corrections or additions for the report directly to the consultants.

Some of the points cited:

- The human rights section only speaks about African human rights mechanisms. To exclude global organizations is a missed opportunity;
- This report should be more explicit where it talks about the complementary nature between regional and subregional organizations and the role of CSOs in elaborating norms and standards (as with the courts). A more important issue is implementation of these policies and treaties.
- We should create some kind of group or network of these organizations working in the peace and security field to foster and facilitate the sharing of information and expertise;
- We need to use more local actors in security consulting and get our top government representatives and regional bodies such as the AU more directly involved in discussions on this matter;
- The environmental sector is very important, but organizations working in this field need to focus more on areas of specialization; they generally try to do too much.
- The report states that donor interest in funding the population sector is declining, but what has happened is not so much a decline but change in focus where this issue is being addressed via other sectors. For example, as part of poverty reduction plans. Also, it should be noted that there are still a number of foundations—the Dutch and Irish, for example—that are very much targeting this sector, but more through governments than civil society organizations.
- The report states that HIV/AIDS will remain a key development issue. Perhaps too much focus has been placed on this particular issue to the neglect of other health concerns and segments of the health system in Africa.

Session IV: Funding of AROs: Patterns, Gaps, and Opportunities

Resource Persons:

- ❖ Brandee Butler, Program Officer (Human Rights & International Justice), John D. and Catherine T. MacArthur Foundation, Chicago, Illinois, USA
- ❖ Neville Gabriel, Executive Director, Southern Africa Trust
- ❖ Facilitator: Ayodele Aderinwale, African Leadership Forum, Durban, South Africa

Guiding Questions:

- What has been the experience in funding AROs to date, and what are the key lessons learned?
- How important is the ARO field to future foundation strategies?
- How do foundations view the future challenge of building and sustaining capacity among AROs?
- On the foundation side, what critical actions are needed to advance the AROs field in the next 10-15 years?

Key Points

Brandee Butler, Program Officer (Human Rights & International Justice), MacArthur Foundation:

- The ARO sector is very important to MacArthur's future strategy. It is why the foundation is supporting the TrustAfrica initiative.
- The information in this report and the ideas exchanged during this conference will be used to inform future strategies.
- MacArthur is particularly interested in supporting human rights mechanisms and processes that are designed to strengthen the operations of African regional organizations, outreach efforts to raise awareness and promote the Rome Statute (of the International Criminal Court), and capacity building for CSOs so that they are better able to engage with these regional commissions.
- In the U.S. context, foundations like MacArthur are working in a post-9/11 environment that has resulted in new and stricter government requirements for donor funding coupled with documentation requirements that can sometimes be an impediment for small organizations. Specifically, the U.S. Treasury Department often requires information that may be difficult for small grantee to provide.
- The U.S. tax code also prohibits granting funding to organizations involved in any kind of lobbying activities.
- Only organizations with 501(c)(3) tax code status are eligible to receive core funding support, something that at MacArthur is only given to longstanding grantees.

Neville Gabriel, Executive Director, Southern Africa Trust:

- There is a need for more coherent and sustained funding to AROs and organizations that have a regional scope to their work.
- Donors are generally struggling with the notion of a regional and/or multi-country approach and often don't really know how to do this. While there is increased emphasis and commitment by donors regarding harmonization (e.g., the Paris Declaration) there is a lag between the administrative systems and political will required for implementation.
- Support for helping to build the capacities of AROs is critical, and this is where the role of intermediary organizations like TrustAfrica becomes crucial.
- In Southern Africa we note that bilateral organizations are funding fewer CSOs. European funding is being given as block grants to IGOs, including the CSO portion; thus non-state actors, whether they like it or not, are going to have to develop ongoing working relationships with IGOs.
- That intergovernmental organizations are overly dependent on donor funding cannot be overstated. A large portion of this funding is in the form of technical assistance, which often takes the form of putting technical advisors inside these IGOs to provide counsel to African governments. Is this really the best way to develop the organization's capacities and sense of ownership and develop policies that foster long-term sustainability?

- A major question that must be addressed is how to break this chain of dependency.

Discussions

The role of donors in the funding of AROs and the relationships between AROs (both TBOs and CSOs) and donor organizations was a central focus of the conference discussions, with opinions expressed from the donor and recipient organization points of view.

The sessions dedicated to this issue addressed such topics as donor funding patterns, donor agendas, special interests, shifting interests, and donor experiences and challenges in working with intergovernmental and civil society organizations, and the growing interest in supporting regional development projects. On the AROs side, the focus was on the need for core funding, the dangers of dependence on external funding sources, and the need to identify and create indigenous and internal funding sources and mechanisms. Some participants criticized what they saw as a growing trend of donor organizations taking on the role of being direct service providers and doing project implementation, essentially providing unfair competition to local CSO efforts.

There was overall agreement that AROs are at present almost totally dependent on external donor funding and that this does not bode well for long-term sustainability. Moreover, participants agreed that it is imperative to begin actively discussing ways to develop new funding sources, such as TrustAfrica's proposed African Fund and the emerging African philanthropy sector, to support issues that are critical to Africa's future growth and development. Also, donors need to be more flexible and more open to providing support that will foster organization independence and sustainability—not dependency.

TrustAfrica's executive director also addressed the issue of information and knowledge sharing. He mentioned several studies that have been conducted but that were never disseminated on issues that proved to be critical in different parts of the continent concerning the impact of a CFA devaluation on Cote D'Ivoire prior to the actual 1994 devaluation and also about land redistribution in at least three African countries "that are sitting the drawers of African policymakers."

Some of the pertinent points expressed:

- Donor dependency is something that needs addressing. When an organization's resources are external, there is often a conflict in managing demands placed on it. Some organizations are addressing this problem by having a variety of donors.
- Even when donors do not offer core funding, organizations can often address this need by doing things such as maxing out on indirect costs when drafting budget lines; some grantees include a "Rapid Response" budget line as well.
- Most donors are not going to pay overhead costs, but MacArthur does give support to projects designed to reinforce institutional capacity and it does contribute to endowment campaigns. The Packard Foundation allows organizations to charge 15% for overhead costs.
- It was asked whether MacArthur, as part of a network of major U.S. foundations, might assist CSOs in gaining access to additional funding sources.
- One reason bilateral donors are giving more support to larger organizations stems not from a political agenda but from their inability to manage a lot of small organizations.

Session IV: Funding of AROs: Patterns, Gaps, and Opportunities

- ❖ Dr. Nana Tanko, Executive Director, Open Society Institute for West Africa (OSIWA), Dakar/Abuja

❖ Dr. Samba Ka, Manager, Africa Capacity Building Foundation (ACBF), Harare, Zimbabwe

Key Points

Dr. Nana Tanko, Executive Director, Open Society Institute for West Africa (OSIWA), Dakar/Abuja:

- OSIWA has found regional approaches are an effective way to provide assistance in areas where a country might not be open to direct involvement.
- It does support core funding but does not tend to announce this.
- It has had various experiences supporting regional initiatives. Mostly it has worked through national-based NGOs, and the results have been mixed in that some are not competent, nor do they have a regional strategy; even working at a country level is a challenge for them.
- We are currently establishing strategic positions at the IGO level (for example at the AU, EU, etc.) to keep us informed about happenings at these levels and how we can work as a network.
- OSI's AfriMAP project is a major project for the OSI foundations, and we use that information to feed into the program work that we do.
- Working with IGOs there is the problem of bureaucracy, which causes tremendous time, effort, and often delays in implementing projects.
- Internally, we have faced the problem of coordination among the different OSI foundations which has resulted in having organizations operating in the same country that are getting funding from different OSI sources.

Dr. Samba Ka, Manager, Africa Capacity Building Foundation, Harare:

- In November 2005, in the framework of NEPAD, an in-depth assessment project was conducted to gather information on all the organizations working regionally in Africa. The report is available on the ABCF website.
- One thing this survey showed is that all regional organizations suffer the same weaknesses; the differences are in the degree.
- For TBOs, issues include: a lack of political will to streamline regional agreements into national plans; the lack of involvement of major stakeholders such as CSOs and the private sector; the disproportion of resources skewed toward conflict resolution rather than economic integration; multiplicity.
- Differences in donor funding calendars make it difficult for AROs to plan. The money may be there, but maybe not when you have the need for it. The same is true for CSOs.
- CSOs often suffer from "Founders' Syndrome" which makes it difficult to change leadership. Often they also lack focus and tend to grab on to the juicy issues of the day and pretend to be competent on them.
- In the coming four to five years, ACBF will focus on: funding economic policy analysis; monitoring national policies and looking at how these commitments are reflected at a national level; strengthening negotiation skills in trade negotiations; outreach and advocacy of regional integration policy; and strategy and business planning and the development of business plans.

Discussions

- After hearing of the ACBF's regional organizations survey, the comment was made that there is an urgent need to establish some kind of "knowledge sharing" mechanism, as no one was aware that this report existed.
- Beyond just sharing information, there needs to be some kind of formal linking, perhaps a network, of organizations that are involved in capacity building.
- No decision that has ever been taken at the AU Summit level has ever been implemented at the national level. What then should be the strategy for CSOs in dealing with the AU and IGOs?
- We are in no position to change the AU. We cannot change much anyway, but what we as CSOs can do is make our demands heard and follow up on these issues.
- Given the heavy dependence on donor funding, the question can be asked: Who do these African foundations and intermediary organization really speak for? Are they just vehicles, compradors, for delivering external donor agendas?
- We find that OSISA (Open Society Institute South Africa) is a competitor. OSI is both a referee and a player, and that's unfair because it comes into the game with a lot of money in hand.
- Dr. Tanko responded that the work of AfriMAP is being driven by partners, and the OSI foundations use this information to inform their individual grants program in a country. We will also work with other foundations and share information; for example, the policy papers are posted on our website. As for competition, that's a risk we take when we say we plan to give grants but also follow up with our own advocacy work. OSIWA, she noted, is "happy to take whatever role necessary to fill a gap."

Day 3: Wednesday, April 30

Session V: Theme: Advancing the Field: Next Steps

The third and final day of the conference comprised a half-day session focused on summarizing the previous sessions and looking forward to what actions to take as next steps. This included identifying specific ideas for plans and actions related to TrustAfrica's *Survey of African Regional Organizations*, fostering relations among AROs and donors, encouraging and promoting dialogue and information sharing among AROs, and offering ideas for TrustAfrica in terms of its mission, vision, focus, and future programs and activities. At the start of this session, consultant Aseghedech Ghirmazion announced that TrustAfrica's Executive Director was going to change the program format, and she turned the microphone over to him. He offered his insights about the conference and possible next steps, and then opened the floor for discussion.

Resource Person:

- Dr. Akwasi Aidoo, Executive Director, TrustAfrica

Facilitators:

- Aseghedech Ghirmazion & Peter da Costa, TrustAfrica consultants

Guiding Questions:

- How can the results of the AROs survey best be taken forward?
- What are the key areas in which TrustAfrica's intervention is needed?
- What mechanisms could be put in place to ensure continued dialogue and sharing of knowledge among AROs as well as between AROs and donors?

Akwasi Aidoo, TrustAfrica's Executive Director, summarized his assessment of the key points of the conference discussions. He said the discussions highlighted the fact that "name is very

important”, and thus the discussions about the use of the terms AROs, IGOs, etc. needs to be continued. He added that AROs and CSOs need to be engaged with the people at both the national and grassroots level. And he noted that funding—including the funding environment, processes, and dynamics—needs to be looked at and discussed in terms of the role of African foundations. Moreover, capacity issues need to be addressed in a holistic framework, not piecemeal targeting just a single area.

He also announced that TrustAfrica, in partnership with OSI, is preparing to open a multi-purpose CSO center located in Addis Ababa, Ethiopia, to promote capacity building for civil society organizations. He then opened the final conference discussion by offering his own list of next-step actions:

- Funding: Creating an All-Africa Fund, a fund that will fill the gaps to do what foundations cannot do or are not interested in doing; for example, CSO advocacy, monitoring and evaluation, supporting organizational financial sustainability, media development and advocacy, etc;
- Keeping up the momentum of this meeting;
- Disseminating the AROs survey information and identifying ways to maximize its use and exploit its potential, including possible income-generating areas;
- Expand the scope of participants in future meetings, in particular including more AROs;
- Target the fledging African philanthropy sector and find a way to get those involved in this sector together;
- More research should be done on AROs, a critical analysis specifically looking at trends and opportunities and best practices. This can be done with other African foundations and in partnership with donors.

There was general accord with these suggestions. Participants made additional comments and suggestions, posed questions, and brought up points for clarification. They also discussed in more detail the role they see TrustAfrica playing both in the ARO sector and as a foundation.

There was general agreement that the discussions begun at TrustAfrica’s Workshop on Strengthening African Regional Organizations must continue and that mechanisms must be devised for doing so. (See Annex 1 for list of recommendations).

Prior to the close of this final session, two participants made some additional comments:

Saliou Barry, representing the Islamic Development Bank, said he had spent most of the conference listening, primarily because the discussion was really a new one for him, one that he found very interesting and useful. He said that the bank is just beginning to target funding private-sector projects. He also said that it has come to realize that in order to combat poverty it has to work with and fund CSOs and that it also realizes it does not have the capacity to do this. Thus, the conference has been very informative and he stated that he looks forward to continuing discussions with TrustAfrica in the hopes that it might work together to follow up on many of the topics covered in this meeting.

Sahlu Haile of the David and Lucille Packard Foundation said the conference greatly enhanced his knowledge about African foundations and African regional organizations. He noted that while Packard is a small foundation, it invests a lot of time and money in the areas where it works. He said he planned to share the information from the conference with his colleagues. He asked to be included in any follow-up discussion groups and said he looked forward to continuing these discussions with TrustAfrica and networking with fellow participants in the future.

Conclusion

TrustAfrica's Executive Director, Akwasi Aidoo, thanked the participants. He said there were two things that really stood out about this conference: First, the interest in this topic, demonstrated by the quality of the discussions and the engagement of all those present. Secondly, people showed a willingness to "leave their organizational baggage" as well as their sector "comfort zones" and really get involved in talking with each other across sector lines and in doing so helped broaden this discussion about African regional organizations to explore the critical issues related to African growth and development, the problems and challenges, and to identify many opportunities for future engagement and collaboration.

Annex 1: Recommendations

There was general agreement that the discussions begun at TrustAfrica's Workshop on Strengthening African Regional Organizations must continue and that mechanisms must be devised for doing so. Specific recommendations include:

- Make this conference an annual gathering;
- Expand the range of conference participants to include media, artists, and other sectors in these discussions; also increase AROs' representation;
- Develop organizational exchange programs to foster sharing of information, create forums and networks to increase knowledge sharing;
- Develop strong internship programs that target Africans on the continent and foster relations and build the capacities of African youth;
- Create a working group comprised of people from this meeting to direct the continuation of the discussions begun here, with TrustAfrica serving as the facilitator for this group;
- TrustAfrica should play a significant role in coordinating efforts aimed at fostering links between think tanks, research institutions, institutions of higher learning, and civil society organizations;
- Produce African-generated research on key issues.

AROs Survey:

- Make TrustAfrica's AROs *Survey* a "living document" by updating the information regularly and sharing it;
- Explore ways to disseminate the survey contents to donors and various public and grassroots community networks;
- Create an online database with the contents of the AROs survey.

African Regional Organizations (AROs)

- Focus on the developing programs and interventions that strengthen the operational capacities of African regional organizations—both treaty-based, intergovernmental organizations and civil society organizations (CSOs/NGOs)—so that the former will function to their highest capacity and the latter will have the skills necessary for making effective demands regarding compliance and development of policies and strategies;
- Create an AROs Network;
- Work on strengthening AROs' institutional capacities, particularly in the areas of staffing, management, leadership, development of Boards of Directors, internal governance, financial management, internal control mechanisms, compliance, and implementation of policies and agreements.

Donors:

- Many opportunities exist for donors, in particular private foundations, that have an interest in supporting organizations and institutions conducting regionally targeted programs in Africa;
- Make use of TrustAfrica's *Survey of African Regional Organizations* as an information resource on organizations with regional and continent-wide mandates, particularly in the sectors surveyed in the report: governance, peace and security, human rights, environment, population and the emerging sector of African philanthropy;

- The survey indicates that all the sectors targeted in the report will need attention in the future, thereby providing new opportunities for donors, in particular private donor foundations, to support and collaborate on development projects working regionally, continentally, or across thematic sectors, and in the process, foster new models for private/CSO/NGO partnership;
- In terms of funding TBOs, the general conference consensus is that intergovernmental TBOs do not suffer from a lack of funding but a surfeit that is coupled with a major corresponding weakness in internal capacities for management. Thus donors should be aware of this fundamental need to provide assistance to TBOs and RECs, in particular, in internal capacity building in areas such as financial management and leadership development;
- Civil society organizations are another area of opportunity for donors as CSOs are in need of capacity building assistance that will improve their abilities to effective demands on these official bodies so there is an upward flow of voices involved in the transparent development and effective implementation of policies and agreements and also monitoring and evaluation of compliance;
- Donors' thematic interests can sometimes impede their stated goals of promoting and supporting organizational empowerment, ownership, and agenda-setting;
- There is a need for greater coordination among donors, as their conflicting agendas can hinder regional collaboration efforts;
- Donors need to be more flexible when working with AROs;
- There is a need for more consultation among donors, AROs, and foundations to better define areas and establish priority areas to be addressed;
- Donors need to be aware that aid that undermines an organization's capacities—and its ability to establish ownership of its programs and policies—can jeopardize its sustainable growth and perpetuates dependency.

African Philanthropy

- African philanthropy is an emerging and growing sector that warrants more investigation. Currently there are some 40 African-based foundations; many of them are not publicly visible but are quite active;
- These include foundations that are part of major international organizations, such as the Open Society Institute (OSI), but are essentially African in terms of where they are based and how they are directed. They also include a growing number of private-sector corporate foundations working in Africa, including those founded by entrepreneurs, musicians, and artists. "Highway Africa," the very successful information and communication conference organized by Rhodes University in South Africa, is an example of a project that has been the recipient of major private business support;
- More research should be done on African philanthropy;
- There is a need to increase efforts to bring the private sector into the discussion of providing financial support for African development initiatives;
- TrustAfrica is encouraged to develop a map of this sector and then to convene a meeting to bring these emerging donors together, mobilize them, and also provide opportunities for networking among this sector and AROs.

Role of TrustAfrica

- TrustAfrica should serve as a link between donors and AROs;

- TrustAfrica should be proactive in terms of addressing the needs and issues facing AROs. For example, it should identify ways to address capacity building in the area of financial management and also promote organization financial sustainability;
- TrustAfrica should explore the possibility of developing income-generating products and services to help address the issue of financial sustainability;
- TrustAfrica is in the process of developing and defining its identity as an independent foundation. One way to do this is for it to foster greater cohesion among African foundations;
- TrustAfrica should continue to explore its idea for establishing an African Fund that would be generated, directed, and supported at its core by Africans living on the continent and throughout the African diaspora. The fund would be designed to assist the efforts of worthwhile organizations and sectors that for various reasons do not receive such support from established donors (international, traditional).

Annex 2: Conference Agenda

Workshop on Strengthening African Regional Organizations

April 27–30, 2008
Dakar, Senegal

**Saturday, April 26,
& Sunday, April 27:**

Arrival of Participants & Registration

Sunday, April 27:

Informal Gathering of ARO Participants

Monday, April 28:

DAY ONE

09:00 – 10:00

Session 1: Opening

Welcome & Introductions

- Ms. Chantal Uwimana, Programs, TrustAfrica

Objectives/Goals of the Conference

- Dr. Akwasi Aidoo, Executive Director, TrustAfrica

Review of Agenda

Housekeeping

Facilitator:

- Mr. Peter da Costa, TrustAfrica consultant

10:00 – 11:30

Session 2: The ARO Field: Trends, Challenges, Gaps, Opportunities

Resource Persons:

- Prof. Abdalla Bujra, Executive Director, Development Policy Management Forum;
- Mme. Rosalie Diop, Executive Director, Femmes Africa Solidarité

Facilitator:

- Mr. Peter da Costa, TrustAfrica consultant

Guiding Questions:

- What are the key challenges facing AROs today?
- In which areas have AROs registered an impact, and why?
- What lessons have been learned? What gaps have emerged?
- What critical actions are needed to advance the ARO field in the next 10–15 years?

11:30 – 11:45

Tea/ Coffee

11:45 – 13:00

Session 2 (cont'd.): The ARO Field: Trends, Challenges, Gaps, Opportunities

Resource Persons:

- Dr. Adebayo Olukoshi, Executive Secretary, CODESRIA
- Mr. Shawkat Bahaa, Regional Centre for Training in Family Planning and Reproductive Health

13:00 – 14:00

Lunch

14:00 – 16:30

Session 2 (cont'd.): The ARO Field: Trends, Challenges, Gaps, Opportunities

Resource Persons:

- Ms. Nobuntu Mbelle, Coordinator, Coalition for an Effective African Court on Human and People's Rights
- Mr. Kojo Busia, Head, APRM Support Unit, UNECA

16:30 – 16:45

Tea/ Coffee

16:45 – 18:00

Session 2 (cont'd.): The ARO Field: Trends, Challenges, Gaps, Opportunities

Resource Persons:

- Dr. Diana Senghor, Director, Panos Institute for West Africa
- Dr. Lugard Majoro, Senior Programme Manager, Energy, Environment and Development Network for Africa (AFREPREND/FWD)

Tuesday, April 29:

DAY TWO

09:00 – 10:00

Session 3: The AROs Survey

Presentation, key findings of the Survey of African Regional Organizations

Resource Persons:

- Aseghedech Ghirmazion & Peter da Costa, TrustAfrica consultants

Facilitator:

- Dr. Jakkie Cilliers. Executive Director, Institute for Security Studies

Guiding Questions:

- Does the survey present an accurate picture of the field?
- In what key areas could the draft survey be strengthened?
- What specific proposals do participants have for improving the text?
- In what formats should the survey be published and how can participants contribute to its widespread dissemination?

10:00 – 11:30

Session 3 (cont'd.): Feedback on the AROs Survey

11:30 – 11:45

Tea/ Coffee

11:45 – 13:00

Session 3 (cont'd.): Feedback on the AROs Survey

13:00 – 14:00

Lunch

14:00 – 16:30

Session 4: Funding of AROs: Patterns, Gaps, Opportunities.

Resource Persons:

- Ms. Brandee Butler, Program Officer (Human Rights & International Justice), MacArthur Foundation
- Mr. Neville Gabriel, Executive Director, Southern Africa Trust

Facilitator:

- Dr. Yao Graham. Coordinator, Third World Network-Africa

Guiding Questions:

- What has been the experience in funding AROs to date, and what are the key lessons learned?
- How important is the ARO field to future foundation strategies?
- How do foundations view the future challenge of building and sustaining capacity among AROs?
- On the foundation side, what critical actions are needed to advance the AROs field in the next 10-15 years?

16:30 – 16:45

Tea Break

16:45 – 18:00

Session 4 (cont'd.): Funding of AROs: Patterns, Gaps, Opportunities.

Resource Persons:

- Dr. Nana Tanko, Executive Director, OSIWA
- Dr. Samba Ka, Manager, Africa Capacity Building Foundation

Wednesday, April 30:

DAY THREE

09:00 – 12:00

Session 5: Advancing the Field: Next Steps

Resource Person:

- Dr. Akwasi Aidoo, Executive Director, TrustAfrica

Facilitators:

- Aseghedech Ghirmazion & Peter da Costa, TrustAfrica consultants

Guiding questions:

- How best can the results of the AROs survey be taken forward?
- What are the key areas in which TrustAfrica's intervention is needed?
- What mechanisms could put in place to ensure continued dialogue/ sharing of knowledge among AROs and between AROs and funders?

Annex 3: Participants

Workshop on Strengthening African Regional Organizations

April 27–30, 2008
Dakar, Senegal

Environment

Mr. Lugard Majoro, Energy, Environment and Development Network for Africa (AFREPREND/FWD), Kenya
Mr. Osman Marah, Focal Person, Green Actors of West Africa, Sierra Leone

Population

Mr. Shawkat Bahaa, Regional Centre for Training in Family Planning and Reproductive Health, Egypt
Dr. Jonathan Chuksmba, Union for African Population Studies, Ghana

Peace & Security

Dr. Adekeye Adebajo, Executive Director, Centre for Conflict Resolution, South Africa
Dr. Jakkie Cilliers, Executive Director, Institute for Security Studies, South Africa
Mr. Jeffrey Isima, Coordinator, African Security Sector Network (ASSN), Ghana

Human Rights

Ms. Nobuntu Mbelle, Coalition for an Effective African Court on Human and People's Rights, South Africa
Mr. Tim Millar, Program Dev. Officer, Cairo Institute for Human Rights, Egypt

Governance

Mr. Ayodele Aderinwale, Executive Director, African Leadership Forum, Nigeria
Prof. Abdalla Budjra, Executive Director, Development Policy Management Forum, Kenya
Dr. Joshua A. Okumbe, Centre for Corporate Governance, Kenya

Research and Advocacy

Dr. Yao Graham, Coordinator, Third World Network–Africa, Ghana

Other AROs

Dr. Olukoshi Adebayo, Executive Secretary, CODESRIA, Senegal
Dr. Kojo Busia, Head, APRM Support Unit, APRM, Ethiopia
Mr. Olabisi Dare, Political Analyst & Focal Point for Somalia, African Union, Ethiopia
Mr. Doudou Dia, General Manager, Gorée Institute, Senegal
Mr. Neville Gabriel, Director, Southern Africa Trust, South Africa
Mr. Pascal Kambale, Deputy Director, AfriMAP, South Africa
Mr. Ibrahima Kane, AU Advocacy Director, Open Society Institute, Kenya
Dr. Nana Tanko, Executive Director, OSIWA, Senegal
Ms. Diana Senghor, Director, Panos Institute for West Africa, Senegal

Donor and Funding Organizations

Mr. Saidou Barry, Director, Dakar Regional Office, Islamic Development Bank Group, Senegal
Ms. Brandee Butler, Program Officer, Human Rights and International Justice, MacArthur Foundation, USA
Mr. Sada Ly Cisse, African Development Bank, Senegal
Mr. Sahlu Haile, Senior Program Advisor, David and Lucile Packard Foundation, USA
Dr. Samba Ka, Manager, West and North Africa Department, African Capacity Building Foundation, Zimbabwe
Mr. Godwin Odo, Program Officer, MacArthur Foundation, Nigeria

TrustAfrica staff and consultants

Dr. Akwasi Aidoo, Executive Director
Ms. Hawa Ba, Program Consultant
Mr. Peter da Costa, AROs Survey Consultant
Ms. Aseghedech Ghirmazion, AROs Survey Consultant
Ms. Chantal Uwimana, Program Director
Wilma J.E. Randle, Rapporteur