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Making policies work

Agenda 2063 and the role of Africa's overlapping regional organisations

By Fredrik Söderbaum and Sören Stapel

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This paper explores the role of regional organisations (ROs) in achieving the African Union (AU)'s Agenda 2063, the continent's master plan for development. We map the number and types of ROs on the continent, explore how their mandates correspond to Agenda 2063 priorities, look at which ROs have overlapping mandates, and propose ways to deal with such overlaps.

The number of ROs tripled in the last 40 years: from around 50 at the end of the 1970s to 156 ROs in 2020. We find that they are unevenly spread across the 21 policy fields at the heart of Agenda 2063. Few ROs focus on gender and social protection, while over 30 ROs focus on agriculture, and business and commerce. There are harmonious overlaps in fields such as research, industry and manufacturing, and agriculture, while competitive overlaps occur mainly in health, environment and climate, and political and economic integration.

As the paper makes clear, any attempt at understanding and restructuring the institutional landscape of regional cooperation in Africa to achieve Agenda 2063 will be misleading without acknowledging the roles of these ROs.

Table of Contents

List of Figures

List of Tables

About the authors

Fredrik Söderbaum is Professor of Peace and Development Research in the School of Global Studies (SGS), University of Gothenburg, Sweden, and an Associate Research Fellow at the United Nations University Institute of Comparative Regional Integration Studies (UNU-CRIS), Bruges, Belgium. His research focuses on comparative regionalism, global governance, African politics, EU external policy, and development research and policy. He frequently serves as advisor and consultant to international institutions and development agencies. Contact: fredrik.soderbaum@gu.se.

Sören Stapel is post-doctoral research fellow at the Department of Political Science, University of Freiburg, Germany. His work addresses regionalism and regional organisations from a comparative perspective, regional development cooperation, and overlapping regionalism. Contact: soeren.stapel@politik.uni-freiburg.de.

Acknowledgements

Acronyms

ACBF	African Capacity Building Foundation
ACMAD	African Centre of Meteorological Applications for Development
ADEA	Association for the Development of Education in Africa
AERC	African Economic Research Consortium
Africa CDC	Africa Centres for Disease Control and Prevention
AFRIGIST	African Regional Institute for Geospatial Information Science and Technology
AFRIMETS	Intra-Africa Metrology System
AGA	African Governance Architecture
AGC	African Groundnut Council
AMDC	African Mineral Development Centre
AMGC	African Minerals and Geosciences Centre
AOSTI	African Observatory of Science, Technology and Innovation
APPO	African Petroleum Producers' Organisation
APSA	African Peace and Security Architecture
ARC	African Risk Capacity
ARCT	African Regional Centre of Technology
ARIPO	African Regional Intellectual Property Organisation
ASRIC	African Science Research and Innovation Council
ATU	African Telecommunications Union
AU	African Union
AUC	African Union Commission
AVU	African Virtual University
CEPGL	Economic Community of the Great Lakes Countries
CILSS	Permanent Interstate Committee for Drought Control in the Sahel
COMESA	Common Market for Eastern and Southern Africa

EAC	East African Community
EACREEE	East African Centre of Excellence for Renewable Energy and Efficiency
EAPP	East Africa Power Pool
ECDPM	European Centre for Development Policy Management
ECOWAS	Economic Community of West African States
ECREE	ECOWAS Centre for Renewable Energy and Energy Efficiency
ECSA-HC	East, Central and Southern African Health Community
GCYDCA	Guidance, Counselling and Youth Development Centre for Africa
GGC	Gulf of Guinea Commission
IACO	Inter-African Coffee Organisation
ICGLR	International Conference on the Great Lakes Region
IOC	Indian Ocean Commission
IPED	Pan-African Institute for Education for Development
LCBC	Lake Chad Basin Commission
LIMCOM	Limpopo Water Course Commission
LVBC	Lake Victoria Basin Commission
MoU	Memorandum of Understanding
MRU	Mano River Union
NGO	Non-governmental organisation
OAPI	African Intellectual Property Organisation
ORBC	Okavango River Basin Commission
PAU	Pan African University
PAWO	Pan-African Women's Organisation
PMAESA	Port Management Association of Eastern and Southern Africa
PMAWCA	Port Management Association of West and Central Africa
PSC	Peace and Security Council
RBO	River basin organisation
RCMRD	Regional Centre for Mapping of Resources for Development
REC	Regional Economic Communities
RIO	Regional intergovernmental organisation
RO	Regional organisation
SACU	Sothern African Customs Union
SADC	Southern African Development Community
SEACMEQ	Southern and Eastern Africa Consortium for Monitoring Educational Quality
STA	Specialised and technical agency
UAPNA	North African Ports Association
UEMOA	West African Economic and Monetary Union
WAHO	West African Health Organisation
WAMA	West African Monetary Agency
WAPP	West African Power Pool

Executive Summary

The AU's Agenda 2063 has emerged as one of the most ambitious plans for Africa's socio-economic transformation, outlining a Pan-African vision for "an integrated, prosperous and peaceful Africa, driven by its own citizens, representing a dynamic force in the international arena". Agenda 2063 speaks directly to the fragmented institutional landscape of regional organisations (ROs) on the continent, calling not only for improved capacities of institutions and organisations at all levels (continental, regional, and national) but also for the review and restructuring of the mandates of these frameworks and institutions.

While there is a rich literature about the African Union (AU) and the Regional Economic Communities (RECs), few specialists and policy makers are able to penetrate the complex institutional landscape of the remaining pan-African and sub-regional organisations on the continent. Although many ROs have been established to promote Africa's development since the end of colonialism, it has so far never been assessed how they contribute to Africa's development challenges. This study aims to explore the role of ROs for tackling Africa's development challenges with a particular focus on Agenda 2063, the continent's master plan for development.

This paper seeks to do three things:

- Map the number and types of ROs working on the continent;
- Explore how the mandates of these ROs correspond to Africa's development priorities as defined in Agenda 2063;
- Establish which ROs have overlapping mandates and propose ways to deal with such overlaps.

The study covers all pan-African (continental) and regional (sub-continental) *intergovernmental* organisations with an African membership constituency, ranging from the AU and the RECs to all task-specific ROs, such as the Inter-African Coffee Organisation. It also includes the specialised and technical agencies (STAs) of the AU and the RECs as these operate in a similar fashion to the more autonomous task-specific ROs that are active in distinct policy fields, such as health, transport and so forth. In fact, any attempt at understanding and restructuring the institutional landscape of criss-crossing and overlapping ROs in Africa will be misleading without acknowledging the specialised agencies of the AU and the RECs.

The report shows that there has been a steady increase of ROs in Africa ever since the end of colonialism. Around 50 bodies existed at the end of the 1970s. Thereafter, that number more than doubled between 1990 and 2020, resulting in an aggregated total of 156 ROs by the end of 2020, spread across three main types:

- 19 general-purpose ROs
- 80 autonomous task-specific ROs
- 57 specialised technical agencies (STAs) of other ROs (see Appendix 1, 2 and 3).

The second step in the analysis explores how these ROs relate to Africa's development challenges in terms of Agenda 2063. The assessment shows that the 156 ROs are unevenly spread across the 21 policy fields that are at the heart of Agenda 2063. Some policy fields include only a few ROs (such as gender and social protection) whereas others involve more than 30 ROs (such as agriculture, and business and commerce). In between these extremes, about half of the policy fields identified in Agenda 2063 (such as health and research) include between 10 and 30 ROs.

The third step of the study assesses the overlaps between ROs that risk undermining the contribution of ROs to Agenda 2063. In a few policy fields no or *little overlap* prevails (for instance social protection and gender), primarily thanks to the limited number of ROs in these fields. *Harmonious overlap* includes ROs that operate within the same

policy field but have different members or focus on different policy challenges and objectives. We identify harmonious overlaps in policy fields such as research, industry and manufacturing, and agriculture. Finally, *competitive overlap* occurs when ROs have similar mandates and overlapping membership constituencies. This type of overlap prevails mainly in the policy fields health, environment and climate, and political and economic integration, the latter being at the core of African integration, while health and climate are steadily increasing in importance. These distinctions suggest that overlaps must be properly understood and managed to avoid negative outcomes.

Based on the assessment of policy mandates and institutional overlaps, we provide four policy recommendations to show how ROs in Africa can contribute to achieving the goals and objectives determined by Agenda 2063:

Recommendation 1: Build strong and effective institutions

A significant number of ROs in Africa are weak or underperforming. Too many ROs have over-ambitious goals and policy mandates, which are often further undermined by weakly developed strategies and fragmented work programmes. Becoming more fit-for-purpose and closing the implementation gap requires that open-ended wish-lists are turned into realistic work programmes with clear priorities.

Recommendation 2: Ensure national benefits and national buy-in

Our investigation reveals that many ROs remain detached from national development strategies and concrete development needs of their member states, which make them both unsustainable and less relevant for tackling Africa's development challenges. Many ROs also lack the necessary political support from their member governments. This is a particular problem for a number of task-specific ROs. Furthermore, ROs operating in policy fields with relatively "weak" government ministries may be particularly affected by leadership deficits. A reciprocal process is required whereby RO secretariats build stronger links to member states while member states simultaneously invest political capital (and financial resources) to make ROs work.

Recommendation 3: Diagnose and manage inter-organisational overlaps

Overlaps between ROs have become a defining feature of the institutional landscape of many policy fields. These overlaps occur through a complex web of multiple and criss-crossing ROs, policy scope expansion, and the creation of new ROs. Although overlaps are not always harmful, they often result in inter-organisational competition, fragmentation, and underperforming ROs. Relevant actors need to improve their capacities to diagnose as well as manage overlaps.

Recommendation 4: Dismantle dysfunctional ROs

There is a need for a new paradigm in Africa whereby dysfunctional ROs are identified and either reformed or even dismantled. Radical reform or dismantlement happen only rarely, which has resulted in the growth of an increasing number of underperforming ROs; what Gray (2018) has referred to as "zombie" organisations. Although the number of new ROs have been reduced during the last decade many general-purpose ROs have created a steady stream of new STAs, some which are weak or ineffective. New ROs should mainly be called for in those policy fields where there is still a deficit of collaborative institutions.

1. Introduction

Since the end of colonialism many hundred African regional organisations (ROs) have been established to tackle Africa's development challenges. While there is a rich literature on the AU and the RECs, few specialists and policy makers are able to penetrate the complex institutional landscape of all ROs operating on the African continent. In fact, there is a near absence of knowledge both in policy and research about the extent to which organisations other than the AU and the RECs contribute to Africa's development.[1]

The purpose of this report is to identify the many ROs in Africa and explore how they can help address the current and future development challenges facing the continent. To this end, we take Agenda 2063 as our starting point because it provides an ambitious, inclusive and forward-looking approach to Africa's socio-economic transformation. Agenda 2063 outlines a Pan-African vision for "an integrated, prosperous and peaceful Africa", and it is arguably one of the most ambitious plans for Africa's development so far.

Agenda 2063 goes beyond a narrow focus on the AU and RECs and speaks directly to the dense institutional landscape of ROs on the continent. It calls for improved capacities of institutions and organisations at all levels (continental, regional, and national) as well as the restructuring and review of their mandates (ACBF/AU 2016). In response, the report seeks to provide much needed knowledge for African policy makers and practitioners, development partners as well as other actors working together in supporting African countries in achieving development results through greater cooperation and coordination.

The specific objectives of the report are:

- Map the number and types of ROs operating on the continent;
- Explore how the mandates of these ROs correspond to Africa's development priorities as defined by Agenda 2063;
- Establish which ROs have overlapping mandates and propose ways to deal with such overlaps.

The report is structured along the three objectives. The next section maps the number and types of ROs on the continent (objective 1). The third section classifies the mandate of each RO in terms of the aspirations and goals of Agenda 2063 as they are defined in its first ten-year implementation plan (objective 2). The fourth section evaluates the extent of overlap and duplication in various policy fields and among different ROs and discusses the coordination mechanisms that help dealing with these overlaps (objective 3). The final section summarises the main findings and outlines four policy recommendations.

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[1] Recent attempts at taking stock of the multiple, often criss-crossing ROs and their mandates include *inter alia* Vanheukelom et al. 2016, Byiers et al. 2019, and Gnanguênon 2020.

2. Mapping ROs in Africa

This study covers all pan-African (continental) and regional (sub-continental) *intergovernmental* organisations with an African membership constituency.[2] In line with existing research, ROs are defined as consisting of three or more member states in a geographically contiguous regional space and with a minimum organisational structure (Söderbaum 1995; Panke et al. 2020).The focus on intergovernmental ROs implies that the thousands of non-governmental organisations (NGOs) in Africa are excluded from the study because of the sheer number of these organisations and the fact that most of them are not designed to govern and regulate policy for development purposes in line with Agenda 2063.[3]

Any attempt at identifying all ROs in Africa will necessarily be contested. Apart from the thin boundary lines regarding what bodies to include and exclude, there is a considerable information gap. We therefore take our point of departure from the world's undisputed source for the study of international organisations, *The Yearbook of International organisations* (UIA 2018).[4] The Yearbook includes detailed information of more than 37,500 active international organisations worldwide, of which approximately 2,000 are from Africa. We also retrieved information through additional sources, such as mission statements published on the websites of the organisations, their founding treaties, treaty changes, annexes that are part of treaties, and academic databases (for a similar approach see Schmeier 2015; Hooghe et al. 2019; Panke et al. 2020).

Following these criteria, 156 ROs are currently in existence on the continent (see Appendix 1, 2 and 3 for a detailed list). There has been a steady increase of ROs in Africa since the end of colonialism. The following historical patterns appear. Only five ROs existed in the early 1960s and before. A range of ROs were created soon in the early period after independence in the 1960s and 1970s. Whereas some of these ROs have since been dissolved, many are still in existence, albeit with a different name and often with a different membership. While relatively few ROs were established in the 1980s, the number increased again in the 1990s after the end of the Cold War. Although the pace of RO establishment has slowed during the last decade, new ones continue to emerge, not least a variety of task-specific ROs and STAs. Figure 1 provides an overview of the number of ROs established in a given year as well as the cumulative number over time.

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[2] While geographic constituency may cover any three or more African member states, this definition excludes ROs with non-African member states. Multilateral institutions are also excluded, even if their subsidiary institutions may be highly relevant for Africa's development, such as the UN Economic Commission for Africa.

[3] Although public-private partnerships and hybrid organisations—involving both state and non-state members—can be rather significant for Africa's development, they are also excluded because they operate under different values and principles compared to intergovernmental ROs. There are also severe difficulties in obtaining credible information about these bodies. Likewise, other ROs including non-state actors will not be addressed, including the Confederation of African Football and the Council for the Development of Social Science Research in Africa.

[4] The Yearbook's data on ROs in Africa remains limited and sometimes out of date. The other main authoritative source on African ROs, the *Handbook of Regional Organisations in Africa* (Söderbaum 1995), remains outdated as well. However, in the absence of other relevant sources, it served as a supplementary source for cross-checking the data from the Yearbook and other sources. In the case of river basin organisations (RBOs), we have relied on the Transboundary Freshwater Dispute Database (Schmeier 2015). Furthermore, *African Union Handbook* (2018) helped to identify the AU's STAs. Finally, we also draw upon a variety of internet resources and public reports to cross-check the status and activities of ROs.

Figure 1: Number of African ROs over time
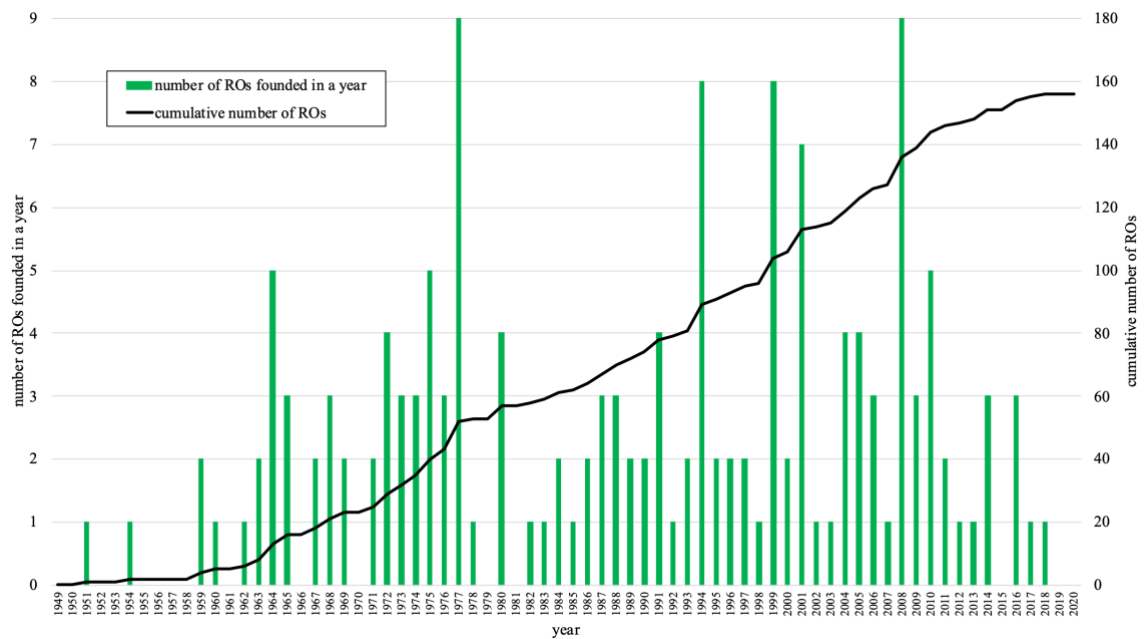
In the broad pool of ROs in Africa, one can distinguish between pan-African and (sub-)regional intergovernmental organisations. The former is, at least in principle, open to all African states, whereas the latter has a more specific (sub-)regional membership. While the number of pan-African and (sub-)regional ROs remained similar until the early 1970s, the growth of sub-regional ROs has outpaced their continental counterparts ever since (see Figure 2). Out of the ROs currently in existence, there are:

- 65 Pan-African intergovernmental organisations
- 91 regional and sub-regional intergovernmental organisations.

Figure 2: Number of ROs by geographic reach
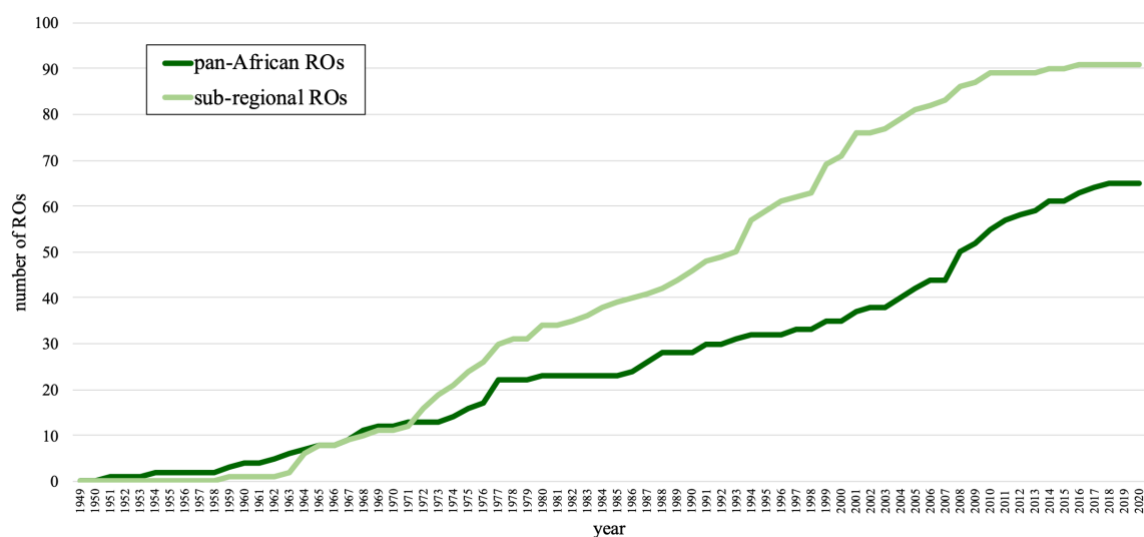
Another essential distinction is between (i) general-purpose ROs, (ii) autonomous task-specific ROs, and (iii) specialised technical agencies (STAs) of higher-level general-purpose ROs.[5] As detailed in Figure 3, the 156 ROs currently in existence are distributed in the following way across the three types:

- 19 general-purpose ROs
- 80 autonomous task-specific ROs
- 57 STAs of higher-level ROs.

The remainder of this section provides an overview of the institutional trajectories of the three types of ROs.[6]

Figure 3: Number of ROs by type of organisation
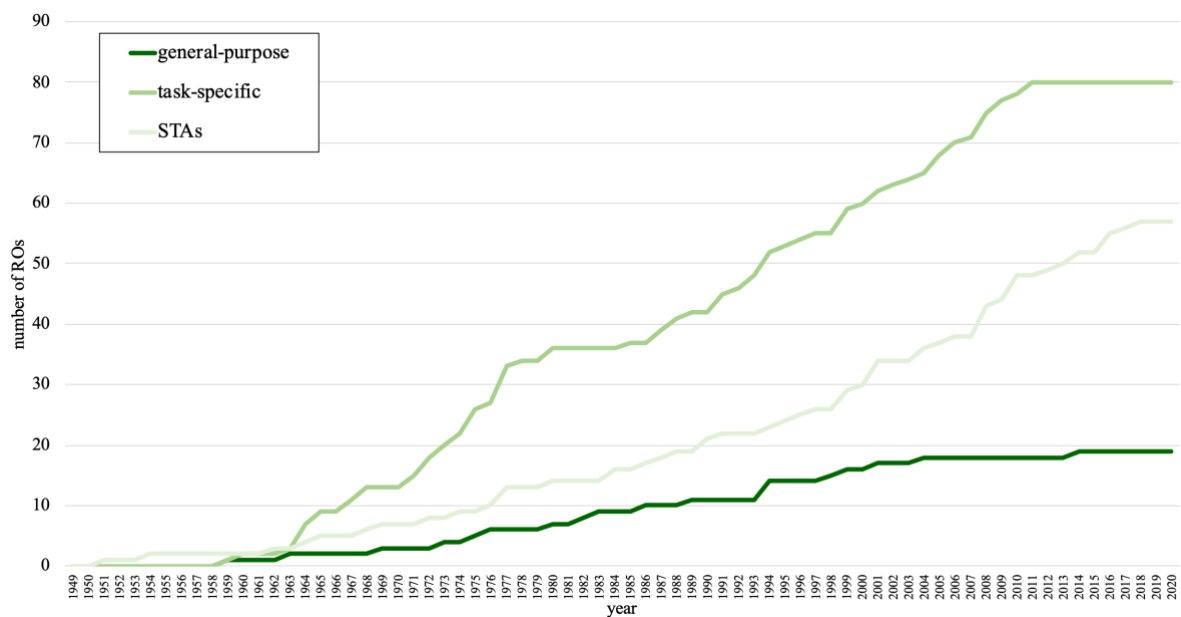
2.1. General-purpose ROs

General-purpose ROs have attracted most attention in the discussions on regionalism in Africa. The mandates of general-purpose ROs cover two or more policy fields (Lenz et al. 2015; Panke et al. 2020), and they are generally understood as umbrella governance apparatuses. While the AU and the RECs are the most well-known cases, other examples include the Economic Community of the Great Lakes Countries (CEPGL), the Indian Ocean Commission (IOC) and the Mano River Union (MRU).

A number of general-purpose ROs were created in the immediate aftermath of independence and during the Cold War (1960–1980). Many of these were revitalised, rebranded or fundamentally transformed in the 1990s and 2000s, as illustrated by the AU (2002), the Common Market for Eastern and Southern Africa (COMESA, 1994), the EAC (1999), ECOWAS (1993) and the SADC (1994). During this period, a few new general-purpose ROs were created, such as the Community of Sahel–Saharan States (CEN-SAD). The creation of new general-purpose ROs has almost come to a standstill during the last decade.

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[5] See Appendix 1 for a classification of all ROs according to the three types of organisations, respectively.
[6] The overview in this part draws on Söderbaum and Stapel (2022).

Many general-purpose ROs in Africa have expanded their mandates over time (Panke et al. 2020). For example, the OAU and other post-independence ROs did not from the outset include competencies in the fields of democracy, good governance, human rights and the rule of law. These new competencies were usually incorporated during the 1990s and 2000s. Similarly, since the end of the Cold War, regional security has become an increasingly important task for many of these ROs. In fact, while several RECs were originally created to foster economic integration, security has become a predominant concern – for example, in the cases of ECOWAS, the SADC, the AU, and the Central African Economic and Monetary Union (CEMAC).

Africa's general-purpose ROs appear rather similar in terms of institutional design and the delegation and pooling of authority (Jetschke et al. 2021). However, there is more diversity than is often believed. Given that many of these ROs were established under different circumstances and with different objectives in mind, historical path-dependencies need to be taken into account. The general-purpose ROs differ in their institutional design as well as in the bureaucratic styles adopted in their various commissions, secretariats, courts and parliaments (Tieku et al. 2020).

2.2. Task-specific ROs

Task-specific (or single-purpose) ROs have a narrow policy scope and focus on a specific type of activity within a given policy field, such as trade or transport, or on a particular task, such as river management. Typical examples include the African Groundnut Council and the African Telecommunications Union.

There was a first increase of task-specific ROs soon after independence, in the early 1960s. For instance, African states founded the Inter-African Coffee Organisation and the African Groundnut Council in 1960 and 1964, respectively. Since then there has been an incremental growth over time in the number of task-specific ROs. A considerable number of task-specific ROs have been established since the 1990s, and the total number now reaches 80.

While the literature on general-purpose ROs has flourished, research on task-specific ROs in Africa remains nearly absent. The main exceptions are river basin organisations (RBOs) (Schmeier 2015; Söderbaum 2015). Well-known examples include the Lake Chad Basin Commission, the Gambia River Basin Development Organisation, the Senegal River Basin Development Organisation and the Zambezi Watercourse Commission. While many RBOs stand on their own feet, a number of them have developed links to general purpose ROs, such as SADC, but also to pan-African task-specific ROs, such as the African Ministers' Council on Water and the African Water Facility.

2.3. Specialised and technical agencies

Similar to task-specific ROs, STAs specialise in certain policy fields and tasks. Formally speaking, STAs are part of the institutional structure of other higher-level ROs, predominantly the AU and the RECs.[7] Some STAs were established roughly at the same time as their parent organisations – for instance, the AU's Scientific Technical Research Commission and African Civil Aviation Commission were set up in 1964 and 1969, respectively. However, only a few STAs have such a long history. The vast majority of STAs have been set up since the 1990s, and their numbers continue to grow. At the time of this writing, the AU includes more than 30 STAs across a number of policy fields. Several RECs also feature a number of STAs.

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[7] In this context it deserves to be mentioned that the main bodies and primary institutions of general-purpose ROs, such as parliaments, courts, and banks, are constitutive of their parent organisations and, therefore, they are not considered as separate bodies or STAs.

STAs are included in the study because they operate in a similar fashion to the more autonomous task-specific ROs. In practice, the STAs are often difficult to distinguish from autonomous task-specific ROs. For instance, while the Lake Chad Basin Commission is autonomous, the Lake Victoria Basin Commission is a specialised agency of the EAC and, thus, defined as a STA. Similarly, in spite of being a specialised agency of ECOWAS, the West African Health Organisation performs rather independently and in a similar manner to other autonomous ROs. Although it may be difficult to distinguish task-specific ROs from STAs, at least two differences deserve recognition. First, STAs often benefit from the political leverage of their parent organisations, which may give them a competitive edge over task-specific ROs. Second, the official link to the parent organisation may provide them with better funding opportunities, funding being a major problem for many task-specific ROs in Africa.

3.   Agenda 2063 and RO policy mandates

Agenda 2063 is an ambitious long-term vision and strategic action plan for transforming Africa to deliver on its goals for inclusive and sustainable development. It identifies priorities for African leaders, civil society, and international partners, grouped under seven different aspirations, each with concrete goals and benchmarks. These aspirations include inclusive growth and sustainable development, good governance, democracy, respect for human rights, justice and the rule of law as well as a peaceful and secure Africa.

Although Agenda 2063 has been developed under the auspices of the AU, it also emphasises the role of many other ROs on the continent, not least the RECs. Moreover, Agenda 2063 calls for internal coherence, alignment and coordination of continental, regional and national frameworks and plans adopted by the AU, ROs, and their members states. Achieving the aspirations and goals outlined in Agenda 2063 requires cooperation, coordination, and harmonisation of the plethora of organisations. Therefore, a better overview of RO mandates is warranted.

To this end, we classify the policy mandates of all ROs to identify the relative significance and relevance of African ROs vis-à-vis Africa's development priorities as outlined in Agenda 2063 (see Table 1). "Mandate" is defined as the policy fields in which a RO has been granted competencies to become active (Panke et al. 2020). It is closely related to the official aims and objectives of the organisation but goes beyond abstract aspirations. However, two methodological issues need to be addressed up-front.

First, our classification largely follows the aspirations and objectives outlined in Agenda 2063 as defined in the first ten-year implementation plan (see AUC 2015a and b). Due to ambiguities of certain aspirations and goals, we have developed a set of distinct categories in terms of policy fields. For example, the first aspiration outlined in Agenda 2063 envisages *A prosperous Africa based on inclusive growth and sustainable development*. This includes policy fields as diverse as education, industry and manufacturing, health, and water management. Furthermore, some of the specific goals of the Agenda cover several policy fields at the same time. For instance, Goal 7 (*Environmentally sustainable and climate resilient economies and communities*) may be divided into environment/climate, energy, natural resource management as well as water management. To disentangle these conflations, Table 3.1 clarifies the link between the aspirations and the goals of Agenda 2063 and the fields used in our classification of RO mandates.

A second complication in classifying RO mandates with regard to Agenda 2063 results from the fact that many ROs cover multiple policy fields at the same time, whereas others specialise in a single policy field. Hence, this problem is primarily related to the distinction between the three types of organisations: general-purpose ROs, task-specific ROs and STAs. The majority of ROs in Africa are task-specific

organisations or STAs in the narrowest sense, meaning that their mandate remains restricted to a single, rather narrowly defined task. By contrast, most general-purpose ROs maintain broad policy mandates that cover several policy fields. In fact, the AU and most of the RECs (e.g. EAC, ECOWAS, and COMESA) include all or almost all of the Agenda 2063 priorities within their remit.

Table 1: Agenda 2063: aspirations, goals, and RO policy mandates

Agenda 2063 Aspirations	Agenda 2063 Goals	Classification of policy mandates according to policy fields
Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development.	1. A high standard of living, quality of life and well-being for all citizen	1. Business and commerce
		2. Social security and protection
	2. Well educated citizens and skills revolution underpinned by science, technology and innovation	3. Research
		4. Education
		5. Science and technology
	3. Healthy and well-nourished citizens	6. Health
	4. Transformed economies	7. Industry and manufacturing
		8. Tourism
	5. Modern agriculture for increased productivity and production	9. Agriculture
	6. Blue/ocean economy for accelerated economic growth	(See policy fields under Goal 7)
	7. Environmentally sustainable and climate resilient economies and communities	10. Environment and climate
		11. Energy
		12. Natural resource management
		13. Water management
Aspiration 2: An integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa's Renaissance.	8. United Africa (federal or confederal), political and economic integration	14. Political and economic integration
	9. Continental financial and monetary institutions	15. Finance and monetary affairs
	10. World class infrastructure criss-crosses Africa	16. Infrastructure, communications and transport
Aspiration 3: An Africa of good governance, democracy, respect for	11. Democratic values, practices, universal principles of human rights, justice and the rule of law entrenched	17. Democracy, good governance, human rights and rule of law (also see Goals 8 and 13)

human rights, justice and the rule of law.	12. Capable institutions and transformative leadership in place	
Aspiration 4: A peaceful and secure Africa.	13. Peace, security, and stability	18. Peace and security
	14. A stable and peaceful Africa	
	15. A fully functional and operational APSA	
Aspiration 5: An Africa with a strong cultural identity, common heritage, shared values and ethics.	16. African Cultural Renaissance is preeminent	19. Culture, arts, and sports
Aspiration 6: An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children.	17. Full gender equality in all spheres of life	20. Gender
	18. Engaged and empowered youth and children	21. Youth and children
Aspiration 7: Africa as a strong, united, resilient and influential global player and partner.	19. Africa as a major partner in global affairs and peaceful coexistence	(Cross-sectoral and/or covered under other goals and mandates)
	20. Africa takes full responsibility for financing her development.	

Note: Goal 19 and 20 cannot be translated into distinct policy fields; rather they touch upon and cross all policy fields.

Two additional factors contribute to the broad policy mandates in today's ROs. First, as mentioned above, many ROs were originally established with a rather limited set of competencies but have subsequently expanded their policy mandates with shifting priorities and new development challenges (Panke et al. 2020). For example, the OAU did not include competencies in the field of democracy, good governance, and rule of law. These competencies were incorporated during the 1990s and 2000s as member states agreed that prosperity and economic liberalisation could better be achieved once fundamental governance standards are guaranteed and protected (Stapel 2022). Second, there has been a tendency in more recently established general-purpose ROs, especially those founded in the 1990s and 2000s, to include a large number of policy competencies already at the time of their establishment.

In the following discussion of how Africa's ROs contribute to the various aspirations and goals outlined in Agenda 2063, we do not limit individual ROs to a single policy field but rather take account of their aggregated policy mandates (i.e. primary as well as secondary policy mandates). Nevertheless, policy fields vary in their political importance to ROs and relevant actors in general-purpose organisations. Some policy fields are at the very core of an organisation's self-conception and mandate (primary mandate). Other policy fields may be considered peripheral to their objectives and goals although they are formally included in the mandate (secondary mandate, see Brosig 2010). For instance, the African Commission on Nuclear Energy has a core mandate related to energy but its mandate also includes health and peace and security.

Every single one of the 156 ROs in Africa can, in one way or another, be classified as "relevant" in terms of the priorities of Agenda 2063, and therefore fits at least one of the policy fields outlined in Table 1. In the remainder of this chapter, we analyse how the different ROs are contributing to the different aspirations and goals of Agenda 2063 in more depth (focusing in particular on the comprehensive policy mandate). As seen in Figure 4, the mandates of African ROs are unevenly distributed in relation to the goals of Agenda 2063 and different policy fields. Whereas some are heavily populated by ROs of various types, other policy fields receive marginal attention at best (also see Appendix 2 and 3 for more details).

Figure 4: Number of ROs per Agenda 2063 policy mandate
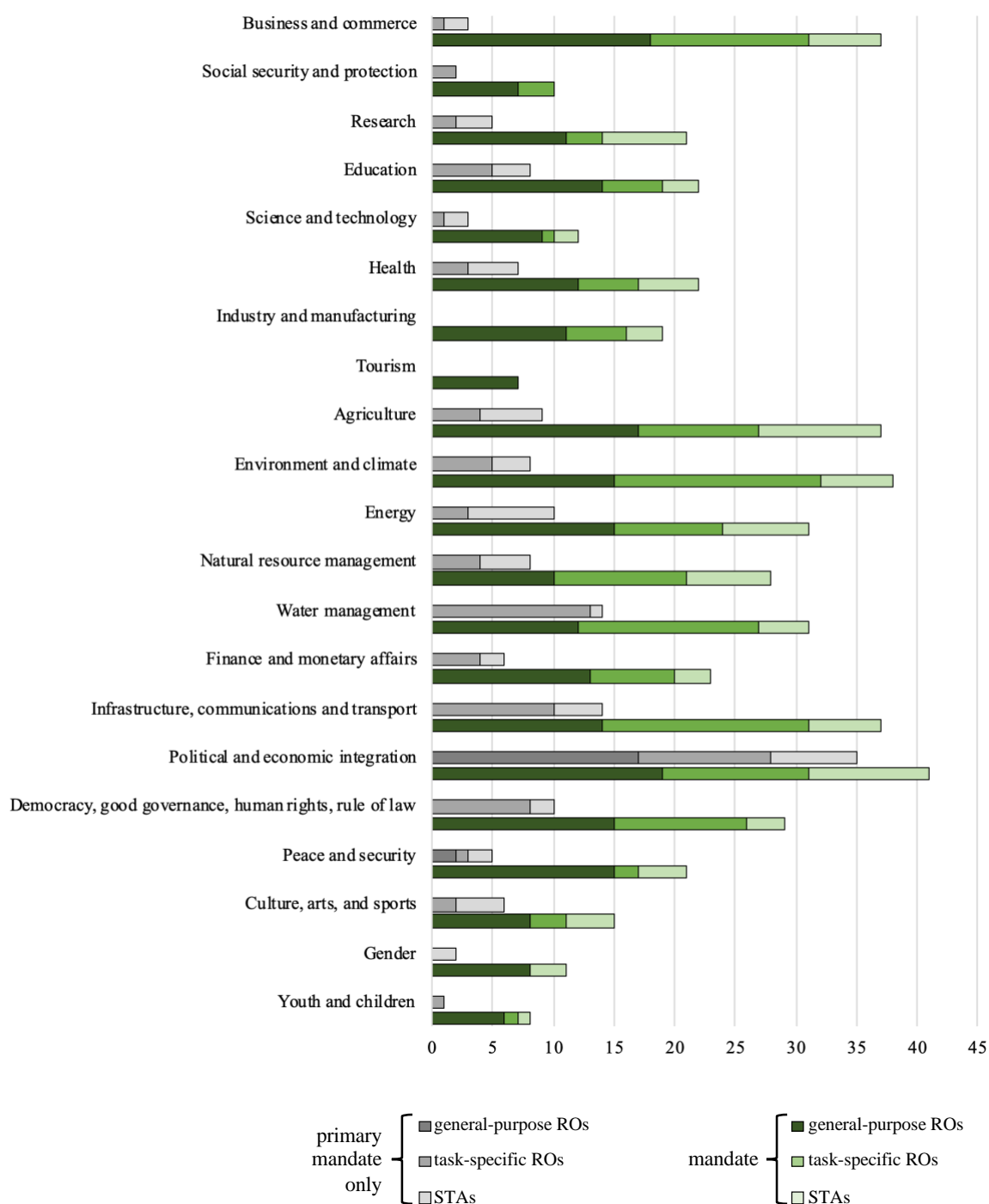
Note: The figure presents information for the primary policy mandate of ROs (grey bar) as well as the aggregated mandate of ROs (green bar). This allows for assessing how many ROs can become active in a particular policy field (green bar) and which of these organisations also pursue its main activities in this particular policy field (grey bar). For a detailed list of ROs in each policy field, see Appendix 2 and Appendix 3.

3.1. Aspiration 1: A prosperous Africa based on inclusive growth and sustainable development

The first aspiration of Agenda 2063 — A prosperous Africa based on inclusive growth and sustainable development — includes seven goals that are spread over a wide range of policy fields. There is substantial variation regarding how ROs are spread across these goals.

Goal 1 involves ROs in the policy fields of *business and commerce* (37 ROs with comprehensive policy mandate), and *social security and protection* (10). The first field comprises a set of diverse and heterogeneous ROs, including several general-purpose ROs and their subsidiary STAs. It also includes ROs that specifically focus on insurance and insurance markets, such as the Inter-African Conference on Insurance Markets (CIMA). By contrast, social security does not receive as much attention. While the AU and RECs address social aspects of growth and development, this policy field hardly lies at the heart of the organisation's objectives. The number of task-specific ROs and STAs in this policy field remains limited as well. Only the two sub-regional African Regional Labour Administration Centres (Zimbabwe and Cameroon), and the continental African Civil Service Observatory fall into this category. Clearly, concerns over business outweigh issues of social security and protection in Africa's ROs.

Goal 2 refers to well-educated citizens and a skills revolution underpinned by science, technology and innovation. This covers the policy fields of *education* (21 ROs), *research* (22 ROs), and *science and technology* (12 ROs). There is a diversity of (pan-African) task-specific ROs and STAs in all these three policy fields, such as the Association of African Universities (AAU), the Pan African University (PAU), the African Capacity Building Foundation (ACBF), the African Economic Research Consortium (AERC), the AU Scientific Technical Research Commission (STRC). Generally, there are fewer sub-regional organisations in these policy fields.

Goal 3 seeks to promote healthy and well-nourished citizens (22 ROs). Several of the ROs in the field of health are sub-regional bodies, such as the Organisation of Coordination for the Control of Endemic Diseases in Central Africa (OCEAC) and the West African Health Organisation (WAHO). The newly created pan-African institution — the Africa Centres for Disease Control and Prevention (Africa CDC) — is set to provide leadership in coordinating continental efforts in preventing and managing communicable diseases within and across countries.

Goal 4, transformed economies, is divided between the policy fields of *industry and manufacturing* (19 ROs) and *tourism* (7 ROs). Compared to other policy fields, industry and manufacturing is heterogenous. It involves both several general-purpose ROs and a number of task-specific ROs and STAs, such as the African Intellectual Property Organisation (OAPI), the African Regional Intellectual Property Organisation (ARIPO). The policy field of tourism is more homogenous and it is dominated by the AU and some of the RECs.

Goal 5, on *agriculture*, remains one of Africa's most pressing development challenges. It is therefore not surprising that altogether 37 ROs are involved in this policy field. While most general-purpose ROs are active, it also involves both pan-African and sub-regional ROs with more limited and specialised mandates, such as the Inter-African Bureau for Animal Resources.

Goal 6 on blue/ocean economy for accelerated economic growth intersects with Goal 7 on environmentally sustainable and climate resilient economies and communities. These goals relate to the same four policy fields, which involve a considerable number of ROs: *environment and climate* (38), *energy* (31), *natural resource management* (28), and *water management* (31). While the AU and RECs are basically active in all these policy fields, the remaining general-purpose ROs are predominantly active in environmental protection and climate change (e.g. GCC, IOC, LCBC, and UEMOA). Additionally, several

task-specific ROs and STAs are also active in these policy fields. Some of the best-known ROs work in Africa's sub-regions, such as the Permanent Interstate Committee for Drought Control in the Sahel (CILSS), the Sahel Institute, and AGRHYMET regional center in West Africa. There are also some pan-African bodies with a specific functional scope, such as the Intra-Africa Metrology System (AFRIMETS), the African Centre of Meteorological Applications for Development (ACMAD). Here it should be noted that a large number of ROs have gradually added policy competencies in the field of the environment and climate over time, which suggests that these competencies are rather recent add-on and do not necessarily take centre stage as would be expected given the importance given to it in Agenda 2063.

Both Pan-African and sub-regional organisations make up the *energy* policy field. Regarding the former there are several task-specific organisations and STAs operative on the continent, such as standardisation committees and renewable energy centres, whereas the latter include regional power pools as well as sub-regional, task-specific centres, such as the East African Centre of Excellence for Renewable Energy and Efficiency (EACREEE) and the ECOWAS Centre for Renewable Energy and Energy Efficiency.

With regard to *natural resource management*, we find a number of functionally specific, pan-African centres in addition to the general-purpose ROs, for instance the African Minerals and Geosciences Centre (AMGC) and the African Regional Institute for Geospatial Information Science and Technology (AFRIGIST). A few sub-regional ROs also exist in this field, for instance the Regional Fisheries Committee for the Gulf of Guinea (COREP) and the Ministerial Conference on Fisheries Cooperation Among African States Bordering the Atlantic Ocean (ATLAFCO). Altogether, the limited functional scope appears to enable these organisations to maintain focus. However, there is insufficient evidence if and to what extent they contribute to the more general goals outlined in Agenda 2063.

In the *water management* policy field, some kind of mechanism or RBO is in place in all the transboundary rivers and waters in several African sub-regions, for example the Lake Victoria Basin Commission (LVBC), the Okavango River Basin Commission (ORBC), and the Zambezi Watercourse Commission (ZAMCOM). At the same time, water management has become an important policy issue for most of the RECs. These different types of ROs are complemented by the main pan-African ROs, the African Ministers' Council on Water (AMCOW) and the African Water Facility (AWF), which support water management both across Africa and at national levels.

3.2. Aspiration 2: An integrated continent, politically united and based on the ideals of Pan-Africanism and the vision of Africa's Renaissance

Aspiration 2 of Agenda 2063 involves a range of different and sometimes connected goals which can be further divided into three concrete policy fields: *political and economic integration* (41), *infrastructure, communications and transport* (37), and *finance and monetary affairs* (23).

The policy field of *political and economic integration* involves the largest number of ROs. Nearly all of the general-purpose ROs operate in this policy field, with political and economic integration at the heart of their mandate from the very beginning. Later on, their mandate was often complemented by competencies in ancillary policy fields through treaty revisions, charters, and protocols. Additionally, a limited number of task-specific ROs with a limited functional scope operate in this policy field. Some of them are often praised by relevant stakeholders, such as the Inter-African Coffee Organisation (IACO). Others are underperforming and struggle to adjust to the changing global economy, for instance the African Petroleum Producers' Organisation (APPO) and the African Groundnut Council (AGC). This policy field also contains several organisations specialised in intellectual property rights, such as the African Intellectual Property Organisation (OAPI) and the African Regional Intellectual Property Organisation (ARIPO).

While the field of *finance and monetary affairs* involves a moderate number of ROs, it has become an important part of the mandates of the most influential general-purpose ROs. This is underlined by the increasingly important role of finance and monetary affairs for the AU and RECs as well as the establishment of subsidiary STAs. Several sub-regional ROs and STAs play rather essential roles in this field, such the Committee of Banking Supervisors of West and Central Africa (CBSWCA), West African Monetary Agency (WAMA), and Macroeconomic and Financial Management Institute of Eastern and Southern Africa (MEFMI). The Association of African Central Banks (AACB) is a main pan-African body, which performs its functions through what appears to be a lean organisation.

Infrastructure, communications and transport involves 36 ROs that operate all over the continent and in the different sub-regions. With regard to the AU and general-purpose ROs, infrastructure has become a center-piece of their activities to further development on the continent, not least since they have created specialised agencies. Accordingly, this broad policy field groups a number of ROs with distinct policy foci, such as air transportation (e.g. the African Civil Aviation Commission), ports management (e.g. the Port Management Association of Eastern and Southern Africa), and postal communication (e.g. the Pan African Postal Union). Generally, most of these bodies perform distinct tasks and contribute to this comparatively broad development challenge.

3.3. Aspiration 3: An Africa of good governance, democracy, respect for human rights, justice and the rule of law

Aspiration 3 of Agenda 2063, the realisation of *democracy, good governance, human rights, and the rule of law*, remains a key challenge for African states. Over the past few decades promoting and protecting these fundamental governance standards has become a main task of ROs, and thus complements cooperation in economic/political integration and security matters. Altogether, 29 ROs are active in this field.

The AU and RECs have increasingly taken the lead in this policy field. They have issued important legislation in this regard, both in the AU (e.g. the African Charter on Democracy, Elections and Governance) and on RECs (e.g. the SADC Principles and Guidelines Governing Democratic Elections). Their work is complemented by a number of task-specific ROs. Many perform distinct tasks across the continent, for example the African Correctional Services Association, African Legal Support Facility, and Conference of Constitutional Jurisdictions of Africa.

3.4. Aspiration 4: A peaceful and secure Africa

Aspiration 4 has attracted a great deal of attention in many ROs. Matters of peace and security often take centre stage in the day-to-day activities of many ROs, although the aggregated number of organisations operating in *peace and security* (21 ROs) is somewhat lower compared to Aspiration 3. The AU and most of the RECs are active in the field of peace and security. Their work is complemented by a number of specialised organisations and centres, such as the African Centre for the Study and Research on Terrorism, and the Committee of Intelligence and Security Services of Africa. However, the task-specific ROs suffer from being only marginally integrated and involved in the broader pan-African and sub-regional security architectures. Hence, their role and functions in addressing challenges to peace and security remain underappreciated as the African Peace and Security Architecture (APSA) and the African Governance Architecture (AGA) are dominated by the AU and RECs and their member states.

3.5. Aspiration 5: An Africa with a strong cultural identity, common heritage, shared values and ethics

Aspiration 5 includes Goal 16 focused on the promotion of *culture, arts, and sports* across the continent. This policy field involves a rather modest number of 15 ROs. While most of the general-purpose ROs, including AU and the RECs, feature aspects of culture in their mandate, this issue is a rather peripheral concern of these organisations. Contrary to many other policy fields, culture, arts, and sports is dominated by a select number of pan-African and task-specific ROs, which focus on languages and oral traditions, as illustrated by the African Academy of Languages (ACALAN) and the Centre for Linguistic and Historical Studies by Oral Tradition (CERDOTOLA). Additionally, the African Audiovisual and Cinema Commission (AACC), African Union Sports Council (AUSC), and African World Heritage Fund (AWHF) pursue clearly defined agendas and objectives. It appears that Agenda 2063 is not trying to make use of these task-specific ROs, and these ROs are not synchronised with Agenda 2063 (AUC 2015b).

3.6. Aspiration 6: An Africa, whose development is people-driven, relying on the potential of African people, especially its women and youth, and caring for children

Aspiration 6 specifically targets marginalised people on the continent — women, youth, and children — and call for their inclusion and empowerment. Accordingly, we translate these goals into the policy fields of *gender* (11 ROs) and *youth and children* (8 ROs). However, next to tourism, the smallest number of ROs serve to promote gender, youth and children. Although the policy fields have been mainstreamed in the general-purpose AU and RECs (except for AMU and CENSAD), these objectives are not at the heart of many African ROs. Pan-African and sub-regional ROs that address issues of gender, youth, and children are the exception rather than the rule, including the Fund for African Women, the Guidance, Counselling and Youth Development Centre for Africa (GCYDCA), and the International Centre for Girls' and Women's Education in Africa (CIEFFA). In January 2017, the AU decided to grant the Pan-African Women's Organisation (PAWO), which was formed in 1962, the status of a STA. While the stated goal stipulates that PAWO should contribute to Agenda 2063, it is unclear whether this is the case.

3.7. Summary

Overall, this assessment shows that the 156 ROs are very unevenly spread across the 21 policy fields at the heart of Agenda 2063. Some policy fields (such as gender and social protection) include only a few ROs whereas other policy fields (such as agriculture, and business and commerce) involve more than 30 ROs. In between these extremes, about half of the policy fields identified in Agenda 2063 (such as health and research) include between 10 and 30 ROs. While this is interesting in as much as it shows the wide range of organisations in place to achieve Africa's established continental objectives, it also leads to questions of overlap and synergies – the subject of the next section.

4.   Inter-organisational overlaps

The emergence of new ROs, and the expansion of both policy scope as well as membership of existing organisations has led to overlaps between ROs in Africa, especially since the 1990s (Panke and Stapel 2018). Although overlaps may offer learning opportunities and spur cooperation, in most cases multiple and criss-crossing ROs increase transaction costs, lead to a logic based on the lowest common denominator, and entail conflicting and mutually exclusive rules and norms. Along similar lines, President Kagame admonished in the "Report on the Proposed Recommendations for the Institutional Reform of the African Union" an unclear division of labour between the AU, the RECs, other regional mechanisms, and the member states.

Yet, as we have seen above, not all policy fields are characterised by institutional crowding. In some policy fields, not even ten ROs are present. In others, the number of organisations goes well beyond 30. It also matters where these organisations become active. When similar organisations work in largely different contexts in North, West, Central, Eastern or Southern Africa, the number of organisations in this field may prove less problematic and challenging than when many ROs with the same task and objective work in the same context or even focus on a handful of targeted countries (if we do not consider other challenges related to the sheer number of organisations, such as funding). Hence, in addition to the classification of *mandates* conducted in the previous section, we also need to consider overlap in *membership* to get a better picture about inter-organisational overlap in Africa.

Table 2: Types of overlap

		Membership	
		no shared member states	*shared member states*
Mandate	*no shared mandate*	no overlap	harmonious overlap
	shared mandate	harmonious overlap	competitive overlap

Source: authors

Based on the configuration of overlaps in mandate and membership, we can identify three main types of overlap: (i) no overlap, (ii) harmonious overlap, and (iii) competitive overlap. First, no overlap implies that ROs do neither overlap in terms of policy mandate nor membership. That is, ROs do different things in different geographic contexts. As seen in Figure 5, there are relatively few instances of no overlap in the African context. Second, harmonious overlap implies that ROs either share the same membership or policy functions. When ROs operate in the same field, but in distinct geographic contexts, they do not tread on each other's toes. The same holds true in situations when ROs share member states but pursue different tasks because they rarely venture into the other organisation's policy domain. There is a fair number of harmonious overlaps between different ROs in various policy fields. Third, competitive overlap exists where ROs deal with the same policy issue in the same geographic context. Because these organisations pursue similar tasks, the likelihood increases that their output and activities eventually will conflict with each other. This often goes hand in hand with reduced effectiveness and other negative consequences. As seen in Figure 5, there is a considerable number of competitive overlaps in various policy fields.

Overlaps between ROs can be managed in different ways. We distinguish between three specific mechanisms: (i) centralised coordination, (ii) decentralised coordination, and (iii) division of labour. First, centralised coordination denotes that one RO has some degree of authority over (lower-level) ROs. Through a top-down chain of command, centralised coordination enhances implementation of standards

across multiple levels. This is however difficult to achieve and politically controversial because most ROs guard their control over policy mandates and stakeholders are suspicious of encroachments. Second, decentralised coordination means that higher-level ROs concentrate on the functions that cannot be performed by lower-level ROs (similar to subsidiarity or bottom-up coordination). However, lower-level ROs need to be equipped with sufficient capacities to perform tasks. Otherwise, the higher-level RO always steps in and the relationship turns into centralised coordination by default. Third, a division of labour between ROs means a specialisation of ROs where organisations address separate political and development challenges, execute different tasks, or use different instruments to jointly achieve their goals and objectives. This coordination mechanism brings about a complex mixture of interdependence and independence between ROs. On the downside, a division of labour requires that individual ROs fulfil their tasks, otherwise the whole policy field will have difficulty addressing Africa's complex development challenges. As mentioned above, we find many instances where policy fields are characterised by competitive overlaps, and yet there are only a few mechanisms to deal with these overlaps.

Figure 5: Types of overlap between ROs by policy field

Note: The number of ROs operative in 2020 in each policy field is displayed in parentheses.

Source: authors

Before we discuss the different types of overlaps and to what extent ROs try to deal with their overlaps, we need to acknowledge that questions of overlap feature prominently in discussions regarding the relationship between the AU and the RECs. The AU and the RECs (and other general-purpose ROs) address similar development challenges with their broad mandates. More often than not, this results in what we describe as competitive overlaps. Although these divisions may have occurred for legitimate reasons, inter-organisational overlap still raises questions about their individual and combined contribution to Africa's development challenges. Consequently, these overlaps and competitive dynamics need to be

addressed by political decision-makers. While we discuss the AU, RECs and other general-purpose ROs to some extent, we place particular emphasis on the remaining 138 task-specific ROs in Africa.

4.1. No or almost no overlap

In some policy fields, there is hardly any overlap in RO mandates simply due to the limited number of organisations focusing on these development priorities. Moreover, for many ROs, these policy fields are merely of secondary interest and do not form part of their core mandate. For instance, there is not a single African RO that has a primary mandate in the tourism policy field.

We identify four policy fields with no or almost no overlaps: *tourism* (7), *youth and children* (8), *gender* (10), and *social protection and security* (10). To illustrate, the sub-regional African Regional Labour Administration Centre in Harare and the continental African Civil Service Observatory both address issues related to social protection and security yet have radically different foci. In the same policy field, a variety of general-purpose ROs deal with similar issues, including AMU, COMESA, ECOWAS, and SADC, but social security rarely lies at the heart of their activities. Taken together, these conditions do not strike us as harmonious or competitive overlaps. We find similar situations in the other three policy fields: tourism, youth and children, and gender. Hence, overlaps do not pose a serious challenge in these policy fields.

Because overlaps often result in negative consequences, the lack of overlaps appears to be a good sign. ROs do not need to worry about the intentional or unintentional interference from other organisations and how this might impact on their policies and decisions. However, given the scarcity of organisations operating on the topic, the lack of overlap in these policy fields does not necessarily imply that ROs contribute towards Africa's development challenges. Quite the contrary, as can be seen in section 3, these policy fields are overall characterised by limited contributions to Agenda 2063 by the concerned ROs.

4.2. Harmonious overlap

Harmonious overlaps exist when ROs deal with different challenges within a given policy field or when they work in largely different geographic contexts. We find such harmonious overlaps in several policy fields, including agriculture, industry and manufacturing as well as research which we do not further discuss below. However, harmonious overlaps offer the possibility of developing into competitive overlaps due to expansions of policy mandates or membership constituencies.

The policy field of *water management* illustrates largely harmonious overlap despite the fact that it involves a range of ROs. Many RBOs — such as the Nile Basin Initiative and the Zambezi Watercourse Commission — operate in distinct and non-overlapping geographic contexts. Under these circumstances, similar mandates do not pose a challenge because of their different geographic foci. Their interactions even provide room for learning from each other. The field of water management also involves higher-level ROs, especially the RECs and the African Ministers' Council on Water (AMCOW). The relationship of ROs in *water management* represents a mix of decentralised coordination and a division of labour. The various organisations work together in a coordinated fashion and ROs have created a multi-tiered structure between different types of ROs, whereby the RBOs are operational and the RECs and pan-African STAs provide norms and higher-level decision-making. For instance, the RBOs in Southern Africa concentrate on policies, strategies and projects in each river basin, while SADC makes available the broader normative and political framework under the banner of the SADC Protocol of Shared Watercourses. AMCOW provides the complementary pan-African mechanism. Yet, a division of labour across geographic spaces and levels requires that individual RBOs fulfil their task. Otherwise, the whole policy field will have great difficulty addressing Africa's complex water management challenges.

Similarly, the *energy* policy field is characterised by a number of overlapping ROs with rather distinct tasks and functions without considerable competition and they have established a functional division of labour. First, some ROs are limited to a particular geographic context. The powers pools are cases in point. Since they operate in different regions, they rarely compete with each other. Second, there is a significant number of task-specific ROs and STAs, such as standardisation committees and renewable energy centres, which operate alongside or in conjunction with higher-level general-purpose ROs. Hence, regulatory and standard-setting authorities facilitate standardisation, whereas other ROs deal with technical aspects (power pools) or focus on renewable energies. For instance, the ECOWAS Centre for Renewable Energy and Energy Efficiency, ECOWAS Regional Electricity Regulatory Authority, and the West African Power Pool represent such harmonious overlaps in West Africa. We find similar configurations in East and Southern Africa. Their activities are complemented by the continental African Energy Commission. The emergent pattern is a multi-tiered inter-organisational landscape where authority is distributed across various levels and each RO makes independent contributions to the energy policy field. While such harmonious overlaps usually do not lead to conflict between the organisations in the same policy field, some ROs already show uncanny resemblances in their policy mandates and/or their target contexts. This bears the risk that harmonious overlaps turn into competitive ones.

In the policy field *culture, arts, and sport*, several pan-African and sub-regional ROs promote and protect the African languages, for example the African Academy of Languages, the Centre International de Recherche et de Documentation sur les Traditions et les Langues Africaines, and the Centre for Linguistic and Historical Studies by Oral Tradition. Likewise, in the *agriculture* policy field, several organisations deal with veterinary policies, such as the Inter-African Bureau for Animal Resources, the Inter-State School of Veterinary Sciences and Medicine, and the Pan African Veterinary Vaccine Centre. While their mandates and geographic areas of operation are still distinct, the expansion towards additional competencies might lead to more competitive constellations.

Furthermore, we find mostly harmonious overlaps in the field of *natural resource management.* Many organisations only include natural resource management as an ancillary objective, including RBOs and general-purpose ROs. Often the mandates are sufficiently different, exemplified by the Inter-African Phytosanitary Council and the Lake Victoria Fisheries Organisation (LVFO), which do not work in each other's domains. Yet, again, some ROs perform tasks that might be in competition with one another. The distinction between African Minerals and Geosciences Centre (AMGC), the African Regional Institute for Geospatial Information Science and Technology (AFRIGIST), the Regional Centre for Mapping of Resources for Development (RCMRD), and the envisaged African Minerals Development Centre (AMDC) are not clear-cut.

4.3. Competitive overlap

Many of Africa's development challenges are addressed by a ROs that pursue similar objectives and tasks and whose membership overlap extensively. Competitive overlaps can be found in a large number of policy fields. Nevertheless, when the relationship between overlapping ROs follows more competitive dynamics, there are still opportunities for pockets of harmonious overlaps where ROs, often task-specific ROs and STAs, form harmonious overlaps with each other as they do not overlap in mandate or in membership.

In some policy fields, competitive inter-organisational overlaps arise due to the sheer number of active ROs with the same membership, most evidently in the policy fields of *business and commerce*, *democracy, good governance, human rights and rule of law*, *environment and climate*, *finance and monetary affairs* as well as *political and economic integration*. In a complex web of multiple and criss-crossing relations between the three different types of ROs, it is difficult to avoid competitive overlaps other than by

reducing the overall number of ROs, re-focusing their mandates or by developing the mechanisms for dealing with overlaps.

A variety of ROs address development challenges related to *infrastructure, communications and transport*, such as the competitive overlap between the African Civil Aviation Commission and the Agency for the Safety of Air Navigation in Africa and Madagascar. Nevertheless, the narrower development challenge of port management is organised in distinct geographic areas, implying that there may be pockets of harmonious overlaps within them which are related to a decentralised coordination between some ROs. This is best illustrated by the Port Management Association of Eastern and Southern Africa (PMAESA), the North African Ports Association (UAPNA), and the Port Management Association of West and Central Africa (PMAWCA).

In the *health* policy field, several ROs seek to prevent, detect, and respond to public health threats, including the Africa Centres for Disease Control and Prevention (Africa CDC), the East African Integrated Disease Surveillance Network, and the Organisation of Coordination for the Control of Endemic Diseases in Central Africa. In an attempt to further centralised coordination, the Africa CDC has been established to forge relationships with regional collaborating centres, whereby the regional headquarters located in Egypt, Gabon, Kenya, Nigeria, and Zambia are supposed to connect the central bureau in Addis Ababa with all of Africa's regions. Africa CDC should provide leadership in coordinating continental efforts for preventing and managing communicable diseases within and across countries. However, to be able to do so, the Centre needs to clarify its relationship with other ROs working within the field of disease prevention and management, including their subsidiary agencies and commissions.

Overlaps are not strictly related to the number of ROs. Although only a few organisations operate in the fields of *education* as well as *science and technology*, competitive overlaps exist. This seems to be the case, at least to some extent, in the overlaps between the African Observatory of Science, Technology and Innovation, the African Regional Centre of Technology, the AU Scientific Technical Research Commission.

When it comes to inter-organisational overlaps in Africa and how to manage them, *peace and security* in Africa is a curious and complex case. On the one hand, the field of peace and security is dominated by the AU, the RECs and other general-purpose ROs, which can result in some inter-organisational conflict. Different kinds of competitive overlap are in place at the same time, both in terms of policy mandate and membership, due to a plethora of organisations with different objectives and membership configurations. Moreover, the competitive overlaps are exacerbated by the politicised mandates and activities of the AU and the RECs. On the other hand, a number of task-specific ROs and STAs operate in the field of peace and security and they perform different, but largely complementary functions, as illustrated by the African Centre for the Study and Research on Terrorism, the Committee of Intelligence and Security Services of Africa, and the Regional Centre on Small Arms and Light Weapons in the Great Lakes Region, the Horn of Africa and Bordering States. Again, this configuration can be considered a pocket of harmonious overlaps within the broader competitive dynamics in the peace and security field.

Despite the competitive dynamics and overlaps between the AU and RECs, they have established a mix of centralised coordination and decentralised coordination to manage their overlaps. A Memorandum of Understanding (MoU) between the AU and the RECs envisages a type of centralised coordination as it asserts the "recognition of, and respect for, the primary responsibility of the Union in the maintenance and promotion of peace, security and stability in Africa, in accordance with Article 16 of the PSC Protocol" (AU 2008). However, this stipulation somewhat conflicts with other assertions of decentralised coordination in the very same document because the AU and the RECs affirm "adherence to the principles of subsidiarity, complementarity and comparative advantage, in order to optimise the partnership between the Union, the RECs and the Coordinating Mechanisms in the promotion and maintenance of

peace, security and stability" (AU 2008). Hence, these conflicting stipulations highlight the lack of clarity with regard to decentralised coordination between multiple ROs in practice. Beyond the cooperation between the AU and RECs, Africa's ROs also seek to organise their relationship in the security policy field through a range of bilateral agreements, for instance the 2018 MoU between the AU and G5S, the 2013 ECCAS–ECOWAS–GGC MoU on maritime security in West and Central Africa, and the 2012 MoU between the African Centre for the Study and Research on Terrorism (ACSRT) and SADC.

4.4. Summary

Overlap between Africa's ROs has intensified during the last two decades due to the increasing number of ROs as well as the broadening mandates of general-purpose ROs. The complex organisational landscape undermines not only the performance of ROs but also risks impacting negatively on the aspirations outlined in Agenda 2063.

While a few policy fields are not affected by overlaps at all, most other policy fields are characterised by either harmonious or competitive overlaps. As illustrated in Figure 5, the policy fields with little or no overlap are characterised by a limited number of ROs. Once the number of ROs grows, the number of different overlaps tends to increase. Harmonious overlap includes ROs that operate within the same policy field but which neither overlap in terms of member states nor in terms of policy mandates. We find harmonious overlaps in seven (7) policy fields, such as research, industry and manufacturing, and agriculture. Competitive overlap occurs when ROs pursue similar objectives and tasks and when there is extensive overlap in terms of membership. This type of overlap prevails in ten (10) policy fields, most notably in peace and security, political and economic integration as well as democracy, good governance, human rights and rule of law, but also in education, health, and environment and climate change.

Competitive overlaps are particularly problematic and need to be managed to address and avoid negative outcomes. There are three ways to manage competitive overlaps: centralised coordination, decentralised coordination, or division of labour. However, these coordination mechanisms have rarely been institutionalised in practice thus far and current coordination schemes mostly remain weak. There is a real need to address the potential risks stemming from unmanaged overlaps, especially competitive overlaps. How to manage overlaps depends to a large extent on the policy fields, the concerned ROs, and the stakeholders involved. Hence, it needs to be specified what is the role of the pan-African ROs in the current institutional relationship, and what coordination principles should guide existing inter-organisational relationships. The tension between centralisation and decentralisation of pan-African affairs at the AU level in dealing with overlap and the relationships between AU, RECs, and ROs need to be further considered.

5. Conclusion and recommendations

Agenda 2063 is arguably one of the most ambitious plans for Africa's development so far, outlining a Pan-African vision for "an integrated, prosperous and peaceful Africa, driven by its own citizens, representing a dynamic force in the international arena" (AUC 2015a). Agenda 2063 speaks directly to the fragmented institutional landscape of pan-African and (sub-)regional organisations. It calls not only for improved capacities of institutions and organisations at all levels (continental, regional, and national), but also for the restructuring and review of their mandates (ACBF/AU 2016). While the AU and the RECs have received considerable attention by both policy making and academic communities, there is a near absence of knowledge of all other pan-African and regional institutions and organisations operating on the continent and how these organisations relate to Africa's development challenges.

As a result, the general purpose of this study has been to explore the role of all African ROs in the promotion of Agenda 2063. The study maps out Africa's regional *intergovernmental* organisations, and therefore excludes all bilateral, non-African, non-governmental as well as hybrid organisations (involving both private and public actors). Although the specialised and technical agencies are not independent institutional bodies, they are nevertheless included in the study because many STAs and task-specific ROs are functionally similar and often interact in important ways. In fact, any attempt to explore the role of ROs in achieving Agenda 2063 without taking into account the specialised bodies of the AU and the RECs would remain partial and misleading.

There has been a steady increase of ROs in Africa over time. About 50 bodies existed by the end of the 1970s. Then the number increased again after the end of the Cold War until the 156 ROs currently in existence. Of these, 65 are pan-African while 91 are (sub-)regional. In terms of the three types of ROs, there are 19 general-purpose ROs, 80 task-specific ROs, and 57 STAs of higher-level ROs, in particular the AU and some of the main RECs.

The 156 ROs are unevenly spread over different policy fields that are at the heart of Agenda 2063. A few policy fields (such as gender and youth and children) include only a small number of ROs, whereas several other policy fields (such as political and economic integration, agriculture, business and commerce) involve more than 30 ROs. In between these poles, there is a large middle group, consisting of policy fields which include between 10 and 30 ROs (such as health, research, etc). About half of the policy fields identified in Agenda 2063 are covered by this middle group.

As a result of the increasing number of ROs as well as the broadening of scopes of several general-purpose ROs, overlaps between African organisations have grown in number. We identify three types of overlaps: (i) no or almost no overlap, (ii) harmonious overlap, and (iii) competitive overlap. A few policy fields are characterised by no or very little overlap simply due to the limited number of ROs operating in these fields, or because the ROs have vastly different policy mandates and memberships. In large part, it is the same policy field which contained few ROs, for example social security and tourism. Harmonious overlap includes ROs that operate within the same policy field but have different members or focus on different policy challenges and objectives. Harmonious overlaps can be identified in altogether seven policy fields, including research, industry and manufacturing, and agriculture. Finally, competitive overlaps occur when ROs pursue similar objectives and tasks and/or when their membership overlaps extensively. This type of overlap prevails in ten policy fields, for instance peace and security, education, health, and environment and climate change. Clearly, overlap between Africa's ROs can have negative implications for realising the aspirations outlined in Agenda 2063. Competitive overlap is particularly problematic and needs to be managed to address and potentially avoid detrimental outcomes.

In response, we distinguish three coordination mechanisms to manage overlaps: (i) centralised coordination, (ii) decentralised coordination, and (iii) division of labour. However, there is no one-size-fits-all approach in dealing with overlaps. How to manage overlaps depends to a large extent on policy field-specific and contextual logics and the particular configuration of the AU and the RECs in a given policy field. However, the fundamental problem is that existing coordination mechanisms remain few and weakly institutionalised.

5.1. Policy recommendations

Based on the assessment of policy mandates and institutional overlaps, we provide four policy recommendations regarding how ROs in Africa can better contribute to achieving Agenda 2063.

Recommendation 1: Build strong and effective institutions

A significant number of ROs in Africa are weak or underperforming. Too many ROs have over-ambitious goals and policy mandates, which are often further undermined by weakly developed strategies and fragmented work programmes. Becoming more fit-for-purpose and closing the implementation gap requires that open-ended wish-lists are turned into realistic work programmes with clear priorities.

Recommendation 2: Ensure national benefits and national buy-in

Our investigation reveals that many ROs remain detached from national development strategies and concrete development needs of their member states, which make them both unsustainable and less relevant for tackling Africa's development challenges. Many ROs also lack the necessary political support from their member governments. This is a particular problem for a number of task-specific ROs. Furthermore, ROs operating in policy fields with relatively "weak" government ministries may be particularly affected by leadership deficits. A reciprocal process is required whereby RO secretariats build stronger links to member states while member states simultaneously invest political capital (and financial resources) to make ROs work.

Recommendation 3: Diagnose and manage inter-organisational overlaps

Overlaps between ROs have become a defining feature of the institutional landscape of many policy fields. These overlaps occur through a complex web of multiple and criss-crossing ROs, policy scope expansion, and the creation of new ROs. Although overlaps are not always harmful, they often result in inter-organisational competition, fragmentation, and underperforming ROs. Relevant actors need to improve their capacities to diagnose as well as manage inter-organisational overlaps.

Recommendation 4: Dismantle dysfunctional ROs

There is a need for a new paradigm in Africa whereby dysfunctional ROs are identified and either reformed or even dismantled. Radical reform or dismantlement happen only rarely, which has resulted in the growth of an increasing number of underperforming ROs; what Gray (2018) has referred to as "zombie" organisations. Although the number of new ROs have been reduced during the last decade many general-purpose ROs have created a steady stream of new STAs, some which are weak or ineffective. New ROs should mainly be called for in those policy fields where there is still a deficit of collaborative institutions.

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Appendix 1. List of African ROs according to type

General-purpose ROs

Name	Abbreviation	Year	Headquarter	Pan-African or Sub-regional
African Union	AU	1963	Addis Ababa, Ethiopia	pan-African
Arab Maghreb Union	AMU	1989	Rabat, Morocco	(sub-)regional
Central Africa Economic and Monetary Community	CEMAC	1994	Bangui, CAR	(sub-)regional
Common Market for Eastern and Southern Africa	COMESA	1994	Lusaka, Zambia	(sub-)regional
Community of Sahel–Saharan States	CENSAD	1998	Tripoli, Libya	(sub-)regional
East African Community	EAC	1999	Arusha, Tanzania	(sub-)regional
Economic Community of Central African States	ECCAS	1983	Libreville, Gabon	(sub-)regional
Economic Community of the Great Lakes Countries	CEPGL	1976	Gisenyi, Rwanda	(sub-)regional
Economic Community of West African States	ECOWAS	1975	Abuja, Nigeria	(sub-)regional
Entente Council		1959	Abidjan, Côte d'Ivoire	(sub-)regional
G5 Sahel	G5S	2014	Nouakchott, Mauritania	(sub-)regional
Gulf of Guinea Commission	GGC	2001	Luanda, Angola	(sub-)regional
Indian Ocean Commission	IOC	1982	Ebene, Mauritius	(sub-)regional
Intergovernmental Authority on Development	IGAD	1986	Djibouti, Djibouti	(sub-)regional
International Conference on the Great Lakes Region	ICGLR	2004	Bujumbura, Burundi	(sub-)regional
Mano River Union	MRU	1973	Freetown, Sierra Leone	(sub-)regional
Southern African Customs Union	SACU	1969	Windhoek, Namibia	(sub-)regional
Southern African Development Community	SADC	1980	Gaborone, Botswana	(sub-)regional
Union économique et monétaire Ouest africaine	UEMOA	1994	Ouagadougou, Burkina Faso	(sub-)regional

Task-specific ROs

Name	Abbreviation	Year	Headquarter	Pan-African or Sub-regional
Africa Governance Institute	AGI	2005	Dakar, Senegal	pan-African
Africa Rice Center	AfricaRice	1971	Abidjan, Côte d'Ivoire	(sub-)regional
African Advanced Level Telecommunications Institute	AFRALTI	1991	Nairobi, Kenya	(sub-)regional
African Centre of Meteorological Applications for Development	ACMAD	1987	Niamey, Niger	pan-African
African Civil Service Observatory	ACSO	1991	Cotonou, Benin	pan-African
African Competition Forum	ACF	2011	Pretoria, South Africa	pan-African
African Correctional Services Association	ACSA	2008	Accra, Ghana	pan-African
African Economic Research Consortium	AERC	1988	Nairobi, Kenya	pan-African
African Electrotechnical Standardization Commission	AFSEC	2008	Pretoria, South Africa	pan-African
African Groundnut Council	AGC	1964	Kano, Nigeria	(sub-)regional
African Intellectual Property organisation	OAPI	1977	Yaoundé, Cameroon	(sub-)regional
African Leaders Malaria Alliance	ALMA	2009	Gaborone, Botswana	pan-African
African Legal Support Facility	ALSF	2008	Abidjan, Côte d'Ivoire	pan-African
African Minerals and Geosciences Centre	AMGC	1977	Dar es Salaam, Tanzania	pan-African
African Ministers' Council on Water	AMCOW	2002	Abuja, Nigeria	pan-African
African Organisation for Standardization	ARSO	1977	Nairobi, Kenya	pan-African
African Petroleum Producers's Organisation	APPO	1987	Brazzaville, Congo Rep	pan-African
African Regional Centre of Technology	ARCT	1977	Dakar, Senegal	pan-African
African Regional Institute for Geospatial Information Science and Technology	AFRIGIST	1972	Ile Ife, Nigeria	(sub-)regional
African Regional Intellectual Property Organisation	ARIPO	1976	Harare, Zimbabwe	pan-African
African Regional Labour Administration Centre, Harare	ARLAC	1974	Harare, Zimbabwe	(sub-)regional
African Regional Labour Administration Centre, Yaoundé		1965	Yaoundé, Cameroon	(sub-)regional
African Telecommunications Union	ATU	1977	Nairobi, Kenya	(sub-)regional
African Training and Research Centre in Administration for Development	CAFRAD	1964	Tangiers, Morocco	pan-African
African Virtual University	AVU	1997	Nairobi, Kenya	pan-African
African World Heritage Fund	AWHF	2006	Midrand, South Africa	pan-African
Agency for Aerial Navigation Safety in Africa and Madagascar	ASECNA	1959	Niamey, Niger	pan-African

Association for the Development of Education in Africa	ADEA	1988	Abidjan, Côte d'Ivoire	pan-African
Association of African Central Banks	AACB	1968	Dakar, Senegal	pan-African
Association of African Development Finance Institutions	AADFI	1975	Abidjan, Côte d'Ivoire	pan-African
Association of African Universities	AAU	1967	Accra, Ghana	pan-African
Central African Forests Commission	COMIFAC	1999	Yaoundé, Cameroon	pan-African
Centre Africain de Recherches sur Bananiers et Plantains	CARBAP	2001	Douala, Cameroon	(sub-)regional
Centre International de Recherche et de Documentation sur les Traditions et les Langues Africaines	CERDOTOLA	1977	Yaoundé, Cameroon	(sub-)regional
Committee of Banking Supervisors of West and Central Africa	CBSWCA	1994	Yaoundé, Cameroon	(sub-)regional
Conference of Constitutional Jurisdictions of Africa	CCJA	2011	Algiers, Algeria	pan-African
Conference of Ministers of Agriculture of West and Central Africa	CMA/WCA	1991	Dakar, Senegal	(sub-)regional
Conference of Posts and Telecommunications of Central Africa	COPTAC	1975	Yaoundé, Cameroon	(sub-)regional
Eastern Africa Statistical Training Centre	EASTC	1965	Dar es Salaam, Tanzania	(sub-)regional
East Africa Power Pool	EAPP	2005	Addis Ababa, Ethiopia	(sub-)regional
Eastern and Southern African Anti-Money Laundering Group	ESAAMLG	1999	Dar es Salaam, Tanzania	(sub-)regional
Eastern and Southern African Management Institute	ESAMI	1980	Arusha, Tanzania	(sub-)regional
Economic and Statistical Observatory for Sub-Saharan Africa	AFRISTAT	1993	Bamako, Mali	pan-African
East, Central and Southern African Health Community	ECSA-HC	1974	Arusha, Tanzania	(sub-)regional
Gambia River Basin Organisation	OMVG	1978	Dakar, Senegal	(sub-)regional
Guidance, Counselling and Youth Development Centre for Africa	GCYDCA	1994	Lilongwe, Malawi	pan-African
Institut de formation et de recherche démographiques	IFORD	1971	Yaoundé, Cameroon	pan-African
Inter-African Coffee Organisation	IACO	1960	Abidjan, Côte d'Ivoire	pan-African
Inter-African Conference on Insurance Markets	CIMA	1992	Libreville, Gabon	(sub-)regional
Inter-Governmental Standing Committee on Shipping	ISCOS	1967	Mombasa, Kenya	(sub-)regional
International Commission of the Congo-Ubangui-Sangha Basin	CICOS	1999	Kinshasa, Congo DR	(sub-)regional
Inter-State School of Veterinary Sciences and Medicine	EISMV	1968	Dakar, Senegal	(sub-)regional
Inter-University Council for East Africa	IUCEA	1980	Kampala, Uganda	(sub-)regional
Intra-Africa Metrology System	AFRIMETS	2006	Pretoria, South Africa	pan-African
Lake Chad Basin Commission	LCBC	1964	Ndjamena, Chad	(sub-)regional
Lake Tanganyika Authority	LTA	2008	Bujumbura, Burundi	(sub-)regional
Limpopo Water Course Commission	LIMCOM	2003	Maputo, Mozambique	(sub-)regional

Macroeconomic and Financial Management Institute of Eastern and Southern Africa	MEFMI	1994	Harare, Zimbabwe	(sub-)regional
Maritime Organisation of West and Central Africa	MOWCA	1975	Abidjan, Côte d'Ivoire	(sub-)regional
Ministerial Conference on Fisheries Cooperation Among African States Bordering the Atlantic Ocean	ATLAFCO	1989	Rabat, Morocco	(sub-)regional
Niger Basin Authority	NBA	1964	Niamey, Niger	(sub-)regional
Nile Basin Initiative	NBI	1999	Entebbe, Uganda	(sub-)regional
Northern Corridor Transit and Transport Coordination Authority	NCTTCA	1985	Mombasa, Kenya	(sub-)regional
Okavango River Basin Commission	OKACOM	1994	Gaborone, Botswana	(sub-)regional
Orange Senqu-River Commission	ORASECOM	2000	Centurion, South Africa	(sub-)regional
Organisation for the Harmonization of Business Law in Africa	OHADA	1993	Yaoundé, Cameroon	(sub-)regional
Organisation of Coordination for the Control of Endemic Diseases in Central Africa	OCEAC	1963	Yaoundé, Cameroon	(sub-)regional
Pan-African Agency of the Great Green Wall	PAGGW	2010	Nouakchott, Mauritania	(sub-)regional
Permanent Interstate Committee for Drought Control in the Sahel	CILSS	1973	Ouagadougou, Burkina Faso	(sub-)regional
Port Management Association of Eastern and Southern Africa	PMAESA	1973	Mombasa, Kenya	(sub-)regional
Port Management Association of West and Central Africa	PMAWCA	1972	Lagos, Nigeria	(sub-)regional
Regional Association of Energy Regulators for Eastern and Southern Africa	RAERESA	2009	Lusaka, Zambia	(sub-)regional
Regional Centre for Mapping of Resources for Development	RCMRD	1975	Nairobi, Kenya	pan-African
Regional Centre on Small Arms and Light Weapons in the Great Lakes Region, the Horn of Africa and Bordering States	RECSA	2005	Nairobi, Kenya	(sub-)regional
Senegal River Development Organisation	OMVS	1972	Dakar, Senegal	(sub-)regional
Southern Africa Postal Operators Association	SAPOA	2001	Centurion, South Africa	(sub-)regional
Southern and Eastern Africa Consortium for Monitoring Educational Quality	SACMEQ	1995	Gaborone, Botswana	(sub-)regional
Volta Basin Authority	VBA	2007	Ouagadougou, Burkina Faso	(sub-)regional
West African Institute for Financial and Economic Management	WAIFEM	1996	Lagos, Nigeria	(sub-)regional
Zambezi Watercourse Commission	ZAMCOM	2004	Harare, Zimbabwe	(sub-)regional

Specialised and technical agencies (STAs)

Name	Abbreviation	Year	Headquarter	parent RO
Africa Centres for Disease Control and Prevention	Africa CDC	2017	Addis Ababa, Ethiopia	AU
Africa Leather and Leather Products Institute	ALLPI	1990	Addis Ababa, Ethiopia	COMESA
African Academy of Languages	ACALAN	2001	Bamako, Mali	AU
African Audiovisual and Cinema Commission	AACC	2016	Nairobi, Kenya	AU
African Capacity Building Foundation	ACBF	1991	Harare, Zimbabwe	AU
African Centre for Applied Research and Training in Social Development	ACARTSOD	1977	Tripoli, Libya	AU
African Centre for the Study and Research on Terrorism	ACSRT	2004	Algiers, Algeria	AU
African Civil Aviation Commission	AFCAC	1969	Dakar, Senegal	AU
African Commission on Nuclear Energy	AFCONE	2010	Pretoria, South Africa	AU
African Energy Commission	AFREC	2008	Algiers, Algeria	AU
African Institute for Remittances	AIR	2014	Nairobi, Kenya	AU
African Minerals Development Centre	AMDC	2013	Addis Ababa, Ethiopia	AU
African Observatory of Science, Technology and Innovation	AOSTI	2009	Malabo, Equatorial Guinea	AU
African Risk Capacity	ARC	2012	Johannesburg, South Africa	AU
African Scientific Research and Innovation Council	ASRIC	2016	Abuja, Nigeria	AU
African Union Mechanism for Police Cooperation	AFRIPOL	2014	Algiers, Algeria	AU
African Union Scientific Technical Research Commission	AU STRC	1965	Abuja, Nigeria	AU
African Union Sports Council	AUSC	2010	Yaoundé, Cameroon	AU
AGRHYMET Regional Centre	AGRHYMET	1974	Niamey, Niger	CILSS
Alliance for Commodity Trade in Eastern and Southern Africa	ACTESA	2008	Lusaka, Zambia	COMESA
AU Institute for Statistics	STATAFRIC	2018	Addis Ababa, Ethiopia	AU
Centre for Linguistic and Historical Studies by Oral Tradition	CELHTO	1968	Niamey, Niger	AU
COMESA Regional Investment Agency	COMESA RIA	2006	Cairo, Egypt	COMESA
Committee of Intelligence and Security Services of Africa	CISSA	2004	Addis Ababa, Ethiopia	AU
East African Centre for Renewable Energy and Energy Efficiency	EACREEE	2016	Kampala, Uganda	EAC
East African Integrated Disease Surveillance Network	EAIDSNet	2000	Arusha, Tanzania	EAC
ECOWAS Centre for Renewable Energy and Energy Efficiency	ECREEE	2010	Praia, Cape Verde	ECOWAS
ECOWAS Regional Electricity Regulatory Authority	ERERA	2008	Accra, Ghana	ECOWAS

Name	Abbreviation	Year	Location	Organisation
Fund for African Women		2010	Addis Ababa, Ethiopia	AU
Institut sous-régional de statistique et d'économie appliquée	ISSEA	1984	Yaoundé, Cameroon	CEMAC
Interafrican Bureau for Animal Resources	AU-IBAR	1951	Nairobi, Kenya	AU
Inter-African Phytosanitary Council	AU-IAPSC	1954	Yaoundé, Cameroon	AU
Intergovernmental Action Group against Money Laundering in West Africa	GIABA	1999	Dakar, Senegal	ECOWAS
International Centre for Girls' and Women's Education in Africa	CIEFFA	1999	Ouagadougou, Burkina Faso	AU
International Institute of Insurance, Yaoundé	IIA	1972	Yaoundé, Cameroon	CIMA
Lake Victoria Basin Commission	LVBC	2001	Kisumu, Kenya	EAC
Lake Victoria Fisheries Organisation	LVFO	1994	Jinja, Uganda	EAC
Pan African Institute for Education for Development	IPED	2005	Kinshasa, Congo DR	AU
Pan African Postal Union	PAPU	1980	Arusha, Tanzania	AU
Pan African Tsetse and Trypanosomiasis Eradication Campaign	PATTEC	2001	Addis Ababa, Ethiopia	AU
Pan African University	PAU	2008	Addis Ababa, Ethiopia	AU
Pan African Veterinary Vaccine Centre	PANVAC	1986	Debre Zeit, Ethiopia	AU
Pan African Women's Organisation	PAWO	1962	Pretoria, South Africa	AU
Pôle régional de recherche appliquée au développement des systèmes agricoles d'Afrique Centrale	PRASAC	1997	Ndjamena, Chad	CEMAC
PTA Reinsurance Company	ZEP-RE	1990	Nairobi, Kenya	COMESA
Railway Transport Committee of the Maghreb	CTFM	1964	Algiers, Algeria	AMU
Regional Fisheries Committee for the Gulf of Guinea	COREP	1984	Libreville, Gabon	ECCAS
SADC Plant Genetic Resources Centre	SPGRC	1988	Lusaka, Zambia	SADC
SADC Trade Information Centre		2008	Gaborone, Botswana	SADC
Sahel Institute	INSAH	1976	Bamako, Mali	CILSS
Semi-Arid Food Grain Research and Development	AU SAFGRAD	1977	Ouagadougou, Burkina Faso	AU
Southern African Power Pool	SAPP	1995	Harare, Zimbabwe	SADC
Union of African Shippers' Councils	UASC	1977	Douala, Cameroon	MOWCA
West African Health Organisation	WAHO	1987	Bobo Dioulasso, Burkina Faso	ECOWAS
West African Monetary Agency	WAMA	1996	Freetown, Sierra Leone	ECOWAS
West African Monetary Institute	WAMI	2001	Accra, Ghana	ECOWAS
West African Power Pool	WAPP	1999	Cotonou, Benin	ECOWAS

Appendix 2. List of all ROs according to primary mandate and type

* Primary mandates are not always restricted to a single policy field. Some ROs have broader or cross-cutting mandates. Some general-purpose ROs classified under "political and economic integration" have cross-cutting mandates.

Primary policy mandate	Name	Abbreviation	Type of RO	pan-African / subregional
Business and commerce (3)	Inter-African Conference on Insurance Markets	CIMA	task-specific	(sub-)regional
	International Institute of Insurance, Yaoundé	IIA	STA	(sub-)regional
	PTA Reinsurance Company	ZEP-RE	STA	(sub-)regional
Social security and protection (2)	African Regional Labour Administration Centre, Harare	ARLAC	task-specific	(sub-)regional
	African Regional Labour Administration Centre, Yaoundé		task-specific	(sub-)regional
Research (5)	African Capacity Building Foundation	ACBF	STA	pan-African
	African Centre for Applied Research and Training in Social Development	ACARTSOD	STA	pan-African
	African Economic Research Consortium	AERC	task-specific	pan-African
	African Scientific Research and Innovation Council	ASRIC	STA	pan-African
	Institut de formation et de recherche démographiques	IFORD	task-specific	pan-African
Education (8)	African Virtual University	AVU	task-specific	pan-African
	Association for the Development of Education in Africa	ADEA	task-specific	pan-African
	Association of African Universities	AAU	task-specific	pan-African
	International Centre for Girls' and Women's Education in Africa	CIEFFA	STA	pan-African
	Inter-University Council for East Africa	IUCEA	task-specific	(sub-)regional
	Pan African Institute for Education for Development	IPED	STA	pan-African
	Pan African University	PAU	STA	pan-African
	Southern and Eastern Africa Consortium for Monitoring Educational Quality	SACMEQ	task-specific	(sub-)regional
Science and technology (3)	African Observatory of Science, Technology and Innovation	AOSTI	STA	pan-African
	African Regional Centre of Technology	ARCT	task-specific	pan-African
	African Union Scientific Technical Research Commission	AU STRC	STA	pan-African

Health (7)	Africa Centres for Disease Control and Prevention	Africa CDC	STA	pan-African
	African Leaders Malaria Alliance	ALMA	task-specific	pan-African
	East African Integrated Disease Surveillance Network	EAIDSNet	STA	(sub-)regional
	East, Central and Southern African Health Community	ECSA-HC	task-specific	(sub-)regional
	Organisation of Coordination for the Control of Endemic Diseases in Central Africa	OCEAC	task-specific	(sub-)regional
	Pan African Tsetse and Trypanosomiasis Eradication Campaign	PATTEC	STA	pan-African
	West African Health Organisation	WAHO	STA	(sub-)regional
Industry & manufacturing (0)				
Tourism (0)				
Agriculture (9)	Africa Rice Center	AfricaRice	task-specific	(sub-)regional
	Centre Africain de Recherches sur Bananiers et Plantains	CARBAP	task-specific	(sub-)regional
	Conference of Ministers of Agriculture of West and Central Africa	CMA/WCA	task-specific	(sub-)regional
	Interafrican Bureau for Animal Resources	AU-IBAR	STA	pan-African
	Inter-State School of Veterinary Sciences and Medicine	EISMV	task-specific	(sub-)regional
	Pan African Veterinary Vaccine Centre	PANVAC	STA	pan-African
	Pôle régional de recherche appliquée au développement des systèmes agricoles d'Afrique Centrale	PRASAC	STA	(sub-)regional
	SADC Plant Genetic Resources Centre	SPGRC	STA	(sub-)regional
	Semi-Arid Food Grain Research and Development	AU SAFGRAD	STA	pan-African
Environment and climate (8)	African Centre of Meteorological Applications for Development	ACMAD	task-specific	pan-African
	African Risk Capacity	ARC	STA	pan-African
	AGRHYMET Regional Centre	AGRHYMET	STA	pan-African
	Central African Forests Commission	COMIFAC	task-specific	pan-African
	Intra-Africa Metrology System	AFRIMETS	task-specific	pan-African
	Pan-African Agency of the Great Green Wall	PAGGW	task-specific	(sub-)regional
	Permanent Interstate Committee for Drought Control in the Sahel	CILSS	task-specific	(sub-)regional
	Sahel Institute		STA	(sub-)regional
Energy (10)	African Commission on Nuclear Energy	AFCONE	STA	pan-African

	African Electrotechnical Standardization Commission	AFSEC	task-specific	pan-African
	African Energy Commission	AFREC	STA	pan-African
	East Africa Power Pool	EAPP	task-specific	(sub-)regional
	East African Centre for Renewable Energy and Energy Efficiency	EACREEE	STA	(sub-)regional
	ECOWAS Centre for Renewable Energy and Energy Efficiency	ECREEE	STA	(sub-)regional
	ECOWAS Regional Electricity Regulatory Authority	ERERA	STA	(sub-)regional
	Regional Association of Energy Regulators for Eastern and Southern Africa	RAERESA	task-specific	(sub-)regional
	Southern African Power Pool	SAPP	STA	(sub-)regional
	West African Power Pool	WAPP	STA	(sub-)regional
Natural resource management (8)	African Minerals and Geosciences Centre	AMGC	task-specific	pan-African
	African Minerals Development Centre	AMDC	STA	pan-African
	African Regional Institute for Geospatial Information Science and Technology	AFRIGIST	task-specific	(sub-)regional
	Inter-African Phytosanitary Council	AU-IAPSC	STA	pan-African
	Lake Victoria Fisheries Organisation	LVFO	STA	(sub-)regional
	Ministerial Conference on Fisheries Cooperation Among African States Bordering the Atlantic Ocean	ATLAFCO	task-specific	(sub-)regional
	Regional Centre for Mapping of Resources for Development	RCMRD	task-specific	pan-African
	Regional Fisheries Committee for the Gulf of Guinea	COREP	STA	(sub-)regional
Water management (14)	African Ministers' Council on Water	AMCOW	task-specific	pan-African
	International Commission of the Congo-Ubangui-Sangha Basin	CICOS	task-specific	(sub-)regional
	Lake Chad Basin Commission	LCBC	task-specific	(sub-)regional
	Lake Tanganyika Authority	LTA	task-specific	(sub-)regional
	Lake Victoria Basin Commission	LVBC	STA	(sub-)regional
	Limpopo Water Course Commission	LIMCOM	task-specific	(sub-)regional
	Niger Basin Authority	NBA	task-specific	(sub-)regional
	Nile Basin Initiative	NBI	task-specific	(sub-)regional
	Okavango River Basin Commission	OKACOM	task-specific	(sub-)regional
	Orange Senqu-River Commission	ORASECOM	task-specific	(sub-)regional
	Gambia River Basin Organisation	OMVG	task-specific	(sub-)regional

	Senegal River Development Organisation	OMVS	task-specific	(sub-)regional
	Volta Basin Authority	VBA	task-specific	(sub-)regional
	Zambezi Watercourse Commission	ZAMCOM	task-specific	(sub-)regional
Political and economic integration (35)	African Competition Forum	ACF	task-specific	pan-African
	African Groundnut Council	AGC	task-specific	(sub-)regional
	African Institute for Remittances	AIR	STA	pan-African
	African Intellectual Property Organisation	OAPI	task-specific	(sub-)regional
	African Organisation for Standardization	ARSO	task-specific	pan-African
	African Petroleum Producers's Organisation	APPO	task-specific	pan-African
	African Regional Intellectual Property organisation	ARIPO	task-specific	pan-African
	Alliance for Commodity Trade in Eastern and Southern Africa	ACTESA	STA	pan-African
	Association of African Development Finance Institutions	AADFI	task-specific	pan-African
	AU Institute for Statistics	STATAFRIC	STA	pan-African
	Central Africa Economic and Monetary Community	CEMAC	general-purpose	(sub-)regional
	Africa Leather and Leather Products Institute	ALLPI	STA	(sub-)regional
	COMESA Regional Investment Agency	COMESA RIA	STA	(sub-)regional
	Eastern Africa Statistical Training Centre	EASTC	task-specific	(sub-)regional
	Economic and Statistical Observatory for Sub-Saharan Africa	AFRISTAT	task-specific	pan-African
	Economic Community of the Great Lakes Countries	CEPGL	general-purpose	(sub-)regional
	Entente Council		general-purpose	(sub-)regional
	Gulf of Guinea Commission	GGC	general-purpose	(sub-)regional
	Indian Ocean Commission	IOC	general-purpose	(sub-)regional
	Institut sous-régional de statistique et d'économie appliquée	ISSEA	STA	(sub-)regional
	Inter-African Coffee Organisation	IACO	task-specific	pan-African
	Mano River Union	MRU	general-purpose	(sub-)regional
	Organisation for the Harmonization of Business Law in Africa	OHADA	task-specific	(sub-)regional
	SADC Trade Information Centre		STA	(sub-)regional
	Southern African Customs Union	SACU	general-purpose	(sub-)regional
	Union économique et monétaire Ouest africaine	UEMOA	general-purpose	(sub-)regional
	Arab Maghreb Union	AMU	general-purpose	(sub-)regional
	African Union	AU	general-purpose	pan-African

	Economic Community of Central African States	ECCAS	general-purpose	(sub-)regional
	Community of Sahel–Saharan States	CENSAD	general-purpose	(sub-)regional
	Common Market for Eastern and Southern Africa	COMESA	general-purpose	(sub-)regional
	East African Community	EAC	general-purpose	(sub-)regional
	Economic Community of West African States	ECOWAS	general-purpose	(sub-)regional
	Intergovernmental Authority on Development	IGAD	general-purpose	(sub-)regional
	Southern African Development Community	SADC	general-purpose	(sub-)regional
Finance and monetary affairs (6)	Association of African Central Banks	AACB	task-specific	pan-African
	Committee of Banking Supervisors of West and Central Africa	CBSWCA	task-specific	(sub-)regional
	Macroeconomic and Financial Management Institute of Eastern and Southern Africa	MEFMI	task-specific	(sub-)regional
	West African Institute for Financial and Economic Management	WAIFEM	STA	(sub-)regional
	West African Monetary Agency	WAMA	STA	(sub-)regional
	West African Monetary Institute	WAMI	STA	(sub-)regional
Infrastructure, communications and transport (14)	African Advanced Level Telecommunications Institute	AFRALTI	task-specific	(sub-)regional
	African Civil Aviation Commission	AFCAC	STA	pan-African
	African Telecommunications Union	ATU	task-specific	(sub-)regional
	Agency for Aerial Navigation Safety in Africa and Madagascar	ASECNA	task-specific	pan-African
	Conference of Posts and Telecommunications of Central Africa	COPTAC	task-specific	(sub-)regional
	Inter-Governmental Standing Committee on Shipping	ISCOS	task-specific	(sub-)regional
	Maritime Organisation of West and Central Africa	MOWCA	task-specific	(sub-)regional
	Northern Corridor Transit and Transport Coordination Authority	NCTTCA	task-specific	(sub-)regional
	Pan African Postal Union	PAPU	STA	pan-African
	Port Management Association of Eastern and Southern Africa	PMAESA	task-specific	(sub-)regional
	Port Management Association of West and Central Africa	PMAWCA	task-specific	(sub-)regional
	Railway Transport Committee of the Maghreb	CTFM	STA	(sub-)regional
	Southern Africa Postal Operators Association	SAPOA	task-specific	(sub-)regional
	Union of African Shippers' Councils	UASC	STA	(sub-)regional
Democracy, good governance, human	Africa Governance Institute	AGI	task-specific	pan-African
	African Civil Service Observatory	ACSO	task-specific	pan-African
	African Correctional Services Association	ACSA	task-specific	pan-African

rights and rule of law (10)	African Legal Support Facility	ALSF	task-specific	pan-African
	African Training and Research Centre in Administration for Development	CAFRAD	task-specific	pan-African
	African Union Mechanism for Police Cooperation	AFRIPOL	STA	pan-African
	Conference of Constitutional Jurisdictions of Africa	CCJA	task-specific	pan-African
	Eastern and Southern African Anti-Money Laundering Group	ESAAMLG	task-specific	(sub-)regional
	Eastern and Southern African Management Institute	ESAMI	task-specific	(sub-)regional
	Intergovernmental Action Group against Money Laundering in West Africa	GIABA	STA	(sub-)regional
Peace and security (5)	African Centre for the Study and Research on Terrorism	ACSRT	STA	pan-African
	Committee of Intelligence and Security Services of Africa	CISSA	STA	pan-African
	International Conference on the Great Lakes Region	ICGLR	general-purpose	(sub-)regional
	Regional Centre on Small Arms and Light Weapons in the Great Lakes Region, the Horn of Africa and Bordering States	RECSA	task-specific	(sub-)regional
	G5 Sahel	G5S	general-purpose	(sub-)regional
Culture, arts, and sports (6)	African Academy of Languages	ACALAN	STA	pan-African
	African Audiovisual and Cinema Commission	AACC	STA	pan-African
	African Union Sports Council	AUSC	STA	pan-African
	African World Heritage Fund	AWHF	task-specific	pan-African
	Centre for Linguistic and Historical Studies by Oral Tradition	CELHTO	STA	pan-African
	Centre International de Recherche et de Documentation sur les Traditions et les Langues Africaines	CERDOTOLA	task-specific	(sub-)regional
Gender (2)	Fund for African Women		STA	pan-African
	Pan African Women's Organisation	PAWO	STA	pan-African
Youth and children (1)	Guidance, Counselling and Youth Development Centre for Africa	GCYDCA	task-specific	pan-African

Appendix 3. List of all ROs according to mandate and type

Primary policy mandate	Name	Abbreviation	Type of RO	pan-African / subregional
Business and commerce (37)	Africa Leather and Leather Products Institute	ALLPI	STA	(sub-)regional
	African Civil Service Observatory	ACSO	task-specific	pan-African
	African Competition Forum	ACF	task-specific	pan-African
	African Groundnut Council	AGC	task-specific	(sub-)regional
	African Intellectual Property Organisation	OAPI	task-specific	(sub-)regional
	African Regional Centre of Technology	ARCT	task-specific	pan-African
	African Regional Intellectual Property Organisation	ARIPO	task-specific	pan-African
	African Union	AU	general-purpose	pan-African
	Arab Maghreb Union	AMU	general-purpose	(sub-)regional
	Central Africa Economic and Monetary Community	CEMAC	general-purpose	(sub-)regional
	Centre Africain de Recherches sur Bananiers et Plantains	CARBAP	task-specific	(sub-)regional
	COMESA Regional Investment Agency	COMESA RIA	STA	(sub-)regional
	Common Market for Eastern and Southern Africa	COMESA	general-purpose	(sub-)regional
	Community of Sahel–Saharan States	CENSAD	general-purpose	(sub-)regional
	Conference of Ministers of Agriculture of West and Central Africa	CMA/WCA	task-specific	(sub-)regional
	East African Community	EAC	general-purpose	(sub-)regional
	Economic Community of Central African States	ECCAS	general-purpose	(sub-)regional
	Economic Community of the Great Lakes Countries	CEPGL	general-purpose	(sub-)regional
	Economic Community of West African States	ECOWAS	general-purpose	(sub-)regional
	Entente Council		general-purpose	(sub-)regional
	Gulf of Guinea Commission	GGC	general-purpose	(sub-)regional
	Indian Ocean Commission	IOC	general-purpose	(sub-)regional
	Inter-African Coffee Organisation	IACO	task-specific	pan-African
	Inter-African Conference on Insurance Markets	CIMA	task-specific	(sub-)regional
	Intergovernmental Authority on Development	IGAD	general-purpose	(sub-)regional
	Inter-Governmental Standing Committee on Shipping	ISCOS	task-specific	(sub-)regional

	International Conference on the Great Lakes Region	ICGLR	general-purpose	(sub-)regional
	International Institute of Insurance, Yaoundé	IIA	STA	(sub-)regional
	Mano River Union	MRU	general-purpose	(sub-)regional
	Organisation for the Harmonization of Business Law in Africa	OHADA	task-specific	(sub-)regional
	Port Management Association of Eastern and Southern Africa	PMAESA	task-specific	(sub-)regional
	PTA Reinsurance Company	ZEP-RE	STA	(sub-)regional
	SADC Trade Information Centre		STA	(sub-)regional
	Southern African Customs Union	SACU	general-purpose	(sub-)regional
	Southern African Development Community	SADC	general-purpose	(sub-)regional
	Union économique et monétaire Ouest africaine	UEMOA	general-purpose	(sub-)regional
	Union of African Shippers' Councils	UASC	STA	(sub-)regional
Social security and protection (10)	African Civil Service Observatory	ACSO	task-specific	pan-African
	African Regional Labour Administration Centre, Harare	ARLAC	task-specific	(sub-)regional
	African Regional Labour Administration Centre, Yaoundé		task-specific	(sub-)regional
	Arab Maghreb Union	AMU	general-purpose	(sub-)regional
	Common Market for Eastern and Southern Africa	COMESA	general-purpose	(sub-)regional
	East African Community	EAC	general-purpose	(sub-)regional
	Economic Community of West African States	ECOWAS	general-purpose	(sub-)regional
	Intergovernmental Authority on Development	IGAD	general-purpose	(sub-)regional
	Southern African Development Community	SADC	general-purpose	(sub-)regional
	Union économique et monétaire Ouest africaine	UEMOA	general-purpose	(sub-)regional
Research (21)	African Capacity Building Foundation	ACBF	STA	pan-African
	African Centre for Applied Research and Training in Social Development	ACARTSOD	STA	pan-African
	African Economic Research Consortium	AERC	task-specific	pan-African
	African Scientific Research and Innovation Council	ASRIC	STA	pan-African
	African Union	AU	general-purpose	pan-African
	African Union Scientific Technical Research Commission	AU STRC	STA	pan-African
	Arab Maghreb Union	AMU	general-purpose	(sub-)regional
	Association of African Universities	AAU	task-specific	pan-African
	Central Africa Economic and Monetary Community	CEMAC	general-purpose	(sub-)regional

	Common Market for Eastern and Southern Africa	COMESA	general-purpose	(sub-)regional
	Community of Sahel–Saharan States	CENSAD	general-purpose	(sub-)regional
	East African Community	EAC	general-purpose	(sub-)regional
	Economic Community of Central African States	ECCAS	general-purpose	(sub-)regional
	Economic Community of West African States	ECOWAS	general-purpose	(sub-)regional
	Institut de formation et de recherche démographiques	IFORD	task-specific	pan-African
	Intergovernmental Authority on Development	IGAD	general-purpose	(sub-)regional
	International Conference on the Great Lakes Region	ICGLR	general-purpose	(sub-)regional
	Pan African University	PAU	STA	pan-African
	Pôle régional de recherche appliquée au développement des systèmes agricoles d'Afrique Centrale	PRASAC	STA	(sub-)regional
	Sahel Institute	INSAH	STA	(sub-)regional
	Southern African Development Community	SADC	general-purpose	(sub-)regional
Education (22)	African Union	AU	general-purpose	pan-African
	African Virtual University	AVU	task-specific	pan-African
	Arab Maghreb Union	AMU	general-purpose	(sub-)regional
	Association for the Development of Education in Africa	ADEA	task-specific	pan-African
	Association of African Universities	AAU	task-specific	pan-African
	Central Africa Economic and Monetary Community	CEMAC	general-purpose	(sub-)regional
	Common Market for Eastern and Southern Africa	COMESA	general-purpose	(sub-)regional
	Community of Sahel–Saharan States	CENSAD	general-purpose	(sub-)regional
	East African Community	EAC	general-purpose	(sub-)regional
	Economic Community of Central African States	ECCAS	general-purpose	(sub-)regional
	Economic Community of West African States	ECOWAS	general-purpose	(sub-)regional
	G5 Sahel	G5S	general-purpose	(sub-)regional
	Indian Ocean Commission	IOC	general-purpose	(sub-)regional
	Intergovernmental Authority on Development	IGAD	general-purpose	(sub-)regional
	International Centre for Girls' and Women's Education in Africa	CIEFFA	STA	pan-African
	International Conference on the Great Lakes Region	ICGLR	general-purpose	(sub-)regional
	Inter-University Council for East Africa	IUCEA	task-specific	(sub-)regional

	Pan African Institute for Education for Development	IPED	STA	pan-African
	Pan African University	PAU	STA	pan-African
	Southern African Development Community	SADC	general-purpose	(sub-)regional
	Southern and Eastern Africa Consortium for Monitoring Educational Quality	SACMEQ	task-specific	(sub-)regional
	Union économique et monétaire Ouest africaine	UEMOA	general-purpose	(sub-)regional
Science and technology (13)	African Observatory of Science, Technology and Innovation	AOSTI	STA	pan-African
	African Regional Centre of Technology	ARCT	task-specific	pan-African
	African Union	AU	general-purpose	pan-African
	African Union Scientific Technical Research Commission	AU STRC	STA	pan-African
	Common Market for Eastern and Southern Africa	COMESA	general-purpose	(sub-)regional
	Community of Sahel–Saharan States	CENSAD	general-purpose	(sub-)regional
	East African Community	EAC	general-purpose	(sub-)regional
	Economic Community of Central African States	ECCAS	general-purpose	(sub-)regional
	Economic Community of the Great Lakes Countries	CEPGL	general-purpose	(sub-)regional
	Economic Community of West African States	ECOWAS	general-purpose	(sub-)regional
	Intergovernmental Authority on Development	IGAD	general-purpose	(sub-)regional
	Southern African Development Community	SADC	general-purpose	(sub-)regional
	Africa Centres for Disease Control and Prevention	Africa CDC	STA	pan-African
Health (22)	Africa Centres for Disease Control and Prevention	Africa CDC	STA	pan-African
	African Centre of Meteorological Applications for Development	ACMAD	task-specific	pan-African
	African Commission on Nuclear Energy	AFCONE	STA	pan-African
	African Leaders Malaria Alliance	ALMA	task-specific	pan-African
	African Union	AU	general-purpose	pan-African
	Arab Maghreb Union	AMU	general-purpose	(sub-)regional
	Common Market for Eastern and Southern Africa	COMESA	general-purpose	(sub-)regional
	Community of Sahel–Saharan States	CENSAD	general-purpose	(sub-)regional
	East African Community	EAC	general-purpose	(sub-)regional
	East African Integrated Disease Surveillance Network	EAIDSNet	STA	(sub-)regional
	East, Central and Southern African Health Community	ECSA-HC	task-specific	(sub-)regional
	Economic Community of the Great Lakes Countries	CEPGL	general-purpose	(sub-)regional

	Economic Community of West African States	ECOWAS	general-purpose	(sub-)regional
	G5 Sahel	G5S	general-purpose	(sub-)regional
	Intergovernmental Authority on Development	IGAD	general-purpose	(sub-)regional
	International Conference on the Great Lakes Region	ICGLR	general-purpose	(sub-)regional
	Intra-Africa Metrology System	AFRIMETS	task-specific	pan-African
	Organisation of Coordination for the Control of Endemic Diseases in Central Africa	OCEAC	task-specific	(sub-)regional
	Pan African Tsetse and Trypanosomiasis Eradication Campaign	PATTEC	STA	pan-African
	Southern African Development Community	SADC	general-purpose	(sub-)regional
	Union économique et monétaire Ouest africaine	UEMOA	general-purpose	(sub-)regional
	West African Health Organisation	WAHO	STA	(sub-)regional
Industry and manufacturing (19)	Africa Leather and Leather Products Institute	ALLPI	STA	(sub-)regional
	African Energy Commission	AFREC	STA	pan-African
	African Intellectual Property Organisation	OAPI	task-specific	(sub-)regional
	African Minerals Development Centre	AMDC	STA	pan-African
	African Petroleum Producers's Organisation	APPO	task-specific	pan-African
	African Regional Intellectual Property Organisation	ARIPO	task-specific	pan-African
	African Union	AU	general-purpose	pan-African
	Arab Maghreb Union	AMU	general-purpose	(sub-)regional
	Common Market for Eastern and Southern Africa	COMESA	general-purpose	(sub-)regional
	Community of Sahel–Saharan States	CENSAD	general-purpose	(sub-)regional
	East African Community	EAC	general-purpose	(sub-)regional
	Economic Community of Central African States	ECCAS	general-purpose	(sub-)regional
	Economic Community of the Great Lakes Countries	CEPGL	general-purpose	(sub-)regional
	Economic Community of West African States	ECOWAS	general-purpose	(sub-)regional
	Inter-Governmental Standing Committee on Shipping	ISCOS	task-specific	(sub-)regional
	Mano River Union	MRU	general-purpose	(sub-)regional
	Niger Basin Authority	NBA	task-specific	(sub-)regional
	Southern African Customs Union	SACU	general-purpose	(sub-)regional
	Southern African Development Community	SADC	general-purpose	(sub-)regional
Tourism (7)	African Union	AU	general-purpose	pan-African

	Common Market for Eastern and Southern Africa	COMESA	general-purpose	(sub-)regional
	East African Community	EAC	general-purpose	(sub-)regional
	Economic Community of Central African States	ECCAS	general-purpose	(sub-)regional
	Economic Community of West African States	ECOWAS	general-purpose	(sub-)regional
	Intergovernmental Authority on Development	IGAD	general-purpose	(sub-)regional
	Southern African Development Community	SADC	general-purpose	(sub-)regional
Agriculture (37)	Africa Rice Center	AfricaRice	task-specific	(sub-)regional
	African Centre of Meteorological Applications for Development	ACMAD	task-specific	pan-African
	African Commission on Nuclear Energy	AFCONE	STA	pan-African
	African Groundnut Council	AGC	task-specific	(sub-)regional
	African Union	AU	general-purpose	pan-African
	AGRHYMET Regional Centre	AGRHYMET	STA	pan-African
	Alliance for Commodity Trade in Eastern and Southern Africa	ACTESA	STA	pan-African
	Central Africa Economic and Monetary Community	CEMAC	general-purpose	(sub-)regional
	Centre Africain de Recherches sur Bananiers et Plantains	CARBAP	task-specific	(sub-)regional
	Common Market for Eastern and Southern Africa	COMESA	general-purpose	(sub-)regional
	Community of Sahel–Saharan States	CENSAD	general-purpose	(sub-)regional
	Conference of Ministers of Agriculture of West and Central Africa	CMA/WCA	task-specific	(sub-)regional
	East African Community	EAC	general-purpose	(sub-)regional
	Economic Community of Central African States	ECCAS	general-purpose	(sub-)regional
	Economic Community of the Great Lakes Countries	CEPGL	general-purpose	(sub-)regional
	Economic Community of West African States	ECOWAS	general-purpose	(sub-)regional
	G5 Sahel	G5S	general-purpose	(sub-)regional
	Gulf of Guinea Commission	GGC	general-purpose	(sub-)regional
	Indian Ocean Commission	IOC	general-purpose	(sub-)regional
	Interafrican Bureau for Animal Resources	AU-IBAR	STA	pan-African
	Inter-African Phytosanitary Council	AU-IAPSC	STA	pan-African
	Intergovernmental Authority on Development	IGAD	general-purpose	(sub-)regional
	International Conference on the Great Lakes Region	ICGLR	general-purpose	(sub-)regional
	Inter-State School of Veterinary Sciences and Medicine	EISMV	task-specific	(sub-)regional
	Mano River Union	MRU	general-purpose	(sub-)regional

	Niger Basin Authority	NBA	task-specific	(sub-)regional
	Nile Basin Initiative	NBI	task-specific	(sub-)regional
	Pan African Veterinary Vaccine Centre	PANVAC	STA	pan-African
	Permanent Interstate Committee for Drought Control in the Sahel	CILSS	task-specific	(sub-)regional
	Pôle régional de recherche appliquée au développement des systèmes agricoles d'Afrique Centrale	PRASAC	STA	(sub-)regional
	SADC Plant Genetic Resources Centre	SPGRC	STA	(sub-)regional
	Sahel Institute		STA	(sub-)regional
	Semi-Arid Food Grain Research and Development	AU SAFGRAD	STA	pan-African
	Senegal River Development Organisation	OMVS	task-specific	(sub-)regional
	Southern African Customs Union	SACU	general-purpose	(sub-)regional
	Southern African Development Community	SADC	general-purpose	(sub-)regional
	Union économique et monétaire Ouest africaine	UEMOA	general-purpose	(sub-)regional
Environment and climate (38)	Africa Governance Institute	AGI	task-specific	pan-African
	Africa Rice Center	AfricaRice	task-specific	(sub-)regional
	African Centre of Meteorological Applications for Development	ACMAD	task-specific	pan-African
	African Minerals and Geosciences Centre	AMGC	task-specific	pan-African
	African Regional Institute for Geospatial Information Science and Technology	AFRIGIST	task-specific	(sub-)regional
	African Risk Capacity	ARC	STA	pan-African
	African Union	AU	general-purpose	pan-African
	AGRHYMET Regional Centre	AGRHYMET	STA	pan-African
	Arab Maghreb Union	AMU	general-purpose	(sub-)regional
	Central Africa Economic and Monetary Community	CEMAC	general-purpose	(sub-)regional
	Central African Forests Commission	COMIFAC	task-specific	pan-African
	Common Market for Eastern and Southern Africa	COMESA	general-purpose	(sub-)regional
	Community of Sahel–Saharan States	CENSAD	general-purpose	(sub-)regional
	East African Community	EAC	general-purpose	(sub-)regional
	Economic Community of Central African States	ECCAS	general-purpose	(sub-)regional
	Economic Community of West African States	ECOWAS	general-purpose	(sub-)regional
	G5 Sahel	G5S	general-purpose	(sub-)regional

	Gulf of Guinea Commission	GGC	general-purpose	(sub-)regional
	Indian Ocean Commission	IOC	general-purpose	(sub-)regional
	Intergovernmental Authority on Development	IGAD	general-purpose	(sub-)regional
	International Conference on the Great Lakes Region	ICGLR	general-purpose	(sub-)regional
	Intra-Africa Metrology System	AFRIMETS	task-specific	pan-African
	Lake Chad Basin Commission	LCBC	task-specific	(sub-)regional
	Lake Tanganyika Authority	LTA	task-specific	(sub-)regional
	Lake Victoria Fisheries Organisation	LVFO	STA	(sub-)regional
	Limpopo Water Course Commission	LIMCOM	task-specific	(sub-)regional
	Maritime Organisation of West and Central Africa	MOWCA	task-specific	(sub-)regional
	Niger Basin Authority	NBA	task-specific	(sub-)regional
	Okavango River Basin Commission	OKACOM	task-specific	(sub-)regional
	Pan-African Agency of the Great Green Wall	PAGGW	task-specific	(sub-)regional
	Permanent Interstate Committee for Drought Control in the Sahel	CILSS	task-specific	(sub-)regional
	Pôle régional de recherche appliquée au développement des systèmes agricoles d'Afrique Centrale	PRASAC	STA	(sub-)regional
	Port Management Association of Eastern and Southern Africa	PMAESA	task-specific	(sub-)regional
	Sahel Institute		STA	(sub-)regional
	Senegal River Development Organisation	OMVS	task-specific	(sub-)regional
	Southern African Development Community	SADC	general-purpose	(sub-)regional
	Southern African Power Pool	SAPP	STA	(sub-)regional
	Union économique et monétaire Ouest africaine	UEMOA	general-purpose	(sub-)regional
Energy (31)	African Centre of Meteorological Applications for Development	ACMAD	task-specific	pan-African
	African Commission on Nuclear Energy	AFCONE	STA	pan-African
	African Electrotechnical Standardization Commission	AFSEC	task-specific	pan-African
	African Energy Commission	AFREC	STA	pan-African
	African Regional Centre of Technology	ARCT	task-specific	pan-African
	African Union	AU	general-purpose	pan-African
	Central Africa Economic and Monetary Community	CEMAC	general-purpose	(sub-)regional
	Common Market for Eastern and Southern Africa	COMESA	general-purpose	(sub-)regional
	Community of Sahel–Saharan States	CENSAD	general-purpose	(sub-)regional

	East Africa Power Pool	EAPP	task-specific	(sub-)regional
	East African Centre for Renewable Energy and Energy Efficiency	EACREEE	STA	(sub-)regional
	East African Community	EAC	general-purpose	(sub-)regional
	Economic Community of Central African States	ECCAS	general-purpose	(sub-)regional
	Economic Community of the Great Lakes Countries	CEPGL	general-purpose	(sub-)regional
	Economic Community of West African States	ECOWAS	general-purpose	(sub-)regional
	ECOWAS Centre for Renewable Energy and Energy Efficiency	ECREEE	STA	(sub-)regional
	ECOWAS Regional Electricity Regulatory Authority	ERERA	STA	(sub-)regional
	G5 Sahel	G5S	general-purpose	(sub-)regional
	Gambia River Basin Organisation	OMVG	task-specific	(sub-)regional
	Indian Ocean Commission	IOC	general-purpose	(sub-)regional
	Intergovernmental Authority on Development	IGAD	general-purpose	(sub-)regional
	International Conference on the Great Lakes Region	ICGLR	general-purpose	(sub-)regional
	Mano River Union	MRU	general-purpose	(sub-)regional
	Niger Basin Authority	NBA	task-specific	(sub-)regional
	Nile Basin Initiative	NBI	task-specific	(sub-)regional
	Regional Association of Energy Regulators for Eastern and Southern Africa	RAERESA	task-specific	(sub-)regional
	Southern African Development Community	SADC	general-purpose	(sub-)regional
	Southern African Power Pool	SAPP	STA	(sub-)regional
	Union économique et monétaire Ouest africaine	UEMOA	general-purpose	(sub-)regional
	West African Power Pool	WAPP	STA	(sub-)regional
	Zambezi Watercourse Commission	ZAMCOM	task-specific	(sub-)regional
Natural resource management (28)	African Legal Support Facility	ALSF	task-specific	pan-African
	African Minerals and Geosciences Centre	AMGC	task-specific	pan-African
	African Minerals Development Centre	AMDC	STA	pan-African
	African Regional Institute for Geospatial Information Science and Technology	AFRIGIST	task-specific	(sub-)regional
	African Union	AU	general-purpose	pan-African
	African World Heritage Fund	AWHF	task-specific	pan-African
	AGRHYMET Regional Centre	AGRHYMET	STA	pan-African

	Central Africa Economic and Monetary Community	CEMAC	general-purpose	(sub-)regional
	Common Market for Eastern and Southern Africa	COMESA	general-purpose	(sub-)regional
	Community of Sahel–Saharan States	CENSAD	general-purpose	(sub-)regional
	East African Community	EAC	general-purpose	(sub-)regional
	Economic Community of Central African States	ECCAS	general-purpose	(sub-)regional
	Economic Community of West African States	ECOWAS	general-purpose	(sub-)regional
	Gulf of Guinea Commission	GGC	general-purpose	(sub-)regional
	Inter-African Phytosanitary Council	AU-IAPSC	STA	pan-African
	Intergovernmental Authority on Development	IGAD	general-purpose	(sub-)regional
	Lake Chad Basin Commission	LCBC	task-specific	(sub-)regional
	Lake Tanganyika Authority	LTA	task-specific	(sub-)regional
	Lake Victoria Basin Commission	LVBC	STA	(sub-)regional
	Lake Victoria Fisheries Organisation	LVFO	STA	(sub-)regional
	Ministerial Conference on Fisheries Cooperation Among African States Bordering the Atlantic Ocean	ATLAFCO	task-specific	(sub-)regional
	Orange Senqu-River Commission	ORASECOM	task-specific	(sub-)regional
	Permanent Interstate Committee for Drought Control in the Sahel	CILSS	task-specific	(sub-)regional
	Regional Centre for Mapping of Resources for Development	RCMRD	task-specific	pan-African
	Regional Fisheries Committee for the Gulf of Guinea	COREP	STA	(sub-)regional
	SADC Plant Genetic Resources Centre	SPGRC	STA	(sub-)regional
	Southern African Development Community	SADC	general-purpose	(sub-)regional
	Volta Basin Authority	VBA	task-specific	(sub-)regional
Water management (31)	African Centre of Meteorological Applications for Development	ACMAD	task-specific	pan-African
	African Ministers' Council on Water	AMCOW	task-specific	pan-African
	African Union	AU	general-purpose	pan-African
	AGRHYMET Regional Centre	AGRHYMET	STA	pan-African
	Arab Maghreb Union	AMU	general-purpose	(sub-)regional
	Common Market for Eastern and Southern Africa	COMESA	general-purpose	(sub-)regional
	Community of Sahel–Saharan States	CENSAD	general-purpose	(sub-)regional
	East African Community	EAC	general-purpose	(sub-)regional
	Economic Community of Central African States	ECCAS	general-purpose	(sub-)regional

	Economic Community of West African States	ECOWAS	general-purpose	(sub-)regional
	G5 Sahel	G5S	general-purpose	(sub-)regional
	Gambia River Basin Organisation	OMVG	task-specific	(sub-)regional
	Gulf of Guinea Commission	GGC	general-purpose	(sub-)regional
	Indian Ocean Commission	IOC	general-purpose	(sub-)regional
	Intergovernmental Authority on Development	IGAD	general-purpose	(sub-)regional
	International Commission of the Congo-Ubangui-Sangha Basin	CICOS	task-specific	(sub-)regional
	Lake Chad Basin Commission	LCBC	task-specific	(sub-)regional
	Lake Tanganyika Authority	LTA	task-specific	(sub-)regional
	Lake Victoria Basin Commission	LVBC	STA	(sub-)regional
	Lake Victoria Fisheries Organisation	LVFO	STA	(sub-)regional
	Limpopo Water Course Commission	LIMCOM	task-specific	(sub-)regional
	Maritime Organisation of West and Central Africa	MOWCA	task-specific	(sub-)regional
	Niger Basin Authority	NBA	task-specific	(sub-)regional
	Nile Basin Initiative	NBI	task-specific	(sub-)regional
	Okavango River Basin Commission	OKACOM	task-specific	(sub-)regional
	Orange Senqu-River Commission	ORASECOM	task-specific	(sub-)regional
	Senegal River Development Organisation	OMVS	task-specific	(sub-)regional
	Southern African Development Community	SADC	general-purpose	(sub-)regional
	Southern African Power Pool	SAPP	STA	(sub-)regional
	Volta Basin Authority	VBA	task-specific	(sub-)regional
	Zambezi Watercourse Commission	ZAMCOM	task-specific	(sub-)regional
Finance and monetary affairs (23)	Africa Governance Institute	AGI	task-specific	pan-African
	African Economic Research Consortium	AERC	task-specific	pan-African
	African Union	AU	general-purpose	pan-African
	Association of African Central Banks	AACB	task-specific	pan-African
	Association of African Development Finance Institutions	AADFI	task-specific	pan-African
	Central Africa Economic and Monetary Community	CEMAC	general-purpose	(sub-)regional
	Committee of Banking Supervisors of West and Central Africa	CBSWCA	task-specific	(sub-)regional
	Common Market for Eastern and Southern Africa	COMESA	general-purpose	(sub-)regional
	Community of Sahel–Saharan States	CENSAD	general-purpose	(sub-)regional

	East African Community	EAC	general-purpose	(sub-)regional
	Economic Community of Central African States	ECCAS	general-purpose	(sub-)regional
	Economic Community of the Great Lakes Countries	CEPGL	general-purpose	(sub-)regional
	Economic Community of West African States	ECOWAS	general-purpose	(sub-)regional
	Intergovernmental Action Group against Money Laundering in West Africa	GIABA	STA	(sub-)regional
	Intergovernmental Authority on Development	IGAD	general-purpose	(sub-)regional
	International Conference on the Great Lakes Region	ICGLR	general-purpose	(sub-)regional
	Macroeconomic and Financial Management Institute of Eastern and Southern Africa	MEFMI	task-specific	(sub-)regional
	Southern African Customs Union	SACU	general-purpose	(sub-)regional
	Southern African Development Community	SADC	general-purpose	(sub-)regional
	Union économique et monétaire Ouest africaine	UEMOA	general-purpose	(sub-)regional
	West African Institute for Financial and Economic Management	WAIFEM	task-specific	(sub-)regional
	West African Monetary Agency	WAMA	STA	(sub-)regional
	West African Monetary Institute	WAMI	STA	(sub-)regional
Infrastructure, communications and transport (37)	African Advanced Level Telecommunications Institute	AFRALTI	task-specific	(sub-)regional
	African Civil Aviation Commission	AFCAC	STA	pan-African
	African Electrotechnical Standardization Commission	AFSEC	task-specific	pan-African
	African Legal Support Facility	ALSF	task-specific	pan-African
	African Telecommunications Union	ATU	task-specific	(sub-)regional
	Agency for Aerial Navigation Safety in Africa and Madagascar	ASECNA	task-specific	pan-African
	Central Africa Economic and Monetary Community	CEMAC	general-purpose	(sub-)regional
	Common Market for Eastern and Southern Africa	COMESA	general-purpose	(sub-)regional
	Community of Sahel–Saharan States	CENSAD	general-purpose	(sub-)regional
	Conference of Posts and Telecommunications of Central Africa	COPTAC	task-specific	(sub-)regional
	East African Community	EAC	general-purpose	(sub-)regional
	Economic Community of Central African States	ECCAS	general-purpose	(sub-)regional
	Economic Community of West African States	ECOWAS	general-purpose	(sub-)regional
	G5 Sahel	G5S	general-purpose	(sub-)regional
	Gambia River Basin Organisation	OMVG	task-specific	(sub-)regional

	Gulf of Guinea Commission	GGC	general-purpose	(sub-)regional
	Indian Ocean Commission	IOC	general-purpose	(sub-)regional
	Intergovernmental Authority on Development	IGAD	general-purpose	(sub-)regional
	Inter-Governmental Standing Committee on Shipping	ISCOS	task-specific	(sub-)regional
	International Conference on the Great Lakes Region	ICGLR	general-purpose	(sub-)regional
	Intra-Africa Metrology System	AFRIMETS	task-specific	pan-African
	Maritime Organisation of West and Central Africa	MOWCA	task-specific	(sub-)regional
	Niger Basin Authority	NBA	task-specific	(sub-)regional
	Northern Corridor Transit and Transport Coordination Authority	NCTTCA	task-specific	(sub-)regional
	Pan African Postal Union	PAPU	STA	pan-African
	Port Management Association of Eastern and Southern Africa	PMAESA	task-specific	(sub-)regional
	Port Management Association of West and Central Africa	PMAWCA	task-specific	(sub-)regional
	Railway Transport Committee of the Maghreb	CTFM	STA	(sub-)regional
	Senegal River Development Organisation	OMVS	task-specific	(sub-)regional
	Southern Africa Postal Operators Association	SAPOA	task-specific	(sub-)regional
	Southern African Customs Union	SACU	general-purpose	(sub-)regional
	Southern African Development Community	SADC	general-purpose	(sub-)regional
	Southern African Power Pool	SAPP	STA	(sub-)regional
	Union économique et monétaire Ouest africaine	UEMOA	general-purpose	(sub-)regional
	Union of African Shippers' Councils	UASC	STA	(sub-)regional
	Volta Basin Authority	VBA	task-specific	(sub-)regional
	West African Power Pool	WAPP	STA	(sub-)regional
Political and economic integration (41)	Africa Leather and Leather Products Institute	ALLPI	STA	(sub-)regional
	African Competition Forum	ACF	task-specific	pan-African
	African Groundnut Council	AGC	task-specific	(sub-)regional
	African Institute for Remittances	AIR	STA	pan-African
	African Intellectual Property Organisation	OAPI	task-specific	(sub-)regional
	African Minerals Development Centre	AMDC	STA	pan-African
	African Organisation for Standardisation	ARSO	task-specific	pan-African
	African Petroleum Producers' Organisation	APPO	task-specific	pan-African
	African Regional Intellectual Property organisation	ARIPO	task-specific	pan-African

African Union	AU	general-purpose	pan-African
Alliance for Commodity Trade in Eastern and Southern Africa	ACTESA	STA	pan-African
Arab Maghreb Union	AMU	general-purpose	(sub-)regional
Association of African Development Finance Institutions	AADFI	task-specific	pan-African
AU Institute for Statistics	STATAFRIC	STA	pan-African
Central Africa Economic and Monetary Community	CEMAC	general-purpose	(sub-)regional
Centre for Linguistic and Historical Studies by Oral Tradition	CELHTO	STA	pan-African
COMESA Regional Investment Agency	COMESA RIA	STA	(sub-)regional
Common Market for Eastern and Southern Africa	COMESA	general-purpose	(sub-)regional
Community of Sahel–Saharan States	CENSAD	general-purpose	(sub-)regional
East African Community	EAC	general-purpose	(sub-)regional
Eastern Africa Statistical Training Centre	EASTC	task-specific	(sub-)regional
Economic and Statistical Observatory for Sub-Saharan Africa	AFRISTAT	task-specific	pan-African
Economic Community of Central African States	ECCAS	general-purpose	(sub-)regional
Economic Community of the Great Lakes Countries	CEPGL	general-purpose	(sub-)regional
Economic Community of West African States	ECOWAS	general-purpose	(sub-)regional
Entente Council		general-purpose	(sub-)regional
G5 Sahel	G5S	general-purpose	(sub-)regional
Gulf of Guinea Commission	GGC	general-purpose	(sub-)regional
Indian Ocean Commission	IOC	general-purpose	(sub-)regional
Institut sous-régional de statistique et d'économie appliquée	ISSEA	STA	(sub-)regional
Inter-African Coffee Organisation	IACO	task-specific	pan-African
Intergovernmental Authority on Development	IGAD	general-purpose	(sub-)regional
International Conference on the Great Lakes Region	ICGLR	general-purpose	(sub-)regional
Mano River Union	MRU	general-purpose	(sub-)regional
Organisation for the Harmonization of Business Law in Africa	OHADA	task-specific	(sub-)regional
SADC Trade Information Centre		STA	(sub-)regional
Southern African Customs Union	SACU	general-purpose	(sub-)regional
Southern African Development Community	SADC	general-purpose	(sub-)regional
Union économique et monétaire Ouest africaine	UEMOA	general-purpose	(sub-)regional
Union of African Shippers' Councils	UASC	STA	(sub-)regional

	Zambezi Watercourse Commission	ZAMCOM	task-specific	(sub-)regional
Democracy, good governance, human rights and rule of law (29)	Africa Governance Institute	AGI	task-specific	pan-African
	African Civil Service Observatory	ACSO	task-specific	pan-African
	African Correctional Services Association	ACSA	task-specific	pan-African
	African Legal Support Facility	ALSF	task-specific	pan-African
	African Regional Labour Administration Centre, Harare	ARLAC	task-specific	(sub-)regional
	African Regional Labour Administration Centre, Yaoundé		task-specific	(sub-)regional
	African Training and Research Centre in Administration for Development	CAFRAD	task-specific	pan-African
	African Union	AU	general-purpose	pan-African
	African Union Mechanism for Police Cooperation	AFRIPOL	STA	pan-African
	Arab Maghreb Union	AMU	general-purpose	(sub-)regional
	Central Africa Economic and Monetary Community	CEMAC	general-purpose	(sub-)regional
	Common Market for Eastern and Southern Africa	COMESA	general-purpose	(sub-)regional
	Community of Sahel–Saharan States	CENSAD	general-purpose	(sub-)regional
	Conference of Constitutional Jurisdictions of Africa	CCJA	task-specific	pan-African
	East African Community	EAC	general-purpose	(sub-)regional
	Eastern and Southern African Anti-Money Laundering Group	ESAAMLG	task-specific	(sub-)regional
	Eastern and Southern African Management Institute	ESAMI	task-specific	(sub-)regional
	Economic Community of Central African States	ECCAS	general-purpose	(sub-)regional
	Economic Community of West African States	ECOWAS	general-purpose	(sub-)regional
	Entente Council		general-purpose	(sub-)regional
	G5 Sahel	G5S	general-purpose	(sub-)regional
	Intergovernmental Action Group against Money Laundering in West Africa	GIABA	STA	(sub-)regional
	Intergovernmental Authority on Development	IGAD	general-purpose	(sub-)regional
	International Conference on the Great Lakes Region	ICGLR	general-purpose	(sub-)regional
	Pan African Women's Organisation	PAWO	STA	pan-African
	Southern African Customs Union	SACU	general-purpose	(sub-)regional
	Southern African Development Community	SADC	general-purpose	(sub-)regional
	Union économique et monétaire Ouest africaine	UEMOA	general-purpose	(sub-)regional

	West African Institute for Financial and Economic Management	WAIFEM	task-specific	(sub-)regional
Peace and security (21)	African Centre for the Study and Research on Terrorism	ACSRT	STA	pan-African
	African Commission on Nuclear Energy	AFCONE	STA	pan-African
	African Union	AU	general-purpose	pan-African
	Arab Maghreb Union	AMU	general-purpose	(sub-)regional
	Committee of Intelligence and Security Services of Africa	CISSA	STA	pan-African
	Common Market for Eastern and Southern Africa	COMESA	general-purpose	(sub-)regional
	Community of Sahel–Saharan States	CENSAD	general-purpose	(sub-)regional
	East African Community	EAC	general-purpose	(sub-)regional
	Economic Community of Central African States	ECCAS	general-purpose	(sub-)regional
	Economic Community of the Great Lakes Countries	CEPGL	general-purpose	(sub-)regional
	Economic Community of West African States	ECOWAS	general-purpose	(sub-)regional
	Entente Council		general-purpose	(sub-)regional
	G5 Sahel	G5S	general-purpose	(sub-)regional
	Gulf of Guinea Commission	GGC	general-purpose	(sub-)regional
	Indian Ocean Commission	IOC	general-purpose	(sub-)regional
	Intergovernmental Authority on Development	IGAD	general-purpose	(sub-)regional
	International Conference on the Great Lakes Region	ICGLR	general-purpose	(sub-)regional
	Lake Chad Basin Commission	LCBC	task-specific	(sub-)regional
	Lake Victoria Basin Commission	LVBC	STA	(sub-)regional
	Regional Centre on Small Arms and Light Weapons in the Great Lakes Region, the Horn of Africa and Bordering States	RECSA	task-specific	(sub-)regional
	Southern African Development Community	SADC	general-purpose	(sub-)regional
Culture, arts, and sports (15)	African Academy of Languages	ACALAN	STA	pan-African
	African Audiovisual and Cinema Commission	AACC	STA	pan-African
	African Union	AU	general-purpose	pan-African
	African Union Sports Council	AUSC	STA	pan-African
	African World Heritage Fund	AWHF	task-specific	pan-African
	Centre for Linguistic and Historical Studies by Oral Tradition	CELHTO	STA	pan-African
	Centre International de Recherche et de Documentation sur les Traditions et les Langues Africaines	CERDOTOLA	task-specific	(sub-)regional

	Common Market for Eastern and Southern Africa	COMESA	general-purpose	(sub-)regional
	Community of Sahel–Saharan States	CENSAD	general-purpose	(sub-)regional
	East African Community	EAC	general-purpose	(sub-)regional
	Economic Community of Central African States	ECCAS	general-purpose	(sub-)regional
	Economic Community of West African States	ECOWAS	general-purpose	(sub-)regional
	Indian Ocean Commission	IOC	general-purpose	(sub-)regional
	Intergovernmental Authority on Development	IGAD	general-purpose	(sub-)regional
	Limpopo Water Course Commission	LIMCOM	task-specific	(sub-)regional
Gender (11)	African Union	AU	general-purpose	pan-African
	Common Market for Eastern and Southern Africa	COMESA	general-purpose	(sub-)regional
	East African Community	EAC	general-purpose	(sub-)regional
	Economic Community of Central African States	ECCAS	general-purpose	(sub-)regional
	Economic Community of West African States	ECOWAS	general-purpose	(sub-)regional
	Fund for African Women		STA	pan-African
	Indian Ocean Commission	IOC	general-purpose	(sub-)regional
	Intergovernmental Authority on Development	IGAD	general-purpose	(sub-)regional
	International Centre for Girls' and Women's Education in Africa	CIEFFA	STA	pan-African
	Pan African Women's Organisation	PAWO	STA	pan-African
	Southern African Development Community	SADC	general-purpose	(sub-)regional
Youth and children (8)	African Union	AU	general-purpose	pan-African
	Common Market for Eastern and Southern Africa	COMESA	general-purpose	(sub-)regional
	East African Community	EAC	general-purpose	(sub-)regional
	Economic Community of West African States	ECOWAS	general-purpose	(sub-)regional
	Guidance, Counselling and Youth Development Centre for Africa	GCYDCA	task-specific	pan-African
	Intergovernmental Authority on Development	IGAD	general-purpose	(sub-)regional
	International Centre for Girls' and Women's Education in Africa	CIEFFA	STA	pan-African
	Southern African Development Community	SADC	general-purpose	(sub-)regional

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