

I. What we set out to do

1. Introduction

The project was conceived at a meeting at the Rockefeller Study and Conference Centre in

for the private sector² and from guides created for the public sector³. The private sector approaches focus on how to influence decisions in order to win large procurement orders or to successfully market commercial products and services. The public sector systems include guides for how to get things done in government — one to influence environmental decisions, another to redesign and initiate major policies, and a third to build evaluation into the design and implementation phases of development projects.

The *mapping*

Phase II — Competitive Proposal Selection Process

- § Commission 15 appropriate proponents to prepare brief project proposals (from the NEPAD priorities)
- § Select “jury” members from prominent

II. What We Did

Project Amendments

We failed to secure 100% funding for the project. We received a generous grant from the C S Mott Foundation, a substantial grant from the IDRC, but did not achieve the envisioned matching funding from the Canadian International Development Agency (CIDA). As the lead for the 2002 G-8 Summit, Canada had committed to expanding funding for NEPAD initiatives. We requested that CIDA support the dissemination, promotion, and documentation phase of the project. This support was not forthcoming

Beyond revisions due to lower than anticipated funding, changes to the project design were made in response to input from Africans working in the development community. Rather than simply include Africans as members of

The Planned Meetings

The Project began with a September meeting (Johannesburg, see below) where the initiatives to be mapped were chosen and the “Mappers” were selected. October (Paris) was to provide exposure to concepts of peer review and mapping, followed by intensive training in mapping techniques (Mauritius and Johannesburg). The mappers were then to prepare their drafts for review by a critical audience in February (Addis Ababa), to refine their recommendations for wider consultation and promotion. In the actual event, in November we became very concerned about the slow progress and the lack of focus of the work. We decided to hold a 3 day workshop in January 2003 in Victoria, with all the mappers and Richard Hodapp to review mapping concepts and to reach a mutual understanding of what was required for the Addis Meeting.

The mappers were to present their work to the Commission on Globalization meeting in December 2002. The Commission was to discuss, refine, endorse, and devise means of marketing the results of the work to ensure that they are effectively pursued. Due in large part to the fact that the “maps” were not a sufficiently advanced stage for presentation, but also in part to the inadequate room on the agenda, this meeting was not utilized in this manner. Gordon Smith attended and chaired one of several concurrent sessions on the NEPAD project.

After the late February Addis meeting, we envisioned post-Addis Ababa consultative exercises - each to review and revise one of the "maps" as well as a series of grass roots focus groups. The idea was to get support from those responsible for implementation. The consultation exercises were to be held in March or early April. We had arranged for the efforts to be designed, directed and hosted by:

Lynne Muthoni –Wanyeki. Kenya, of Femnet, agreed to arrange consultative exercises for the maps on (i) energy “platforms” and needs of women in rural villages and (ii) strengthening voters’ rights education and reform in Eastern and Southern Africa.

Vice Chancellor Rudy Murapa of Africa University (Zimbabwe) agreed to arrange a consultative exercise for “Strengthening regional centers for conflict prevention and peace support.’

Aline Wong. Mauritius, of the Canada-A

The Actual Meetings

1. The September 25–27, 2002, meeting in Johannesburg

Expansion of microfinance in West Africa

Mapper(s): Didier Djoï (PlaNFinance, Benin) & Bechir El Hassen, (Bank of Mauritania, Mauritania).

Supporting the development, adoption and implementation of gender sensitive, HIV/AIDS programs for the prevention (education), care, and treatment

Mapper(s): John Anarfi (U. of Ghana) and Jacqui Ala (U. of Witwatersrand).

In the context of the linkage between armed conflict and the exploitation of natural resources, a database on the activities of arms brokers and traffickers

exploitation and conflict. The discussion focused on alternative sponsors and hosts of the database –to provide legal immunity – and on the operation and funding of the database. For microfinance, it took considerable time to settle on the ultimate proposal. In fact the business resource person felt ignored and did not participate in formulating the proposal.

“Mappers” spent the next 2 ½ months to draw their “maps” – their detailed strategic “business plans”. The six draft “maps” were to be presented to officials representing the G8, UN Agencies, donors, the NEPAD Secretariat, the AU, and African government officials, at a February 27-28 meeting in Addis, hosted by UNECA. The intent was to verify the research and the plan in each “map” and to authorize wider consultation with the broad range of parties whose support is essential for implementation.

4. January, 2003, Mapping Workshop, Victoria

Due to a sense of lack of progress, the “mappers” were invited to and participated in a workshop in Victoria, BC , where Richard Hodapp reviewed from the beginning the concepts of mapping. Mappers then presented, in turn, their “product” or policy or program idea. Group work sessions provided assistance and critical feedback to hone the maps. At

this time, the following initiatives were crystallized:

- Database for Africa*
- Microfinance Fund*
- Regional Platform in West Africa⁶*
- Regional Action Consortium on HIV/AIDS*
- Standards and Mechanisms for the African Union)*

In the sixth initiative, *Bolstering Governance and Democracy*, which had evolved into an idea for provision of voter education, did not have a “mappable” idea. Therefore, by mutual consent, it was not included.

5. Addis Ababa

The United Nations Economic Commission for Africa (UNECA) (the

proposals presented. Other participants included the President of the OECD Development Center, officials from IDRC, the Nigerian and Mauritian governments, the French Deputy G8 Sherpa and diplomats from the Canadian and UK embassies. In addition, there were participants representing interests from the African business and finance community and NGOs.

The meeting structure involved five sessions devoted to each of the initiatives in support of NEPAD goals for which draft “maps” were presented. These initiatives corresponded with five sectors of the NEPAD, specifically:

- Resource Plunder Database (Peace and Security Initiative)
- Microfund pour l’Afrique de l’Ouest (Capital Flows Initiative)
- Creation of an Enabling Agency for the Expansion of Multifunctional Platforms in Rural West Africa (Poverty Reduction and Energy Initiatives)
- Establishment of an African Tertiary Institutions HIV/AIDS Consortium (Health)
- An African Code of Electoral Norms and Standards (Democracy and Political Governance Initiative)

At each session, the mapper presented the substantive “content” of their NEPAD support initiative, and then described the “map” — the “process” elements identified to generate the decision to implement the initiative. Each presentation was followed by an exchange of constructive criticism, coaching, and brainstorming to improve the content as well as the methods and processes by which to secure implementation

Illegal Resource Exploitation/Armed Conflict: A Resource Plunder Database (Stanlake Samkange, Zimbabwe)

The control and plunder of economic resources has increasingly become the rationale as well as the incentive for armed conflict in Africa, while the control of lucrative natural resources has increasingly provided the means by which armed groups have been able to sustain conflict, and artificially prolong it. As a result, efforts to stop illegal resource exploitation linked to armed conflict in Africa have necessarily become an increasingly important part of African and international efforts to promote peace and security on the continent. Efforts to stop illegal resource exploitation linked to armed conflict in Africa have significant implications not just for peace and security on the continent, but also for development. The plunder of Africa’s natural resources by private interests robs local populations of scarce and valuable resources that could and should be used to promote development and poverty alleviation in African countries. The value lost to Africa’s development has been in the hundreds of billions of dollars.

The idea was to create a *Resource Plunder Database for Africa* that would collect publicly available information on illegal resource exploitation linked to armed conflict in Africa, and make this information more widely available and more easily accessible. The Database would:

- list all of the principal persons and enterprises that have been publicly associated with illegal resource exploitation linked to armed conflict in Africa;
- report what has been publicly alleged about the operations and activities of these

persons and enterprises as they relate to illegal resource exploitation linked to armed conflict in Africa; and

- report whatever information is available on these persons and enterprises from official public records, including relevant information about known partners and associates.

This initiative focused on influencing an administrative decision, to support the creation of the Database, by the UN Security Council or, as a fallback, the UN Deputy Secretary General for Political Affairs. To connect with the NEPAD principle of being African led, it was proposed that Angola would introduce the idea during its Security Council presidency in November and that the UN, not the African Union (AU), had the mechanism to effect action. Notwithstanding these points, it was suggested that the mapper explore the means of getting the AU, specifically the Conference for Stability, Security, Development and Co-operation in Africa (CSSDCA), and NEPAD Secretariat endorsement of the Database. The risk, as pointed out, was that any AU endorsement would have to come from the Secretary-General of the AU, or from the political leaders, and this might not be possible to get, at least not within a timely fashion. The mapper, however, concluded that a NEPAD Steering Committee (the five originating countries) statement of support would be feasible within the G8 context.

Other points of discussion included the wisdom and timing regarding possible engagement with NGOs (OXFAM and the International Peace Academy) and African

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development of the largest MFIs by providing them with access to loans and grants that would facilitate their transition to formal financial institutions. The model was to be replicable for other regions in Africa.

human energy-intensive tasks. Widening access to modern energy services could free up their time for social and productive activities. NEPAD's goal was to increase modern energy access from 10% to 35% of the African population, (i.e., an increase in access to energy from 60 million people to 300 million over the next twenty years).

The idea was to scale up a concept - multifunctional platforms-based rural energy enterprises - proven by UNDP pilot and demonstration projects. These multifunctional platform projects, adapted to local conditions in West African countries over the last decade, provided best practice models for the effective planning, management and expansion of decentralized rural energy systems/enterprises. The "product" was proven. The challenge was to catalyze policy changes and political decisions to replicate the successful model. A first step was to gain the sponsorship of the NEPAD delegation in Senegal in charge of the environment

provide assistance as well as funding to key tertiary institutions across the Africa. Its primary function would be either to assist in the establishment of student HIV/AIDS centres for the prevention, support and treatment programs at institutions where none existed or to support institutions that already had student HIV/AIDS centres to expand such programs. It envisaged that the Consortium would be owned and led by the African tertiary institutions themselves with input from their students, African governments and the donor community.

commissions, an independent judiciary, freedom of expression, civil-military relations, anti-corruption, and inclusive systems of governance.

This project targeted the issue of developing an “Electoral Code” for the AU. Electoral norms, standards, and mechanisms were some of the most important dimensions of governance in Africa, yet they had generally received scant attention. The idea was to assist the AU’s CSSDCA, the NEPAD Secretariat and the South African Independent Electoral Commission in developing criteria to guide electoral practices, and foster a sound, enabling environment for ‘free and fair’ elections in Africa. It would develop African electoral norms, standards, and benchmarks for continental discussions and provide a guide for ‘best practice in electoral management.’

This initiative was more advanced than the other four presented, and the mapper spoke at length about the recent activity to move it forward. It had thus moved from “proposal” to “project” phase. The “train has left the station and the mapper is on the train,” having been invited to participate in the official drafting group of the CSSDCA. The African Union was

communication strategies was noted. Communication plans were queried, noting the need to buttress NEPAD credibility for success stories.

Next Steps

Following Addis, the following steps took place:

Establishment of an African Tertiary Institutions HIV/AIDS Consortium:

A survey of activities at tertiary institutions was completed; the African Association of University Vice Chancellors was approached; University of Witwatersrand hosted a SADC tertiary institutions meeting on HIV/AIDS consortium in October with a proposal for a NEPAD compatible peer review process done by and for Southern Africa universities in an effort at mutual self help in dealing with the disease. Wits is hosting a small workshop to push this process in November. They report strong backing from their Vice-Chancellor.

Resource Plunder Database:

The “mapper” consulted with Canadian Ambassador Fowler regarding his championing the approach to the G8.

An African Code of Electoral Norms and Standards:

There was a presentation to a May meeting cosponsored by World Bank and OECD Development Center

Microfund pour l’Afrique de l’Ouest:

PlaNetFinance are currently in discussion with IFC for a follow up of this project and the creation of an equity fund with negotiations ongoing. Arnaud Ventura met with the President of the IFC in November and has an in principle commitment on an investment.

Creation of an Enabling Agency for the Expansion of Multifunctional Platforms in Rural West Africa:

UNDP management was lobbied to ensure continued operation; Meetings were held with the Senegal government to elicit support for highlight demonstration at the G8 Summit in Evian, France. Project document was finalized in May 2003 and approved in July Regional programme was launched, with initial support from UNDP and Belgium, in August 2003 and the creation of a regional coordination Unit within the NEPAD Delegation in Dakar is under way. The project was presented to CIDA for possible co-financing Partnerships with private and public sector partners are under discussions

Scheduling the Tutoring sessions

We seriously underestimated the time required for tutoring in Decision Mapping. There was a continual need to explain the concepts, including the distinction between content and

Timing

There is a need to be nimble re scheduling work and setting deadlines. For Electoral Norms, the “train left the station” in February before our Addis meeting and the mapper had to get on or be left behind. For topics focused on the G 8 meeting, we were squeezed by the unanticipated early June 2-3 date for the Evian Summit. For the Resource Plunder database, since we focused on the timing of the Angolan presidency of the Security Council- November 2003, the pace was more deliberate.

The newness of the NEPAD process

The fact that the NEPAD exercise was new did not help. The Secretariat was too small and under resourced. There was a lack of clarity on the institutional level, given the jurisdictional contest between the AU and the NEPAD Secretariat. The donor community was not impressed by the dissonance between the text of NEPAD and action on Zimbabwe, not to mention Libyan election in the UN Human Rights Commission.

Culture Clash

There was a subtle undertone of resistance to taking advice that

Annex 1: NEPAD

The New Partnership for Africa's Development (NEPAD) is an official document written by visionary African leaders to