



# EASTERN AFRICA

## NEWS

ECA Subregional Office for Eastern Africa Issue No.7, June 2011

### About the Office



The Sub-Regional Office for Eastern Africa (SRO-EA), of the United Nations Economic Commission for Africa (ECA) is located in Kigali (Rwanda) and serves 13 countries: *Burundi, Comoros, Djibouti, Democratic Republic of Congo, Eritrea, Ethiopia, Kenya, Madagascar, Rwanda, Seychelles, Somalia, Tanzania and Uganda.*



- 15<sup>th</sup> Intergovernmental Committee of Experts held in Djibouti.
- SRO-EA hosts the Task Force on Operationalising the SRCM.
- Regional Experts deliberate on Accessing Mineral Rights with Equity.
- Rwanda National ICT Strategy & Plan 2011-2015.
- East African Internet Governance Forum 2010.
- Macroeconomic Modelling and Forecasting in Burundi Central Bank.
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### Message from the Director

Dear all,

As we move ahead in 2011, I would like to share with you our outlook. Delivering as ONE at the level of the United Nations Economic Commission for Africa (ECA) is taking shape and form. This development offers great possibilities for scaling-up the work of the ECA in the sub-region. In Eastern Africa, collaboration with the African Trade Policy Centre in implementing the Multi-Year Programmes (MYP) with the East African Community will provide the litmus test on the potential offered by this new approach in programme delivery

The 15<sup>th</sup> Inter-Governmental Committee of Experts (ICE)-our statutory body-held in Djibouti last Febru-



ary focused on tourism. This will become a new work stream of SRO-EA for years to come and will particularly target developing an integrated tourism development master plan for Eastern Africa.

An interesting new area of research and practice will be the link between the African Peer Review Mechanism (APRM) and the governance of natural resources exploitation. Collaboration with ICGLR in this area will be strengthened and our next ICE will be on this theme. Considerable efforts will be also devoted to making the SRCM operational. To this end, SRO-EA will closely collaborate with the UN Regional Directors Team (RDT) for Eastern and Southern Africa.

Work with the UN Country Team (UNCT) in Rwanda to increase the understanding and implication of regional integration processes in the country has just started. Key activities include support to:

- i. The popularization of the regional integration agenda in the country to strengthen knowledge on its key instruments and reinforce citizen's ownership;
- ii. The domestication of regional instruments;
- iii. Research and analysis on regional integration issues; and
- iv. Capacity building.

Thus in 2011 SRO-EA will be involved in four main fronts in its work in Rwanda— environment, regional integration, ICT and science, technology and innovation (STI).

Our office will continue to build its capacity and will have soon the full complement of its staff on board. This will position the office well to better deliver on its mandate and strengthen the quality, reach and impact of its services.

On this note, I would like to express on behalf of all of us, our appreciation and gratitude to Mahamat Abdoulahi, Birane Cisse, and Mamadi Kourouma who have retired or will retire during the course of this year, for their untiring service and dedication to the ideals and work of the United Nations. We shall miss them.

I would also like to take this opportunity to welcome Soteri Gatera, Rodgers Mukwaya, Marit Kitaw, Denise Guce, Jean Claude Umugaba, and Angelique Ntagengerwa who joined SRO-EA since the last issue of this newsletter. We are confident that you will add value to the work of the office and look forward to your contribution.

Mr Joseph Baricako will leave us at the end of June 2011 to join our Sub-regional Office for Central

Africa in Yaounde, Cameroon. We would like to thank him for his valuable contribution to the work of SRO-EA and wish him success in his new duty station.

I hope you enjoy the newsletter.

Antonio Pedro,  
Director  
SRO-EA

### **15<sup>th</sup> Intergovernmental Committee of Experts Meeting 21 – 24 February 2011, Djibouti**

Tourism took centre stage at the 15<sup>th</sup> meeting of the Intergovernmental Committee of Experts (ICE) of the United Nations Economic Commission for Africa (UNECA) Sub-Regional Office for Eastern Africa (SRO-EA) in Djibouti from 21 to 24 February 2011.

The theme of the meeting, “*Towards a Sustainable Tourism Industry in the Eastern African Sub-Region*”, constituted the major topic of discussions and informed deliberations. A special Ad-Hoc Experts Group Meeting (AEGM) was also held on Ecotourism in the Intergovernmental Authority on Development (IGAD) region. Presentations and discussions were also made on Djibouti's tourism industry and the United Nations Environmental Programme's Global Partnership for Sustainable Tourism.

Honourable Ali Farah Assoweh, Minister of Economy, Finance and Planning in charge of Privatization of the Republic of Djibouti emphasized that for tourism to flourish it was important to have a stable socio-political environment in the sub-region; adequate infrastructure; competitive prices; and professional cadres. He noted that Djibouti has these key fundamentals, which augurs well for the future of the tourism industry in the country.

Mr. Antonio Pedro, Director, SRO-EA, underscored the potential of regional integration in making Eastern Africa a more competitive tourism destination. He noted that the global tourism industry contributed 9.4 per cent to the global GDP and that tourism is ranked fourth in the export category of the global commercial services. According to him, Africa's share of the global tourism industry and Eastern African's in particular was meager, despite the region's immense potential. He invited the participants to use the ICE as an opportunity to discuss the challenges and opportunities to redress the problem and articulate concrete strategies to make the region a competitive global tourism destination.

Delegates in their interventions on tourism noted





Hon. Ali Farah Assoweh, Minister of Economy, Finance and Planning in charge of Privatization of the Republic of Djibouti opened the meeting. Also present were the Ministers for Foreign Affairs, Youth, Sports & Tourism, and Minister of State for Solidarity of Djibouti (C)

among other things, the need to link tourism and regional integration in order to market Eastern Africa as a single market destination; and that the sub-region's vast resources offer opportunities for ecotourism development. It was also highlighted that because member States were at different levels of tourism development, approaches and strategies for ecotourism development had to be context specific. The Committee of Experts also called for the formulation of a Sustainable Tourism Master Plan for IGAD and asked SRO-EA to lead the initiative.

The 15<sup>th</sup> ICE also considered a wide range of issues pertaining to Eastern Africa's regional integration agenda including a look at progress on macro-economic and social development and the implementation of international and regional agreements such as the Millennium Development Goals (MDGs), and the New Partnership for Africa's Development (NEPAD).

The Common Market for Eastern and Southern Africa (COMESA), IGAD, Indian Ocean Commission (IOC), International Conference on the Great Lakes Region (ICGLR), and the Communauté Economique des Pays des Grands Lac (CEPGL) made presentations on their regional integration programmes.

The AEGMs also analysed two other key issues of interest to the sub-region and made recommendations on the way forward; namely Eastern Africa's progress

in implementing the World Summit on Information Society's Geneva Plan of Action and South-South Cooperation and Triangular Cooperation.

On the information society, the experts noted that there was a slow rate and pace of uptake of Information Communications Technologies (ICTs) in the sub-region, particularly by the poorer segments of society. They called on member States to reach out to these communities with a view to raising the level of awareness about existing services and facilitating access to them. In this regard, the use of local languages in developing applications was considered particularly effective. Experts also made recommendations on cyber security, internet governance, local content development and e-Applications.

On South-South Cooperation (SSC) and Triangular Cooperation (TC) it was noted that the concepts are relatively new and not widely mainstreamed or assimilated by the various stakeholders and recommended that a body of knowledge and practice on the matter should be developed and disseminated. It was also recommended that Regional Economic Communities (RECs) and Eastern African countries should develop SSC and TC frameworks to guide its cooperation policy, partnerships and strategy based on the principle of mutual benefits and win-win partnerships. This would ensure well conceptualized, negotiated, constructed, implemented and monitored SSCs and



TCs. UNECA was called to support efforts to develop such frameworks at sub-regional and country levels.

The 15<sup>th</sup> ICE meeting also had the opportunity to discuss presentations on SRO-EA's annual report and multi-year programmes, and UNECA's African Climate Policy Centre (ACPC) Work Programme, the creation of which was welcomed. Participants equally discussed the theme "*Governing Development in Africa*" of the 2011 Annual Joint meetings of the African Union (AU) Conference of African Ministers of Economy and Finance, and of the ECA Conference of African Ministers of Finance, Planning and Economic Development scheduled from 24 – 29 March 2011 in Addis Ababa.

Rwanda handed over the chairmanship of the ICE. The Republic of Djibouti was unanimously elected as Chairman of the 15<sup>th</sup> ICE, with Tanzania 1<sup>st</sup> Vice-Chairman, Kenya as 2<sup>nd</sup> Vice-Chairman, and Comoros as Rapporteur. The 15<sup>th</sup> ICE agreed that the 16<sup>th</sup> ICE will be organized in Tanzania in 2012 on the theme "Managing natural resources in Eastern Africa in the context of the Africa Peer Review Mechanism (APRM)".

Representatives from the following countries, RECs, and organizations attended the 15<sup>th</sup> session of the ICE: Burundi, Comoros, Democratic Republic of Congo, Djibouti, Ethiopia, Kenya, Madagascar, Rwanda, Seychelles, Somalia, Tanzania, Uganda, UNECA, COMESA, IGAD, IOC, ICGLR CEPGL, UNEP, African Telecommunication Union (ATU), East African Community (EAC), Eastern African Sub-regional support initiative (EASSI), GESTARSE, Kenya Ecotourism, Lake Victoria Research Initiative, NEPAD, Open Learning Exchange Rwanda, Port Management Association of Eastern and Southern Africa (PMAESA), PROMOTIC, Songa Africa, South Africa Institute for international affairs (SAIIA), and United Nations Educational Scientific and Cultural Organization (UNESCO).

For the report of the 15<sup>th</sup> ICE, please visit our website at [www.uneca.org](http://www.uneca.org).

For pictures of the meeting, please visit us at <http://flic.kr/s/aHsjtPkJap>

### **SRO-EA Hosts the Task Force on Operationalising the SRCM**

On 25 and 26 October 2010, SRO-EA hosted the meeting of the Task Force on the Operationalisation of the Sub-Regional Coordination Mechanism (SRCM) for the United Nations (UN) System-wide Support to the African Union (AU), its New Partnership for Africa's Development (NEPAD)

Programme and Regional Economic Communities (RECs) in Eastern and Southern Africa. This meeting which was recommended by the High-level Meeting (HLM) on Regional Integration and on the Establishment of the SRCM held in Kigali in March 2010, evaluated the extent to which the multi-year and multi partner programming (MYP) approach was the optimal entry point for the implementation of the SRCM.

Based on the existing MYPs between the RECs/IGOs and SRO-EA and SRO-SA, the SRCM, the Task Force reviewed the priority needs of the RECs and IGOs operating in the sub-region and developed a result-based matrix incorporating 5 thematic areas and a tentative list of activities to be undertaken during the period 2011-2013.

The five thematic areas are aligned with the priorities of the NEPAD Planning and Coordinating Agency (NPCA) and include:

Regional Integration and Infrastructure;  
Climate Change and Natural Resources Management;  
Governance;  
Gender and Social Development;  
Agriculture and Food Security; and  
Knowledge Management and Information Sharing,  
which was identified as a cross cutting issue.

At the close of the meeting, Mr. Antonio Pedro, Director of the SRO-EA emphasized the importance of building on the momentum created by both the HLM and the Task Force inaugural meeting with the view to filling in the missing link in the UN "delivering as one" architecture at sub-regional level.

### **Regional Experts Deliberate on Accessing Mineral Rights with Equity**

The UNDP Regional Bureau for Africa (RBA) and SRO-EA worked together from 6-8 December 2010, to deliver the Forum for a Regional Dialogue on Accessing Mineral Rights with Equity. The key objective of the forum was to equip senior officials involved with the mining industry with knowledge on mineral licensing and mineral taxation issues, solid understanding of auction systems as applicable to the minerals sector, capacity to design an auction process and enhanced capacity and skills to negotiate mineral contracts. Participants were drawn from Ministries responsible for mineral resources development from 15 countries from around the Continent.

Speaking at the Forum's opening ceremony, the



UN Resident Coordinator Mr. Aurelien Agbenonci underscored the importance of the mineral sector as a catalyst for growth and development in Africa. He situated the training as part of UNDP efforts to develop capacity in critical sectors and domains with a view to accelerating the attainment of the MDGs and promoting broad-based growth and development.

Mr. Antonio Pedro, the SRO-EA Director noted that the provision of training on contract negotiation in the extractive industry is key to improving Africa's bargaining power towards better and equitable deals.

Mr. Pedro acknowledged the role played by the extractive industry in African economies and reminded participants of the goals of the Africa Mining Vision adopted by the AU Summit of Heads of State and Government in 2009. He indicated that the Vision is an African-owned framework aimed at catapulting the continent towards resource-based industrialization and sustainable development. The Director highlighted the centrality of mineral linkages for the realization of the Africa Mining Vision.

Speaking on behalf of the project, Mr. Raja Kaul, Chief Technical Advisor to the UNDP Regional Project Manager for Capacity Development provided a background on the project's objectives, milestones and achievements to date. He said that the Forum was part of a larger initiative aimed at strengthening capacities in line ministries and beyond covering 11 pilot countries in Africa, including Rwanda. He indicated that the Regional Dialogue had been developed in direct response to governments demand for training and awareness raising on the negotiation of large investment contracts.

The representative of the Government of Rwanda appreciated the role played by the Regional Dialogue and expressed hope that consultations would further enhance negotiation skills and assist in developing a critical mass of core African negotiators.

To kick start the Forum and set the stage on the ensuing presentations, the Director of SRO-EA made a presentation on the key tenets of the Africa Mining Vision. Other presentations covered subjects on mineral licensing, fiscal regimes, and auctioning systems. The presentations triggered animated debates, especially around issues of management of natural resources and investment contracts. Discussions highlighted the need for appropriate policy and legislative frameworks that encourage better linkages between

the mining sector and other sectors of the local economy. Several case studies related to mineral licensing, government roles, empowerment models (e.g. South Africa's Black Economic Empowerment), promotion and auctioning of mineral terrains were presented, including from the participants. An Expert Panel comprising of leading practitioners on natural resources management and development discussed the applicability of discretionary and auctioning systems.

The Forum closed on a high note with participants expressing their satisfaction at the organisation, process and the rich debates that constituted the meeting. The participants felt that the Forum had been worthwhile and that the interactive sessions as well as the presentations made by the resource persons had provided plenty of opportunity for practical training and guidance and exchange of experiences among themselves.

### Rwanda National ICT Strategy & Plan 2011-2015

Rwanda's National ICT Strategy & Plan (NICI: 2011-2015) formulation process officially started in October 2010. The inception workshop was conducted on 18 October 2010. Hon. Ignace Gatera, Minister of ICT



Hon. Dr. Ignace Gatera, Minister in the President's Office in charge of ICT (R) and Mr. Antonio Pedro, Director, SRO-EA

Rwanda and Mr. Antonio Pedro, Director SRO-EA officiated the meeting. In his opening remarks, Hon. Gatera highlighted the pivotal role that ICT plays in Rwanda's socio economic development currently and as articulated in the Vision 2020. Mr. Pedro applauded the speed of ICT uptake in the country and acknowledged that the success of Rwanda's ICT development strategy, was linked to high-level leadership, commitment and involvement.



The meeting was conducted to explain the NICI formulation process and to seek expert input and buy-ins from the High Level Steering Committee (HLSC) members - composed of Ministerial level participants and Coordination Technical Committee (CTC) members – composed of Permanent Secretary and other high-level experts from private sector and CSOs. Following the inception workshop, desk-research on the current ICT related environment of Rwanda and other countries were conducted by the secretariat at the request of UNECA Lead-Consultant in the month of November.

The first National Stakeholder Meeting was held in December to give stakeholders information on the current progress on NICI formulation process and to receive their input into NICI-II evaluation and ICT Baseline study results which were conducted concurrently with the NICI formulation process.

To follow up on these meetings, it was planned that a consultation process for the Cluster Working Groups and individual consultations would continue throughout January. This includes individual meetings with key stakeholders and meetings/retreats. The National ICT Strategy & Plan Goals for 2010-2015 would also be finalised and so would the initial list of priority projects proposal.

### East African Internet Governance Forum 2010

SRO-EA contributed to the third EAIGF held in Kampala, Uganda from 11<sup>th</sup> to 13<sup>th</sup> August 2010.

The first EAIGF was held in 2008 and has become an annual event, each hosted by a different member state. Last year's forum, hosted by Uganda was the third forum.



THIRD EAST AFRICA INTERNET GOVERNANCE FORUM (2010 EAIGF)  
 STRENGTHENING EAST AFRICA'S CRITICAL INTERNET RESOURCES  
 "THINKING GLOBALLY; ACTING LOCALLY"

The theme for the 2010 Forum was 'Strengthening East Africa's critical Internet resources, 'Thinking globally; Acting locally.'

The EAIGF focussed on cyber security in the region and mainly discussed the need for legislation of the IT sector in the region.

A training workshop on “Attack, Disaster and Recovery Programme” was a side-event organized by SRO-EA during the 2010 EAIGF. Computer systems in East Africa will continue to come under cyber-attacks if no proper law is put into place, the objective of this training workshop was to strengthen the capacities of member's countries, RECs and IGOs to understand contingency and attack response planning and to determine the vulnerability as well as the potential threats (and their consequences) to the identified information systems.

This was attended by more 100 participants from Eastern African countries Government, civil society, academia, private sector, media, consumer groups and individuals interested in the Internet Governance Forum Process. It was agreed that the SRO-EA will review Africa's contribution to the IGF process and assist with getting regional bodies the EAC and the AU to be part of this process and explore the possibility of a Sub Regional TLD.EAC.

### Macroeconomic Modeling and Forecasting in Burundi Central Bank:

On 20 November 2009, the Summit of EAC Heads of State and Government decided to establish the East African Monetary Union (EAMU) by 2015. Another milestone was the adoption of the roadmap to the EAMU by the Joint Meeting of EAC Ministers of Finance and EAC Affairs held in Arusha, Tanzania on 2 March 2010.

The Monetary Union is the penultimate stage towards the establishment of the African Economic Community. It calls for well coordinated and unified monetary and fiscal policies, including a common currency. Reaching this stage will require dedicated skills in monetary and financial cooperation and progressive changes in the policy, institutional, legal and regulatory frameworks of the Partner States based on an agreed set of macroeconomic convergence criteria.

The roadmap towards the establishment of the Monetary Union in Eastern Africa is a long and difficult process which will require patience, tact, expert knowledge and above all ownership and commitment of all key stockholders involved.



Misalignment of exchange rates, growing inflation rates, management of money demand and supply, debt management and other key macroeconomic variables could derail efforts towards the Monetary Union. Thus, the performance of the Partner States against the convergence criteria will need to be continuously monitored and efforts deployed to ensure alignment. Central Banks will be largely responsible for the surveillance, enforcement and overall management of the convergence criteria. This would require strengthened capacity building in economic modelling and forecasting. That is why UNECA-SRO-EA accepted the request from EAC secretariat and Rwanda Central Bank to support them in building capacity in macro economic modeling and forecasting in different stages of this process.

The exercise was organized in different stages. First, a stocktaking exercise to evaluate the capacity building needs of the EAC Central Banks was initiated before formulating a well structured and sustained training programme. This programme will span over a period of three years offering support to operationalise and manage the EAC monetary union.

The first step was concluded successfully. A workshop held in March 2010 validated the report showing exactly where each of the EAC central Banks stand. The conclusions and recommendations were clear and called for harmonization and catch up efforts in skills development for the banks still lagging behind.

Given the status of Burundi capacity skills in this area, Burundi Central Bank formulated a request for assistance in capacity building. The request was accepted and a training session was organized from 30 August to 9 September 2010. In this second stage, a tailor-made training programme was developed for Burundi.

The main objectives of the training programme were to:

- i. familiarize economists at the Burundi Central Bank with widely used econometric techniques and their applications to concrete cases particularly in monetary macroeconomics ;
- ii. ensure that, at the end of the training, each participant would be able to work autonomously on concrete cases using data available in the Central Bank; and
- iii. increase local capacity to regional levels and equip the course participants to be able to follow upcoming training programmes on macroeconomic

modelling and forecasting designed by SRO-EA and/or the EAC.

**Food Security for Eastern Africa**

Regional Economic Communities (RECs) and Intergovernmental organizations (IGOs) first noted the need to build on synergies of existing respective projects, programmes, strategies and action plans on food security in Eastern Africa two years ago during the 14<sup>th</sup> ICE of SRO-EA. Since then, SRO-EA and ICGLR have organized a series of partners' workshop to further discuss the feasibility of a joint programme on food security for Eastern Africa building on commonalities of respective strategies and action plans of ICGLR, the Economic Community of the Great Lakes Countries (CEPGL), the East African Community (EAC), and the Intergovernmental Authority on Development (IGAD).

The hallmark of the programme is its participative and consultative nature and communion of views on the urgency of the cause and the need to address it in an integrated manner. SRO-EA plays the role of facilitator and strategic convener. SRO-EA was also instrumental in raising funds for required consultancies and consultative meetings. The consultative process has benefitted from the generous support of the IGAD Reform programme which has funded most of the meetings as well as part of the consultancy services used to formulate the programme.

The last consultative meeting was held in Nairobi, Kenya on 19-21 January 2011.

High-level representatives of SRO-EA member States, RECs/IGOs active in the sub-region, the African Union Commission (AUC), FAO, WFP, the UN International Strategy on Disaster Risk Reduction (UNISDR), the Alliance for a Green Revolution in Africa (AGRA), Centres of the Consultative Group on International Agriculture Research (CGIAR-ICRAF, CGIAR-ILRI), UNEP, the East African Grain Council (EAGC), and the Foundation for Environmental Security and Sustainability (FESS) were present at the meeting. The Event was an ideal platform to firm up the contents of the programme and consolidate partnerships. ICGLR will house the Programme Coordination Unit (PCU).



## Support to Business Development Services Strategy in Rwanda

UNECA has been providing support to ICT development in Rwanda for more than a decade. The most recent area of intervention includes the strengthening of district-based 'Business Development Service Centres' (BDS). These centres are building on Rwanda's earlier public 'Community Multi-purpose Centres' and Private Sector Federation sponsored 'Business Development Centres'.



Kibuye Fishing Project's Coordinator J.B. Sibomana

Under the leadership of the Rwanda Development Board (RDB), UNECA is assisting in the development of a generic Strategic Business Plan for the centres. After a coached appropriation and customization process, the centre managers can use the generic plan to optimize resource utilization with a view to providing, under one roof; (i) advice and support for business creation; (ii) access to an increasing number of public services on-line; and (iii) support to citizens and communities in any other ICT-access related area.

UNECA's support is part of an Africa-wide initiative, to turn tele-centres into tele-innovation centres, which also means turning re-active ICT access-points into pro-active community development entities putting ICT actively at the centre of development and change.

## Upcoming Events

4-6 July 2011, Addis Ababa, Ethiopia: Joint RECs/IGOs/UN Task Force Meeting on the Operationalisation of the Sub-Regional Coordination Mechanism, (SRCM) in Eastern and Southern Africa.



## New Staff Members

The SRO-EA recently welcomed six staff members:

**Soteri Gatera** is the Chief of Infrastructure and Natural Resources Development.

He received his M.Sc. in civil engineering from University of Dar-es-Salaam and his MBA in Public Sector Management from Maastricht School of Management (The Netherlands).

He taught at the current Ardhi University from 1986 through 1996 and became Lutheran World Federation (LWF)'s Technical Advisor in Rwanda from 1997 to 1999. He was appointed Director General of the Rwanda Road Fund from 2000 to early 2010. In June 2010, he joined UNECA as a Senior Economic Affairs Officer.

**Mukwya Rodgers** joined UNECA in October 2010 as an Economic Affairs Officer. He holds a PhD (Applied Economics) from the Clemson University in the USA, an M.A (Agribusiness management) and B.S (Agriculture) from Makerere University, Uganda. He previously taught at Clemson University, USA and also worked with the Ministry of Agriculture in Uganda.

**Marit Kitaw** is the Governance and Public Administration Officer. She received her Ph.D. in Economics from the University of Nice/Sophia-Antipolis, France where she specialized in Development Economics. She has been involved in governance issues in Africa from a variety of angles. From May 2008 to January 2011, she worked as Post-Conflict Reconstruction and Development (PCRD) Expert at the Common Market for Eastern and Southern Africa (COMESA) in Lusaka, Zambia.

She was previously Program Director at the Center for Development Consultancy in Addis-Ababa, Ethiopia, where she undertook research and analysis of twelve post conflict African countries for NEPAD Sub-Cluster "Post-Conflict Reconstruction and Development" with UNHCR. Prior to that, she worked as a consultant for the African Development Bank in Tu-



nis, Tunisia. Ms. Kitaw also worked at the Institute of World Affairs in Washington DC, USA from April 2001 to January 2005.

**Denise Guce** joined UNECA SRO-EA as an Associate Administrative and Finance Officer in August 2010.

Prior to joining UNECA SRO-EA, Ms. Guce worked at the New York City Office of Management and Budget for over four years, and recently served as a Unit Head in the Administrative Agencies and Elected Officials Task Force.

Ms. Guce graduated from Binghamton University and New York University Robert F. Wagner Graduate School of Public Administration, where she received a master's degree in Public Administration, with a specialization in Public Finance.

**Angelique Ntagengerwa** joined UNECA SRO-EA as a Finance Assistant in April 2010.

Prior to joining UNECA SRO-EA, Ms. Ntagengerwa worked in the Bank of Kigali as an Assistant Associate in the Electronic Banking Division for ten years.

Ms. Ntagengerwa graduated with a License en Gestion in Université Libre de Kigali (ULK).

**Jean Claude Umugaba** joined UNECA SRO-EA as an Information Technology Assistant in May 2010.

Prior to joining UNECA SRO-EA, Mr. Umugaba worked as a Software Engineer at the Ministry of Finance and Economic Planning of Rwanda for over seven years.

Mr Jean Claude UMUGABA graduated from Aberdeen University, Scotland (UK) where he received a master's degree in Information Technology.

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