



PROGRESS REPORT: NEPAD MAPPING PROJECT

Introduction

The Centre for Global Studies of the University of Victoria, in partnership with the Center for Africa's International Relations of the University of Witwatersrand, was funded by the C. S. Mott Foundation and the International Development Research Centre to undertake a project in Africa. The objectives of this project are to promote the implementation of select initiatives within the New Partnership for Africa's Development (NEPAD), to engage civil society in so doing and to test the effectiveness of the technique of "mapping." The project will "map" the decisions necessary to create successful development projects or programs within the NEPAD. For example, each initiative will:

1. succinctly present the relevant background issues and current body of knowledge and research;
2. clearly define the concepts and identify the objectives and specific criteria needed to achieve these;
3. suggest the appropriate structure to address the problems;
4. pin-point the most effective decisions and decision-makers that must be influenced for success, which will identify the needed resources, directions and choices to implement the solution (i.e., the initiative);
5. lay-out a strategic implementation plan that will move the decision(s) into practice; and
6. propose a rigorous evaluation strategy — one which includes feedback mechanisms to revisit known knowledge and current decisions for possible adjustments to the program or project, and that will measure the progress, effectiveness, as well as changes or impacts (achieving objectives), and any new ideas.

The project was designed at a meeting hosted at the Rockefeller Foundation Conference facility in Bellagio, Italy in April 2002. The participants at Bellagio confirmed the imperative of co-sponsorship and leadership by Africans and African organizations. The necessity of African ownership of the implementation for NEPAD initiatives has been underlined by the continuing strong criticism from civil society concerning the "top down" nature of NEPAD.

Officials of the NEPAD Secretariat, the UN Economic Commission for Africa (UNECA), the Canadian G8 team, and several donors have been made aware of the project and indicated an interest in our approach and in the forthcoming results. We are developing an audience with representatives on the NEPAD implementation committee of two countries (Mauritius and Senegal) and at high levels in the French Government (the next G8 host). By ensuring awareness of officials from international organizations and governments from the beginning, we believe the project recommendations will be seriously entertained in a timely fashion.

Selecting the Initiatives

A group of 30 representatives (from 21 countries) from African universities, think-tanks, civil society, and the business community, including the NEPAD Secretariat and UNECA, gathered in late September, 2002 in Johannesburg. The group of 30 selected 5 initiatives to be mapped from amongst the long list of NEPAD initiatives endorsed in the G8 Action Plan for Africa, along with African individuals to do the mapping. The initiatives and mappers are:

1. To reduce illegal resource exploitation and arms smuggling in Africa by identifying those engaged in such activities, such as key arms brokers - Stanlake Samkange, Zimbabwe.
2. To reduce gendered poverty in rural west Africa through creating an energy resource database and promoting financial credit facilities for, among other relevant energy resources, decentralized, small-scale, energy products (e.g., the multi-functional platform). The database may also include a detailed inventory of replicable “best energy practices” that could be integrated into national energy and development policies - Fatma Denton, The Gambia.
3. To expand microfinance in West Africa, including improving the technical infrastructure and financial capacity of microfinance initiatives - Didier Djoï, PlanetFinance Africa, Benin, with the support of Béchir El Hassen, Administrateur Délégué, Mattel, Mauritania.
4. To create an African Tertiary Institution HIV/AIDS Consortium to coordinate delivery of HIV/AIDS prevention and treatment programs to post-secondary student populations in Africa. - Jacqui Ala, University of Witwatersrand.
5. To develop electoral norms and standards within the African Union (AU) as identified within the NEPAD Political Democratic Initiative and the Peer Review Processes — Chris Landsberg, Director, Centre for Policy Studies, Johannesburg, South Africa.

OECD Peer Review and Mapping Techniques

The next step consisted of a meeting in October sponsored by the Organisation for Economic Cooperation and Development (OECD) Development Centre. At this meeting, Development Centre staff/associates presented several peer review papers ranging in topic from: “Peer Reviews as Inputs into Credible African Surveillance” (Jorge Braga de Macedo, President, OECD Development Centre); “Peer Review: An Analysis of an OECD Working Method” (Fabrizio Pagani, OECD Directorate for Legal Affairs); “Economic Peer Reviews” (Andrew Dean, Deputy Director, Country Studies Branch, OECD Economics Department); and “OECD Sectoral Peer Reviews from the Directorate for Financial, Fiscal, and Enterprise Affairs, the Development Co-operation Directorate, and the Public Management Service. In addition, Jean-H. Guilmette (International Development Research Centre, Canada) presented a particularly thought provoking paper entitled “The Importance of Adapting the Peer Review Process to a New Cultural Environment” that focussed on the need for

the NEPAD managers to define and implement peer review mechanisms that are grounded in African governance contexts and that blend accepted norms of western values with those that are specific to African nations.

On the final day, Ronald Kempe Hope from UNECA presented the UNECA plans to proceed with the African peer review mechanisms in economic management and governance. Most of this day, however was devoted to presentations (and related discussions) by specialists from the International Development Research Centre and the private sector, who presented two complimentary methodologies on planning and mapping: one to create effective development initiatives known as “Outcome Mapping,” and the other “Decision Mapping™.” The former is an integrated planning, monitoring, and evaluation approach that focuses on supporting specific changes (e.g., the objectives of the initiative to change behaviour, policy, or the nature of programmes) and the need for evaluation processes to be planned at the outset (conception). “Outcome Mapping” is unique because it focuses on processes, as well as results. These must be integrated into the entire initiative, measured using criteria agreed upon by all partners and stakeholders, and open to adaptation as implementation and monitoring progress. The latter is best described as techniques for developing a strategic business plan that matches goals (end-results) to the decisions that must be made for these to be achieved. It concentrates on clearly identifying the vision to be achieved and aligning this with an appropriate scope to achieve the vision, and the related components, such as supplementary research, structuring the initiative advantageously, and then ensuring that the decision-making process targets the correct decision-makers to support and move the vision into action.

The mappers have had further coaching in November and January 2003 at sessions held in Mauritius, Johannesburg, and Victoria, Canada. During these seminars, each mapper had the opportunity to match the visions of their initiatives to the Decision Mapping™ methodology. The sessions were kept small to maximise learning and discussion. The proponents spent the following six weeks refining the maps for the individual initiatives.

Validation

The next step in this project will be to solicit critical feedback on each map. At a February 27-28, 2003 meeting in Addis, Ethiopia, hosted by UNECA, the draft maps of the initiatives will be reviewed by officials representing the G8, donors, the NEPAD Secretariat, the AU, and African government officials. The intent is to verify the research and the plan in each map and to authorize wider consultation with the large range of parties whose support is essential for implementation.

Subsequent to the review in Addis, the intent is for the maps to be quickly revised and for the project team to get a first reaction to draft recommendations from the various authorities and organizations with mandates for implementation. (Our existing funding takes us to this point.) After incorporating these first reactions, the next step will be an outreach exercise designed and led by Africans.

Outreach

After our Addis meeting in late February, we envision several consultative exercises — each to review and revise one or more of the maps. As well, the IDRC has expressed interest in funding a

series of grass roots focus groups, which will be further explored by the CFGS, the mappers and consultants. The idea is to motivate those responsible for implementation to “own” and support the proposals “authorized and validated” (steps in the decision mapping process) in the Addis review in February.

The consultation exercises would be held in March or early April. At this time, we have arranged for the efforts to be designed, directed and hosted as follows:

1. Femnet, Kenya (Lynne Muthoni-Wanyeki);
2. Africa University, Zimbabwe (Rukudzo Murapa, Vice Chancellor);
3. Canada-Africa Businesswomen’s Association, Mauritius (Aline Wong, Past President of the Association Femmes Chefs d’Entreprises Mauriciennes); and
4. Center for Africa’s International Relations, University of Witwatersrand, South Africa (John Stremlau, Director).

Conclusion

The final revision of the maps will be presented to G8 officials for endorsement in time for the next Leaders’ meeting in France. They will also be circulated to major donors. In addition, the maps will be promoted at the relevant African organisations and with officials of the relevant governments.

We expect significant support from the various civil society organisations that have been involved in the project.