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## SRO-EA

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## Ad Hoc Expert Group Meeting : "Assessing the Subregional Office for East Africa and Regional Economic Communities Multi-Year Programmes"



## REPORT ON PROGRESS IN THE IMPLEMENTATION OF THE MYPs WITH RECs AND IGOs



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## 1. Overview

The African Union Summit of Heads of State and Government held in Banjul, Gambia on 1<sup>st</sup> and 2<sup>nd</sup> July 2006 reaffirmed the role of the United Nations Economic Commission for Africa (ECA) as a key UN institution in Africa to assist and facilitate the work of the African Union (AU) and the Regional Economic Communities (RECs). In this context that ECA reviewed its strategic directions, work programmes, organic structure and management process and repositioned itself for effective partnership with the AU, the African Development Bank (AfDB), the RECs and other development partners to better respond to the continent's priorities.

In addition, the sixty-first UN General Assembly emphasized the pivotal role of ECA Sub regional Offices (SROs) as the privileged partners of RECs and being the immediate interface between ECA headquarters, member States and RECs. In this regard, the report of the Secretary General called for partnership agreements with each REC to develop multi-year programmes based on either their requests or strategic action plans in specific areas where ECA expertise and support would bear most effective results. Therefore, in line with the main thrust of a repositioned ECA and to implement the ECA Business Plan 2007-2009, the ECA and especially Sub regional offices (SROs) embarked on supporting and strengthening the capacities of RECs/IGOs as the building blocs of the African Common Market.

To implement this mandate, the SRO-EA formally launched the process of preparing multi-year programmes with RECs during the meeting of Experts of Regional Economic Communities in Eastern Africa, held in Kigali, Rwanda from 20<sup>th</sup> to 22<sup>nd</sup> November 2007. This meeting was followed by consultations with each REC on its multi-year programme.

SRO-EA is covering thirteen countries, two Regional Economic Communities (RECs) and three Intergovernmental Organisations (IGOs). The present report outlines the progress in the formulation, adoption and implementation of the multi year programmes with the RECs namely, IGAD and EAC and the Intergovernmental Organisations namely ICGLR, CEPGL and IOC. COMESA is under the responsibility of the NEPAD and Regional Integration Division (NRID) of ECA Headquarters.

A summary of the activities and related narrative with regard to the different MYPs is given in ANNEX 1 to the present report.

## **2. Progress in the implementation of the Multiyear Programmes with RECs**

### **2.1 IGAD**

In line with ECA Business Plan 2007-2009 and work programmes, the ECA-SRO/IGAD Multi-year programme mainly focuses on developing IGAD capacity in three identified sectors plus four crosscutting thematic themes as outlined below:

#### **a) Economic cooperation and integration:**

- Particular emphasis is focused on coordinating the efforts of the Member States to gradually harmonize their trade practices and policies and eliminate barriers to trade.
- On industry, many IGAD countries have implemented a number of industrial support programmes, particularly in the areas of standards and quality insurance. However, IGAD is yet to establish a coherent strategy regarding the industrial development in its member States whether at national or subregional level.
- In the tourism sector, some countries have developed national strategies and effective policies for promoting tourism. Although the potential is high within the sub region, tourism has remained marginal in the majority of IGAD countries and need to be addressed in the context of an integrated approach.
- Transport and Communications for infrastructure development and the removal of physical and non-physical barriers to interstate transport and communications which are essential to regional co-operation and integration still require more attention.

#### **b) Food security and environmental protection:**

- The main components of the cooperation programme in this sector concerns the areas of agricultural development and food security; natural resources management and environmental protection

#### **c) Political and Humanitarian Affairs Sector:**

- The collaborative implementation programme focuses on two components namely: Conflict Prevention Management and Resolution and Humanitarian Affairs Programs:

#### **d) Crosscutting themes:**

- The four crosscutting themes include gender mainstreaming; information and Documentation; HIV/AIDS pandemic; and, Science and Technology.

There are five areas in which progress has been made in the implementation of the Multiyear Programme with IGAD as detailed below:

#### **a) Memorandum of Understanding (MoU) between ECA and IGAD**

Following the agreement on a Multiyear Programme at the end of 2007, SRO-EA facilitated the drafting and approval of the Memorandum of Understanding (MoU) to provide a framework for the implementation of the multi-year programme. The MoU was eventually signed on 23 July 2008 between the ECA and the IGAD Secretariats.

**b) Study on “Development strategies for the sub-sector of transport infrastructure, Industry and ICT” for IGAD Secretariat**

At the request of IGAD Secretariat, SRO-EA supported the preparation of development strategies for the sub sectors of transport Infrastructure, Industry and Information and Communication Technology (ICT). A report entitled “Study on the development strategies for the sub-sector of transport and infrastructure, industry and ICT for IGAD” was finalized in 2008 and was submitted in March 2008 for validation by IGAD member States.

The report reviewed progress made in the implementation of transport infrastructure and facilitation programmes and made recommendations for improving transport infrastructure in the sub-region. The study also proposed strategies and action plans for the subsectors including among others:

- Promotion of harmonized policies in both macro and micro-economic policies in the fields of transport, infrastructure, industry and ICT;
- Development/promotion of regional infrastructure projects, particularly in the field of transport to establish the vital missing links.
- Competitiveness promotion of the region as far as industrial production is concerned.

**c) Minimum Integration Plan (MIP)**

In October 2008, SRO-EA provided advisory services in the drafting of IGAD’s MIP aiming at repositioning IGAD as development institution and accordingly refocusing its regional integration agenda on critical policy and strategic issues. The MIP addresses the specific needs of member States in the context of a common policy in key areas such as food security; infrastructure development as a springboard for trade facilitation; harmonized policies on natural resources management; and the movement of production factors and people within the region.

The draft MIP prepared by SRO-EA was presented as a basic working document at the IGAD workshop held in November 2009 on the preparation of the MIP. The workshop was attended by Djibouti, Ethiopia, Kenya, Somalia, Sudan and Uganda as well as partners in development. SRO-EA contributed to the logistics and preparatory work of the meeting as well as its substantive servicing.

**d) Institutional capacity building within the IGAD Secretariat**

In July 2008, the Secretariat of IGAD requested the ECA to provide technical support the development a capacity building programmes within its Secretariat. The programme aims at developing IGAD organizational and functional structure and strengthening the capacity among the staff. SRO-EA has established contact with potential consultancy firms including ESAMI to undertake the study, which will be the first step of the project. SRO-EA will also undertake follow up actions as may be required.

## **2.2 EAC**

The East African Community (EAC) is a five-member intergovernmental organisation, with Kenya, Tanzania and Uganda as founder members in 2000 while Burundi and Rwanda joined in 2007; all member countries are landlocked with the exception of Kenya and Tanzania, which have ports on the Coast of the Indian Ocean. The EAC has a substantial market - the core population of the community member states of about 120 million, some 385 million through COMESA and some 215 million from SADC through Tanzania. All EAC member states belong to COMESA, except Tanzania, which is member to SADC.

Integration within the EAC is deepening at a fast speed being encouraged by the good political will of the leaders and the natural interdependence of the people in the region (geographical location, economic and ethnicities). A recent tripartite summit formed of three RECs, COMESA, EAC and SADC agree to form a common free trade area for the region. This new framework would greatly contribute to reducing costs of doing business in the region and solve the overlapping scheme of integration groups. Efforts to establish a Common Market of EAC are encouraging and negotiations of the Common Market Protocol to be ratified by 2010 have been intensified. The East African Community is also keen to move to a political federation, which will be people centred and private sector driven.

The process of agreeing on a Multiyear Programme with the EAC is yet to be completed. However, ECA as a whole continues to implement programmes with the EAC mainly with the African Trade Policy Centre supported by SRO-EA. This programme centres on capacity building at the EAC Secretariat to improve its trade policy analysis capacities. In addition the programme supports other activities aimed at strengthening the human and institutional capacities of African Governments, including those in the EAC, with the aim of improving the formulation and implementation of sound trade policies and facilitating effective trade negotiations at bilateral, regional and multilateral levels. This same programme also supports the private sector, civil society and academia in areas of research, information dissemination and advocacy services.

The SRO/EA will play an active role in the work of the Trade Policy unit at the EAC Secretariat since the focus of this phase is on supporting Regional Economic Communities (RECs), trade related institutions and other regional groupings in building their analytical capacities in trade related issues as well as cross cutting issues of gender, environment and HIV/AIDS. Some of the specific activities that will be addressed include training staff members in trade analysis of various sectors and carrying out trade related studies.

However, the conclusion of the Memorandum of Understanding and the multi-year programme remains a major missing link in ensuring concrete and more meaningful cooperation between the two institutions. It is hoped that this will soon be resolved with the draft proposed Multiyear Programme between SRO-EA and EAC. The MYP which will take into account a refocused EAC Development Strategy under preparation within the EAC is expected to focus on the following areas:

- a) Trade, Industry, Tourism, Finance and Investment;

- b) Infrastructure and ICT development;
- c) Food security, Agriculture, Natural Resources and Environment;
- d) Social and human Development;
- e) Cross-cutting and Special Programmes.

### **3. Progress in the implementation of the Multiyear Programmes with IGOs**

#### **3.1 ICGLR**

In the cooperation between ECA and ICGLR a Multiyear Programme has been developed and agreed and a Memorandum of Understanding has been signed. At the request of the ICGLR, the focus of the multiyear programme has been on the 15 projects, agreed upon by the IGLR organs namely:

- i. Regional micro-credit support facility;
- ii. Concept paper on the trans-border development basins;
- iii. Food security project;
- iv. Natural resources management;
- v. Northern Corridor;
- vi. Trans-African Highway (Mombasa-Lagos);
- vii. Lobito Corridor project;
- viii. Southern Corridor;
- ix. Pre-feasibility study of the Northern Corridor railway extension;
- x. Central corridor;
- xi. Feasibility study on the rehabilitation and navigability of the River Congo basin;
- xii. Rehabilitation and connectivity of Inga Dam;
- xiii. Feasibility study on the regional oil pipeline;
- xiv. Methane gas project (Kivu regional pipeline project);
- xv. East African Submarine Cable System (EASSy).

In September 2008, ECA-SRO-EA and ICGLR jointly organized a workshop on “Regional integration and Economic development” in Kigali, Rwanda. All the above listed projects were analyzed by professional experts and identified partners. Respective road maps were defined and approved.

For practical reasons in implementing the MYP, ICGLR and SRO/EA have further agreed to initially focus on three projects, namely Microcredit, Transborder Development Basins and Food security and the present progress report below limits itself to these.

#### **a) Transborder Development Basins**

Two TDB have been identified. We have developed the terms of reference for the consultants while working on strategic synergies with some key partners. SRO-EA is confident that the timeframe agreed upon in the cluster meeting will be met.

### **b) Micro credit**

On the micro credit project, the final report has been reviewed and stands for now under publication process. We are working on the following steps including capacity building, domestication of good practices, etc. as outlined in the road map.

### **c) Food Security**

SRO-EA is finalizing the terms of reference of the food security programme with an expanded coverage to include IGAD. Potential partners have already been identified and it is expect to launch the study in the second half of 2009.

## **3.2 CEPGL**

SRO-EA has agreed on a Multiyear Programme with CEPGL and a Memorandum of Understanding is waiting signature of the both Secretariats. In the meantime SRO-EA continues to support CEPGL in some limited areas of programme formulation and preparation.

The CEPGL programme has as its overall objective the consolidation and/or promotion of security, stability and social and economic development initiatives in the region. The agreed Multiyear Programme with SRO-EA includes programmes and priority projects organized around the priority programmes defined by the Ministers Counsel held in Bujumbura, on April 17<sup>th</sup> 2007, namely:

- a) Energy, Infrastructures et Communications ;
- b) Agriculture et food security;
- c) Investments;
- d) Education and Research;
- e) Peace, Security, Democracy et good Governance.

The implementation process focuses on:

- Studies on economic and sectoral issues and research related to objectives of the community;
- Informations exchanges on integration and socio-economic development des member states;
- Actual status and road map for relaunch of the community ;
- Identification and preparation projects implementation for those whom studies have already been already realized;
- Defining of priorities in the main programmes identified by Ministers Counsel ;
- Institutional capacity building of the Permanent Executive Secretariat;
- Establishment of resources mobilisation plan;
- Assistance in round table organization of development partners;
- Assistance in workshops and seminars organization on capacity buildings in various areas like statistics, knowledge management, communication, etc.

As a preliminary phase, SRO-EA assisted CEPGL Secretariat in 2008, to give support in the preparations for the re-launch programme of the CEPGL including reviewing the related documents.

### **3.3 IOC**

The Indian Ocean Commission (IOC) has a membership which includes Comoros, France (Reunion), Madagascar, Mauritius and Seychelles. Its main mandate is to foster political and regional cooperation within the following four areas, as defined by the 21<sup>st</sup> Council of Ministers of IOC in January 2005: political and diplomatic cooperation, economic and commercial cooperation, regional and sustainable development, and the strengthening of regional identity. It develops actions related to both the inclusion of the region into world economy, environmental protection or animal and vegetal resources, the protection of populations (civil safety, children rights, public health) and cooperation in areas of culture, universities and research.

Three out of the five countries of the IOC are within the Eastern Africa subregion, and in that context, IOC has been invited to be involved in the ongoing cooperation programmes between ECA/SRO-EA and the Regional Economic Communities (RECs) and Intergovernmental Organisations (IGOs) in the subregion, including the Multi-Year programmes.

In the framework of Multi-Year Programmes with RECs and IGOs, the IOC Secretariat is preparing a programme of cooperation with SRO-EA which will focus on the following areas:

- Capacity building of the IOC Secretariat in key areas of energy, promotion of regional and international trade, gender and protection of environment and efficient exploitation of natural resources
- Management of natural disasters;
- Harmonization of macroeconomic policies and poverty reduction.

The first draft of the IOC Multi-Year programme with ECA-SRO/EA will be discussed during the Ad-Hoc Expert Group Meeting on Multiyear Programmes and the ICE meetings to take place from 27 to 29 April 2009 in Seychelles.

## **4. The Way Forward**

### **4.1 Lessons Learnt**

The multi year programmes are the frameworks within which collaboration between Regional Economic Communities (RECs) as well as Intergovernmental Organisations (IGOs) and the Economic Commission for Africa (ECA) through Sub regional offices should be agreed upon and implemented.

Generally, the major constraint that is faced by SRO-EA in the implementation of MYPs has been financial resources especially as regards:

- Adequacy;

- Timeliness; and,
- Predictability so as to plan specific timelines for the various MYP activities.

The lessons learnt for better outcomes and successes in the implementation of MYPs include:

- Joint mobilization of resources and getting buy-ins of external partnerships is important to a dynamic implementation process;
- Inclusion of “generic MYP elements” in the biennium budget. This calls for early consultations with RECs before the ECA biennium programme budget exercise is started;
- Inclusion of MYPs in next “ECA Business Plan” might facilitate the allocation of XB resources to specific activities of MYPs;
- For sake of practicability in the collaboration it would be useful for each REC/IGO to assign a focal point to directly liaise with a corresponding focal point in the SRO-EA. For each REC/IGO there is already a focal point in SRO-EA.

#### 4.2 Proposed Draft Road Maps: 2009-2011

The road maps for the various RECs and IGOs in respect of implementing the different multiyear programmes should be agreed upon for the period 2009-2011 on the basis of the different MoUs, the current Multiyear programmes, the urgent needs and priorities of the RECs/IGOs as well as the proposed programme for SRO-EA for the 2010-2011 biennium. The Table below summarized some of the activities that are presently envisaged. However, by the end of the AEGM on Multiyear programmes more definite road maps for each REC/IGO will be produced.

#### Draft Road maps 2009-2011

REC /IGO	Activities/Projects	Timeframe	Key partners	Responsibilities	Observations
<b>Regional Economic Communities (RECs)</b>					
IGAD	Food Security Programme	2009-2013	CGIAR, Group, UN Agencies, EU, WB, AfDB, FARA	Consultations with partners, development and implementation of the Programme (ECA-ICGLR-IGAD)	Consultations with partners in progress
	Institutional capacity building	2009-2010	IGAD Partners Group, AfDB	ECA (Study), IGAD Secretariat (development and	ECA has contacted consultancy firms to undertake the study. The implementation

REC /IGO	Activities/Projects	Timeframe	Key partners	Responsibilities	Observations
				implementation)	of the project is subject to further resource mobilization.
EAC	Identification of investment opportunities in PMAESA ports	2009	PMAESA, EAC ports	Elaboration of TORs, follow-up and implementation (ECA, EAC)	First phase achieved Second Phase (study and workshop) in progress
<b>Intergovernmental Organizations (IGOs)</b>					
ICGLR	Food Security Programme	2009-2013	CGIAR, Group, UN Agencies, EU, WB, AfDB, FARA	Consultations with partners, development and implementation of the Programme (ECA-ICGLR-IGAD)	Consultations with partners in progress
	Transborder Development Basins (TDBs)	2009-2011		ECA, ICGLR, GTZ	Numerous TDBs overlapping and coordination difficulties
	Micro-finance	2009-2010	GTZ, AfDB, EU, USAID, WB, UNDP, DFID	ECA, ICGLR	In progress
	Regional anti-corruption forum	2009-2013		ECA, ICGLR	
	Natural Resources Certification	2009-2013	WB, AfDB, PTA Bank, BADEA, DFID, UNDP, GTZ	ECA, ICGLR	Need for a strong political commitment
			WB,EU, GTZ, UNDP	ECA, ICGLR	Project meeting in April 2009
			WB,EU, GTZ, UNDP,		

<b>REC /IGO</b>	<b>Activities/Projects</b>	<b>Timeframe</b>	<b>Key partners</b>	<b>Responsibilities</b>	<b>Observations</b>
			UNEP, AfDB		
CEPGL	Strategic Plan	2009-2010	EU, Member States	Implementation (CEPGL, ECA)	In progress
IOC	Capacity building in regional and international trade, environmental protection and natural resources management, gender, harmonization of poverty reduction policies  Disaster risk management, food security and climate change impacts  Harmonization of development policy frameworks related to regional and international trade, and regional integration	2009-2013 for all activities	IOC Partners for all activities (EU, AfDB, UNDP, France)	ECA, IOC Secretariat and its Partners for all activities	To be discussed at Seychelles meeting

## **ANNEX 1**

### **Summary of Activities and Related Narratives of Multiyear Programmes (MYPs) between ECA Subregional Office for Eastern Africa (SRO-EA) and Regional Economic Communities (RECs) and Intergovernmental Organisations (IGOs)**

**Table: Activities and Related Narratives of MYPs**

<b>Regional Economic Community/ Organization (REC)</b>	<b>Activities (implemented/under implementation)</b>	<b>Output/ expected results</b>	<b>Main achievements/accomplishments</b>	<b>SRO's contribution</b>	<b>Observations</b>
<b>IGAD</b>	1. Draft and agree on MYP and Memorandum of Understanding (MoU) between ECA and IGAD	The MoU was signed on 23 July 2008	Provided the framework for the implementation of the SRO-EA/IGAD Multi-year programme	Preparation of draft MYP and MoU and follow up action	IGAD asked for additional support to the MYP on capacity building

Regional Economic Community/ Organization (REC)	Activities (implemented/under implementation)	Output/ expected results	Main achievements/accomplishments	SRO's contribution	Observations
IGAD (contd)	2. Study on "IGAD Strategy, Transport / Infrastructure, Industry and ICT"	Study report completed in March 2008	<p>The report provided IGAD strategy and policy guidelines on infrastructure development sectors including transports; industrial development and ICT</p> <p>The report served as working document to the IGAD workshop in November 2008. Furthermore, it provided inputs in relevant sectors of MIP.</p>	Provided resources for Consultant To undertake the study	
	3. Advisory Services on "The Minimum Integration Plan (MIP) for IGAD", 17-27 October in Djibouti	Study report completed and submitted to IGAD in November 2008.	The report containing the MIP was presented as working document to the IGAD regional workshop on the Minimum Integration Plan.	Advisory mission of two staff to IGAD	The Draft MIP will be presented at the next IGAD Council of Ministers (April, 2009) for adoption
	4. The Intergovernmental Authority on Development (IGAD) Workshop on the Minimum Integration Plan	Workshop was held from 3 to 5 November 2008 in Addis Ababa, Ethiopia	The workshop considered and adopted the Draft MIP prepared by SRO-EA	We facilitated the Workshop including logistics and other preparatory works; Made presentation on the Draft MIP and serviced the Workshop	

Regional Economic Community/ Organization (REC)	Activities (implemented/under implementation)	Output/ expected results	Main achievements/accomplishments	SRO's contribution	Observations
	5. Institutional capacity building within IGAD Secretariat	IGAD has sent a formal request for technical assistance to develop a new organizational and functional structure of its Secretariat	Developed Terms of Reference;  Contacted a firm (ESAMI) to undertake the restructuring process	Follow up on actions as required	The project will be funded under the USD 100,000 RB Section 22 allocated to SRO-EA <b>(USD 60,000)</b>
	6. Food security (in context of MIP and together with ICGLR to avoid duplication)	1. Consultation for partnership 2. ToR Drafting 3. Studies 4. Appraisal workshop	1. Consultations already done with IGAD in the context of the MIP; 2. ToR in progress	Contact partners; Finance some consultants	The consultants will be funded under the USD 100,000 RB Section 22 allocated to SRO-EA <b>(USD 10,000)</b>
	7. Harmonization of ICT Policies in IGAD Region	Consultation for partnership 2. ToR Drafting 3. Studies	1. Consultations already done with IGAD in context of the MIP; ToR drafting in progress		The consultants will be funded under the USD 100,000 RB Section 22 allocated to SRO-EA <b>(USD 10,000)</b>
<b>EAC</b>	1. Preparation of MoU in progress	1. Discussions on areas to be included in the MYP, MYP expected to be agreed; 2. Mission to EAC Secretariat	Identification of activities for inclusion in the multi-year programme	SRO/EA fielded mission	Discussions continue and MYP to be finalised in 2009

Regional Economic Community/ Organization (REC)	Activities (implemented/under implementation)	Output/ expected results	Main achievements/accomplishments	SRO's contribution	Observations
	2. Establishment of the Trade Policy Unit at the EAC Secretariat by ECA	Capacity building of EAC staff in trade policy analysis; Assisting member countries and other organizations in trade negotiations	Trade Policy Unit established	Providing advisory services	This activity is with the collaboration with ATPC  Equipment being procured
	3. Identification of Investment opportunities in PMAESA Ports	Strengthening of institutional capacities; Increased ports productivity/economic activities;	Data and statistics analysis: Ground visits and interview Description of infrastructure and facilities Strategic Report	SRO-EA provide Consultant	The first phase has been concluded since 13/01/2009.
	4. Building Capacity a comprehensive legal ICT Infrastructure and implementation e-government strategies at regional level	<ul style="list-style-type: none"> <li>• Strengthening of institutional capacities of Member states</li> <li>• Consultation for partnership</li> <li>• ToR Drafting Studies</li> </ul>	ToR in progress	SRO-EA provide Consultant	The consultants will be funded under the USD 100,000 RB Section 22 allocated to SRO-EA.
<b>ICGLR</b>	1. MoU signed	1. MoU negotiated and signed in March 2008	Implementation of multi year programme	Preparation and finalization of the MoU	

Regional Economic Community/ Organization (REC)	Activities (implemented/under implementation)	Output/ expected results	Main achievements/accomplishments	SRO's contribution	Observations
<b>ICGLR (Contd)</b>	2. AEGM on Economic Development and regional integration	Report and road maps on all projects	Advanced the implementation of ICGLR projects with clear road maps	Financed the AEGM	
	2. Micro credit project	1. Study report 2. Financial resource mobilization 3. Seminars at national and regional levels 4. Capacity building 5. Sensitization workshop	a- Report finalized; b- Resource mobilization under process	Preparation and full achievement of the AEGM  Recruitment of consultant Supervision Validation of the report	The project is on track as per the Roadmap adopted
	3. Trans Border Development Basins	1- ToR development 2- consultants 3- Studies 4- Validation workshop	a- ToR of pilot TDB developed b- Consultants hiring under way	1. TOR development; 2. Consultant	The project will be financed from the balance of "INICA Revision C"
	4. Food security	1- Consultation for partnership 2- ToR Drafting 3- Studies 4- Settle a project committee 5- Appraisal workshop	a- Consultations already done b- ToR in progress	Activities done by SRO	The consultants will be funded under the USD 100,000 RB Section 22 allocated to SRO-EA <b>(USD 10,000)</b>

<b>Regional Economic Community/ Organization (REC)</b>	<b>Activities (implemented/under implementation)</b>	<b>Output/ expected results</b>	<b>Main achievements/accomplishments</b>	<b>SRO's contribution</b>	<b>Observations</b>
<b>CEPGL</b>	1. Strengthening of the Permanent Executive Secretariat of the CEPGL	<ul style="list-style-type: none"> <li>▪ Support to policy development and knowledge sharing</li> <li>▪ Advisory missions</li> </ul>	CEPGL strategic document established.	<p>SRO-EA provide Consultant</p> <p>SRO-EA organized Knowledge Management training programmes</p>	
	2. Programme of Cooperation with CEPGL	Organizes and coordinates several working meeting	<ul style="list-style-type: none"> <li>▪ Draft MoU</li> <li>▪ Identification of activities to be included in the programme of Cooperation</li> </ul>	SRO/EA Prepared the MoU Draft	MoU between ECA and CEPGL will be signed during next ICE meeting
<b>IOC</b>	Preparatory mission of SRO-EA in February 2009 to launch the formulation of the MYP.	Discussions were held with the IOC Secretariat on the format	Draft document to be presented at the ICE meeting in Seychelles in April 2009.	SRO-EA to provide technical assistance for the formulation of the programme	MoU to be concluded in April 2009