CONSOLIDATED REPORT OF AFRICA'S REGIONAL ECONOMIC COMMUNITIES (RECs)

African Union Commission

NEPAD
TRANSFORMING AFRICA

Strengthening Institutional Capacity for Effective Delivery

AFRICAN UNION CAPACITY DEVELOPMENT SUPPORT PROGRAMME TO REGIONAL ECONOMIC COMMUNITIES (M-CDP)

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THE AFRICAN CAPACITY BUILDING FOUNDATION | FONDATION POUR LE RENFORCEMENT DES CAPACITIES EN AFRIQUE

Abbreviations and Acronyms

ACBF	African Capacity Building Foundation
AfDB	African Development Bank
AEC	African Economic Community
AMU	Arab Maghreb Union
APDev	Africa Platform for Development Effectiveness
ASEAN	Association of South East Asian Nations
ASARECA	Association for Strengthening Agricultural Research in Eastern and Central Africa
AU	African Union
AUC	African Union Commission
CDSF	NEPAD Capacity Development Strategic Framework
CARICOM	Caribbean Community
CCARDESA	Centre for Coordination of Agricultural Research and Development for Southern Africa
CEN-SAD	Community of Sahel-Saharan States
COMESA	Common Market for Eastern and Southern Africa
CORAD/WECAD	West and Central African Council for Agricultural Research and Development
EAC	East African Community
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
ICGLR	International Conference on the Great Lakes Region
IGAD	Intergovernmental Authority on Development
I2I	Institution to Institution
I2I2S	Institution to Institution to Stakeholders
JFA	Joint Financing Arrangement
M-CDP	Multi-Agency Capacity Development Support Programme for RECs
MERCOSUR	Common Market of the South
MIP	Minimum Integration Programme
NASRO	North Africa Sub-Regional Agricultural Research Organization
NEPAD	New Partnership for Africa's Development
NPCA	NEPAD Planning and Coordinating Agency or NEPAD Agency

NTB	Non-Tariff Barrier
PICI	Presidential Infrastructure Champion Initiative
REC	Regional Economic Community
RPRP	RECs Peer Review Process
SADC	Southern African Development Community
SDGs	Sustainable Development Goals
UEMOA	West African Economic and Monetary Union
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa

1.   AN OVERVIEW

Introduction

This is an Executive Summary of the Consolidated Capacity Development Mapping and Scoping Report of Africa's Regional Economic Communities. This Summary presents the main findings, conclusions and recommendations of a survey coordinated by the NEPAD Agency and the African Union (AU) Commission. The survey was carried out in collaboration with the United Nations Development Programme (UNDP), Economic Commission for Africa (ECA) and Africa Capacity Building Foundation (ACBF) within the framework of the African Union Multi-agency Capacity Development Support Programme to RECs (M-CDP).

The result of the Mapping and Scoping exercise is the provision of a value-adding practical and strategic evidence-base as critical input into the overarching AU institutional development process. The RECs CD programme aims to enhance the capacity of RECs towards forging the necessary functional linkages with other regional blocks, as well as, with AU organs and institutions in the quest for Africa's transformation. The capacity of the RECs, to this effect, is key to enhancing regional integration in Africa.
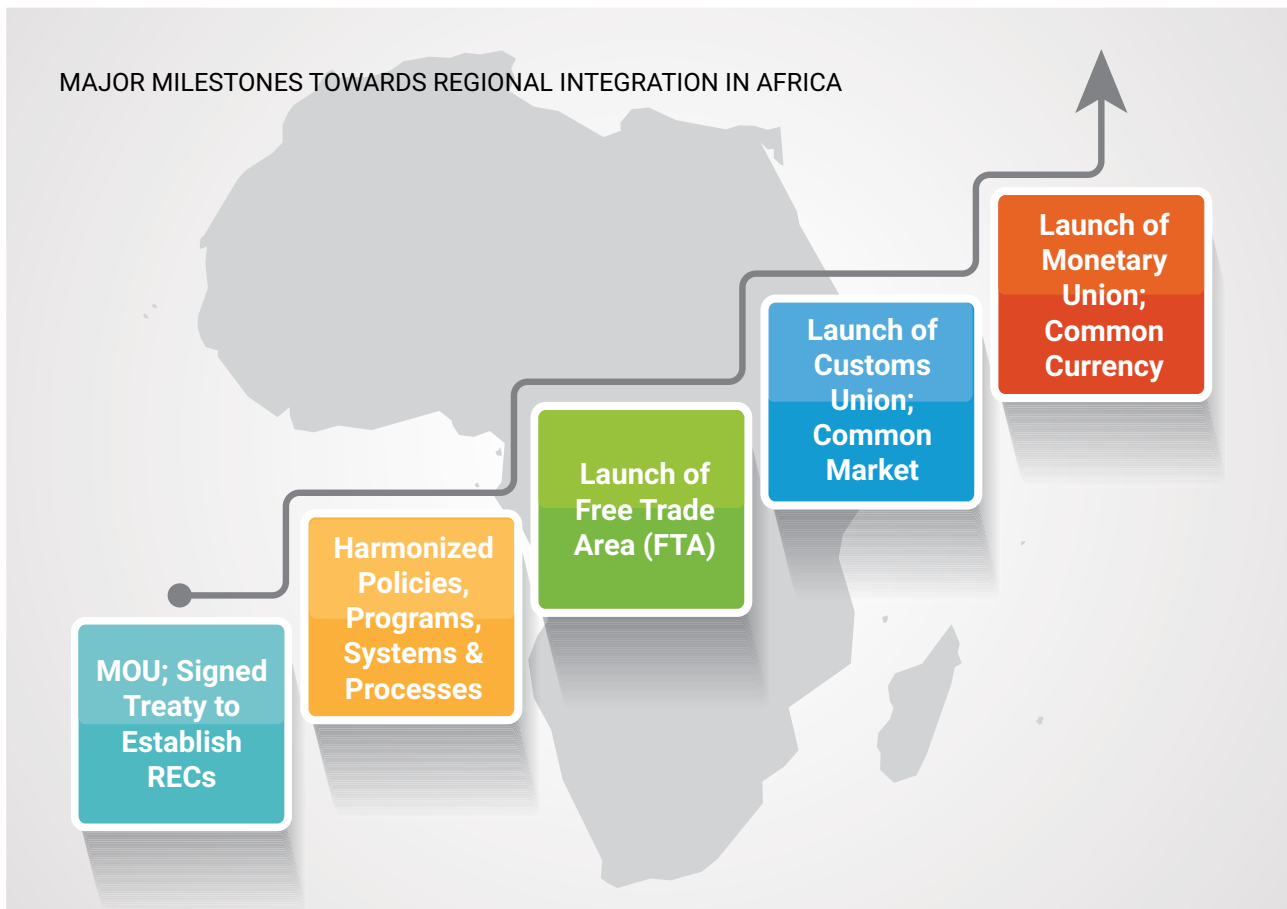
Regional Integration Context

The Abuja Treaty of 3 June 1991 provides the framework for Africa's integration by creating the African Economic Community (AEC). The emergence of the African continent as a free trade area and a customs union is proposed for 2019 based on the Continental Free Trade Area (CFTA). The African continent is expected to become a single market by 2023, with a common currency in 2028. Therefore, the first major milestone in the regional integration trajectory which is the realization of a free trade area is planned to be achieved in the next five years. The building blocks for regional integration and development are Africa's Regional Economic Communities (RECs) and the related specialized agencies that the African Union has set up over the years. The capacity of these regional and continental organizations plays a key role in delivering the desired key regional integration and transformation objectives.

In addition to the strong drive at the regional level,

African countries have attained remarkable progress towards transforming their economies. The national development agendas have duly focused on enhancing productive and innovative capacities for value-addition, beneficiation and manufacturing for the required growth. To upscale the benefits from the national level, the AU through its NEPAD, has spearheaded a number of strategic programmes at regional level for national benefit.

Fundamental progress has been made in a number of areas. This includes free movement of citizens in EAC and ECOWAS regions with COMESA, EAC and SADC creating the largest Africa Free Trade Zone in October 2008, as well as, COMESA and EAC already established as customs unions. A guaranteed payments system is currently operational in the EAC region in the form of the East African Payments System with member countries having established dedicated Ministries of regional integration and cooperation for East African Affairs. Overall, RECs are actively driving strong regional development strategies and programs allowing member states to subscribe to common protocols, harmonized laws, regulatory frameworks, guidelines and practices. The adoption of these common standards and practices have gone a long way in creating the requisite enabling environment that meet the necessary conditions for much desired regional integration. From these linked efforts, Africa has witnessed improved economic and monetary cooperation within its regions thus laying the foundation for the emergence of a genuine and value-adding single market. The gains and lessons obtained from the process to date are reassuring. It further re-affirms the feasibility of Africa fully realizing the free movement of persons, goods, services and capital as a community.

In moving forward, the mapping exercise highlighted that there are tremendous opportunities for intra-REC trade to grow. Current intra-REC trade ranges at indicative numbers of 2% (AMU and ECCAS) and 13% (SADC). The growth of intra-REC trade will serve as an important catalyst in speeding up the development of a single market and adoption of a common currency. The continued prioritization of capacities at the enabling, institutional, human and knowledge resource level are key towards achieving these goals.

MAJOR MILESTONES TOWARDS REGIONAL INTEGRATION IN AFRICA

MOU; Signed Treaty to Establish RECs

Harmonized Policies, Programs, Systems & Processes

Launch of Free Trade Area (FTA)

Launch of Customs Union; Common Market

Launch of Monetary Union; Common Currency

Highlights of Findings

The approach to mapping current and future capacity development initiatives covered all 8 AU Recs and was predicated on an appreciation of the variations amongst RECs and the diverse nature of capacity development interventions. The RECs covered included the Arab Maghreb Union (AMU), Community of Sahel-Saharan States (CEN-SAD), Common Market for Eastern and Southern Africa (COMESA), East African Community (EAC), Economic Community of Central African States (ECCAS), Economic Community of West African States (ECOWAS), Intergovernmental Authority on Development (IGAD) and Southern African Development Community (SADC)

In each case an attempt was made to ensure that the study engages with:

Current and previous medium to large scale capacity development interventions.

Main stakeholders and actors involved in supporting capacity efforts.

Impact and value of historic efforts and the lessons learned from these.

Barriers and challenges embodied in developing coherence for capacity development.

Capacity development gaps per areas and sector, including identifying possible areas of future intervention.

The mapping of initiatives and capacity gaps was followed by a validation workshop to affirm analysis and conclusions which led to further refinement.

A number of key capacity issues, as outlined below, emerged from the survey and have guided the development of the 2015-2025 RECs CD Implementation Plan. The Implementation Plan will give effect to the priorities laid out in NEPAD, AU Agenda 2063 and the Common African Position on the Post-2015 Development Agenda.

A.   Institutional Development

1.   Development and strengthening of Integrated Capacity Development Strategies and Implementation Plans to enable the effective implementation of Regional Medium Term Strategic Plans (MTSPs).

2.   Establishment, strengthening and resourcing of Regional Integration Capacity Development functions to mainstream the enhancement of requisite capacities.

3.   Development of a dedicated Institutional Function at the level of the member states for the implementation of regional integration commitments and programs.

4.   Development of RECs Institutional Growth Plans aligned with the MTSP, AU Agenda 2063 and where applicable to include functional and institutional analysis and branding.

B.   Reform of Systems, Processes and Practices

1.   Development and strengthening of integrated M&E policies and well defined results frameworks of the MTSP.

2.   The institutionalization of a linked multi-level (Country, REC and Continental) frameworks for M&E, Knowledge Management, implementation of RECs' programs and protocols to capture the overall progress of integration in the region focusing on sustainable development and economic growth.

C.   Engagement of Stakeholders in Regional Integration Process

1.   Development and operationalization of dedicated Stakeholder Engagement, Communication and Outreach Strategy to cover:

    a.   Private Sector and Business Councils

    b.   Universities and Research Institutions for evidence

    c.   Institutions of accountability- Parliaments and CSOs

    d.   Citizen engagement

D.   Sustainable Resource Mobilization and Financing of RECs and Regional Programmes

1.   Development and institutionalization of innovative Domestic Resource Mobilization and Financing Strategies and Plans aligned to each MTSP. These strategies could be shared across regions through a common platform.

2.   Innovative intra-Africa and regional South South and Triangular cooperation to catalyse development.

E.   Technical Resources and Knowledge-Based Capacity Development Support to Regional Economic Communities

1.   RECs develop and strengthen close alignment and functional linkages with specialized institutions to allow for a coherent partnerships drawing from the overarching MTSPs.

2.   Strengthening the coordination mechanism including the NEPAD APDev-RECs Platform to promote mutual learning, draw on best practices in regional integration and step up accountability for results.

2. THE REPORT

2.1. INTRODUCTION

2.1.1. About the Capacity Development Mapping and Scoping Exercise

This is the Executive Summary of the RECs Consolidated CD Mapping and Scoping Report, which maps and scopes the capacity of Africa's RECs in the effort to implement their mandates and achieve the goals of integration within their respective regions. It is based on a Capacity Development Mapping and Scoping exercise undertaken by NEPAD Agency with the support of the African Union Commission (AUC) in collaboration with partner institutions, which include the United Nations Development Programme (UNDP), the United Nations Economic Commission for Africa (UNECA) and the Africa Capacity Building Foundation (ACBF).

The capacity mapping and scoping exercise surveys the state of capacity of the eight African Union (AU)-recognized RECs with a view to producing a report that details the present state of RECs capacity, profiles ongoing capacity development programs and projects, determines gaps that exist and defines priority capacity needs critical to the implementation of the RECs' development strategies and programs. Primarily, this consolidated report is aimed at setting out a guide to RECs in their present capacity development interventions. The ultimate objective is to serve as basis in the development of a continental RECs Capacity Development Implementation Plan 2015-2025, taking into account emerging development priorities in the regions and AU Agenda 2063. The exercise is thus an integral part of the African Union Multi-Agency Capacity Development Programme to Africa's RECs.

The field work for the mapping and scoping survey was launched in December 2013 and drafting of reports completed in July 2014, with an initial validation meeting in August 2014. All eight AU-recognized RECs were surveyed and draft capacity development mapping and scoping reports produced. These reports were reviewed and consolidated by NEPAD Agency using inputs from the RECs meeting. The overarching findings were later used in the production of this Executive Summary of Africa Regional Economic Communities Capacity Development Mapping Report.

The context in which the RECs Capacity Development Mapping and Scoping study was carried out by NEPAD Agency is that of providing a foundation for the implementation of the NEPAD Multi-Agency Capacity Development Support Programme for Africa's Regional Economic Communities (M-CDP). Launched in 2010, the M-CDP provides a coordinated framework within which stakeholders are expected to pool resources to respond to the dynamic capacity needs of the RECs.

To set off the implementation of the M-CDP, the Chairperson of the African Union Commission and Chief Executives of the RECs convened a special high-level retreat in Durban, South Africa in 2013. The decision of the Durban Retreat laid the groundwork for the initiative and assignment of roles and responsibilities in its implementation, with mandate to the NEPAD Agency to lead the implementation of the M-CDP. In the discharge of its mandate, NEPAD Agency in March 2013 launched the process and preparations for Multi-Agency Capacity Development Mapping Survey to provide inputs for the development of the 2015-2025 AU RECs Capacity Development Implementation Plan.

2.1.2. Objectives of the Mapping and Scoping Exercise

The main aim of the capacity development mapping and scoping exercise was to identify capacity challenges facing the RECs and explore means by which these could be addressed in the context of the AU 2015-2025 RECs Capacity Development Implementation Plan and Strategy. To this end, the survey used AU-NEPAD Capacity Development Strategic Framework (CDSF) as a structural basis for examining and addressing RECs capacity needs; took stock of what has worked and what has not in terms of strategy, approach, content and partnerships and put forward a concrete implementation plan; and assisted NEPAD Agency, the AUC, the RECs and partners to gain a clearer understanding of the scope and scale of capacity challenges facing the RECs.

2.1.3. Mapping Methodology

The capacity development mapping and scoping

exercise was undertaken by teams of consultants led by NEPAD Agency in partnership with AUC, UNDP, UNECA and ACBF. The teams visited all 8 AU-recognized RECs. The methodology for the assignment included face-to-face interviews with management teams of the RECs, managers and coordinators of projects and programs; administration of semi-structured questionnaires distributed to the RECs to gather information on the institutions and their capacity development strategies, initiatives and priorities; a desk review of documentation on the RECs; and discussions with NEPAD Agency capacity development team to seek perspectives on issues.

In order to generate a comprehensive and focused approach to coordinative capacity development in RECs, the following specific methodology was adopted for the mapping exercise:

a.   A review of capacity development initiatives led by RECs from internal efforts, derived from strategic plans and related periodic evaluations and assessments.

b.   A review of relevant literature on capacity development as it relates to the work of RECs.

c.   A study of impact assessments and evaluations conducted.

2.2.   AFRICA'S DEVELOPMENT CONTEXT

Africa entered the 21st Century with renewed confidence and a greater sense of purpose. Its progress since the last decade has prepared the continent for the post-2015 development agenda with a much clearer vision and sense of direction for its development strategies, policies, programs, as well as, institutional and governance frameworks. The average GDP growth across the African region during the 1990s was only 2.2%. Since 2001, the continent's GDP has expanded more rapidly each year than the global average. In the past decade, only the bloc of developing Asian economies, led by China, has grown faster than Africa1.

Hence, today, the African continent is visibly at ease with its strategic priorities, goals and targets in the decades ahead. It is building a much longer term vision around the African Union Agenda 2063. It is also equally aware of its human and financial resource potentials and the capacity of its institutions to deliver on their goals and objectives and achieve much desired results for the sustained improvement of the quality of lives of its peoples. The continent today, more than ever, desires results for Africans.

Africa's future is bright, robust and very promising, what it needs to effectively assert its stunning growth performance is capacity to deliver concrete development results that are felt by the impoverished people. At the national, regional and continental levels, human, institutional and knowledge-based capacity remains inadequate ironically in a context of surging unemployment. Efforts to develop, nourish and retain capacity have intensified significantly over the past one and a half decades. However, the pace of development remains constrained by the quality of available human and institutional capacity.

Emerging growth and development experience within the continent has shown that countries and regions that will grow fastest in the Post-2015 period will be those which enjoy stable and sustainable political, economic and social development, and which pursue sensible exploitation of environmental resources. The ability to achieve stability in these areas goes far beyond the intervention capacity of any single country. As a region, Africa must act as one to respond decisively and sustainably to its development challenges. This is why the continent's Regional Economic Communities (RECs) are the building blocks for a holistic development agenda. It would be inconceivable what the continent would be like without the existence of the RECs. They have succeeded in pooling collective wisdom and knowledge to negotiate peace and partnerships; developing financial, technical, human and institutional resources to implement joint development programs that bring economies of scale to the benefit of member states; developing frameworks and protocols for the management of commonly-shared cross-border water and environmental resources to foster their sustainable development, control pests and diseases; leveraging financial, technical and partnership resources to develop common infrastructure in the form of electricity power pools, transport networks, telecommunication facilities,

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1   The Economist, November 18, 2013 – the World in 2014 - Some of the world's fastest-growing economies in 2014

one-stop border post customs and immigration services; mobilizing collective expertise and intelligence in responding to cross-border crimes and security threats; and enhancing governance resources and commitment to promote free movement of people and investments, among others.

One of the implications of the growing success stories of Africa's RECs is that countries and regions that will grow fastest and achieve development results will be those supported by RECs which have the capacity to deliver on their visions, mandates, policies and operational programs. Hence, for the RECs to effectively function, they need human, institutional and knowledge-based capacity. As RECs routinely need to build and realign their operational capacity to new-generation

development challenges, AU Agenda 2063 and the post-2015 development context, the requirement to revisit of RECs capacity more compelling. There still exists a challenge with the mobilization of sustainable domestic resources for regional development programs. The RECs have been institution-to-institution (I2I) models of integration and now need to transform to emerge as institution-to-institution-citizens (I2I2C) development organizations with improved accountability to the people. It is for these and other reasons that NEPAD Agency, in collaboration with partner institutions, undertook the RECs Capacity Development Mapping and Scoping Survey to determine the state of RECs' capacity, ascertain the nature and effectiveness of ongoing capacity development programs and determine RECs' future capacity requirements.

Table 1: RECs: Highlights of Achievements and Challenges

No.	RECs	Achievements
1	The East African Community (EAC)	• Treaty for the Establishment of the EAC signed 1999, entered into force in July 2000 • Launched a Common Market in 2010. • Identified five main corridors within the Community covering a total length of 12,000km. Feasibility studies are underway. • Completed an East African Power Master Plan in May 2011 to meet electricity demand in the region over the period 2013-2038. • Progress in free movement of people, but mainly at bilateral levels: Kenya-Rwanda; Kenya-Uganda. • Macroeconomic convergence is close and within reach. • Regional Payments and Settlement System is in place through the East African Payments System (EAPS). • Progress towards an EAC Monetary Union • Key member of the COMESA-EAC-SADC Tripartite Free Trade Area (FTA). • Set up a common Internet-based system of reporting non-tariff barriers (NTBs). • Implements a common program for NTBs removal along with the other RECs in the Tripartite FTA. • Adopted the One Stop Border Post concept pioneered by COMESA. • Protocol to establish a Customs Union signed in 2004 • Customs Union launched in 2005 and became fully operational in 2010 • Protocol for the establishment of a Common Market signed in 2009 • Implementation of the EAC Common Market Protocol provisions launched in 2010 • Protocol on Monetary Union signed in 2013, now undergoing ratification • All Member States have a Ministry dedicated to East African Community Affairs – a common institutional framework to promote regional integration
2	The Common Market for Eastern and Southern Africa (COMESA)	• Launched its Customs Union in June 2009. • Member states have set up Roads Management Funds and Roads Development Agencies to maintain national and regional road networks. • Fuel levy is used to finance the Roads Management Funds – with a focus on road maintenance. • Established the East Africa Power Pool in 2005 that has become a specialized institution for energy interconnectivity in the region; a COMESA Model Energy Policy Framework and a renewable energy database; a strategic road map for 2025 and a regional market design have been adopted; a regional power master plan and grid code have been developed; and an independent regulatory body has been established. • Free movement of people among member countries yet to be fully achieved. • A Regional Payment and Settlement System is in place. • Key member of the COMESA-EAC-SADC Tripartite FTA. • Set up of a common Internet-based system of reporting NTBs jointly with the other two members of the Tripartite FTA. • Common program for NTBs removal under implementation in Member States • Pioneered and operates the One Stop Border Post concept.
3	The Economic Community of Central African States (ECCAS-CEEAC)	• Launched a Free Trade Area in 2004 and still reinforcing its implementation. • Adopted the One Stop Border Post concept. • Developed and operationalised a blueprint on transport in Central Africa, which includes the Gabon-Congo highway project and the Brazzaville-Yaoundé road corridor. • Established the Central Africa Power Pool in April 2003 that is now a specialized agency. It has made some progress in the implementation of the Grand Inga Hydroelectric Project. • Yet to fully launch free movement of people within the region.

No.	RECs	Achievements
4	The Economic Community of West African States (ECOWAS)	• Made landmark progress in free movement of people; the ECOWAS regional passport is an outstanding example of a common regional travel document. ECOWAS has set up national committees to deal with NTBs problems. • It has in place Complaint Desks at the Borders to deal with NTBs matters. • The REC has adopted the One Stop Border Post concept. • The REC has set up national road transport and transit facilitation committees in all member states for free flow of trade and transport • Is coordinating a multinational highway and transport facilitation program between Cameroon and Nigeria and construction of three bridges in Sierra Leone. It is also facilitating the development of the Abidjan-Lagos road corridor. • It has in place, since November 2011, the West African Power Pool and the ECOWAS Master Plan for production and distribution of electricity. • The ECOWAS Regional Electricity Regulatory Authority is operational. The REC has been pursuing the emergence of a regional electricity market since January 2011. • Established ECOMOG to support Member States peace keeping
5	The Intergovernmental Authority on Development (IGAD)	• Early stage of cooperation among member states. • Transport projects are dealt with at the bilateral level. The REC is however mobilizing funds for a number of road projects: Nairobi-Addis corridor; Kampala-Juba corridor; Berbera corridor; and Djibouti-Addis Ababa corridor • Yet to launch free movement of people within the region.
6	Arab Maghreb Union (AMU)	• Yet to fully launch free movement of people. Some member countries have bilateral arrangements on free movement. • Faces challenges in the implementation of regional integration programs due to political tensions between countries and within the region.
7	The Community of Sahel-Saharan States (CEN-SAD)	• Straddles Central, North and West Africa as well as the Horn of Africa • At an early stage of cooperation among member states • Free movement of people within the region partially attained • Gained observer status at the UN General Assembly in 2001 • Revised CEN-SAD Treaty adopted in 2013. • Secretariat of CEN-SAD under revival • In 2002 launched the Great Green Wall for climate change and food security • In 1994 project to pump water into Al-Gorbhabia Reservoir (20km East of Sirte) fed by the Big Libyan artificial river
8	The Southern African Development Community (SADC)	• Key member of the COMESA-EAC-SADC Tripartite FTA. • Set up of a common Internet-based system of reporting NTBs like other members of the Tripartite FTA. • Implements a common program for the removal of NTBs. • Operates the One Stop Border Post concept. • Free movement of people not yet fully launched • Intra-REC trade is most developed in SADC, amounting to about 44%

Box 1: The East African Community: An Inspiration in Country and Citizens' Engagement

The East African Community (EAC) is one of the RECs that are directly engaged with stakeholders in member countries on issues in regional integration. It represents an inspirational case in this context and thus a beacon to other RECs. In terms of its engagement with member states and citizens of the region, the EAC has made worthy progress. Among the factors that underline the EAC's distinctive progress are the following:

a) *Dedicated Ministry of Regional Integration*: In each of the member states, there is a Ministry dedicated to East African Community Affairs or Cooperation. This clearly defines the nature of the country level institutional structure required for articulation and implementation of regional integration commitments and programs. The establishment of a ministry for regional integration gives the desired weight of importance and commitment to regional integration at the level of the member state. This is in contrast to having such responsibility subsumed under the ministries of foreign affairs as is the case with some of the regions thus minimizing the level attention given to regional integration vis-à-vis original mandates.

b) *Live Stream of Conferences and Meetings*: The EAC provides for live streaming of its conferences and meetings on its web site to enable those who are not physically present at meeting venues to follow proceedings. This is good for information flow and engagement of citizens of member states.

c) *Existence of Regional Payments System*: The formal launch of the East African Payment System (EAPS) on 16 May 2014, which uses all currencies of the member states brings the benefits of regional integration concretely to the citizens of the member states and promotes an upward thrust for development and participation of the private sector in the regional integration process. The absence of a guaranteed regional payments system has been a significant constraint to the acceleration of regional integration on the continent. The EAPS was first started in November 2013 among Kenya, Tanzania and Uganda and has since then functioned effectively and efficiency. This encouraging cross-border payment system is expected to ease payment across the member states and boost trade. The systems operates on a real time gross settlement basis by utilizing the linkage between the various member states' Real Time Gross Settlement (RTGS) systems using SWIFT (Society for Worldwide Interbank Financial Telecommunication) messaging network for safe and secure delivery of payment and settlement messages to each other. Today, EAPS is currently operational among Kenya, Tanzania and Uganda successfully linking electronic payment systems. Rwanda is in the process of testing the linkage between its Integrated Payment Processing System (RIPPS) and EAPS. RIPPS is expected to be fully linked to EAPS in June 2014. Burundi is in the process of implementing the RTGS system and is expected to join EAPS once the system is in place. EAPS is available in all the commercial banks' branch networks, and offers same day settlement. EAPS uses local currencies of the East African countries consisting of Kenya Shilling, Tanzania Shilling, Uganda Shilling, Rwanda Franc and Burundi Franc. It reduces the cost of transactions as well as the cost of doing business in the region.

d) *Youth Platforms on Regional Integration Issues:* In addition to encouraging platforms among the youth to debate the benefits, opportunities and challenges of EAC, the EAC Secretariat has launched EAC Clubs in Secondary Schools. A regional workshop on the establishment and operationalization of the Clubs was held in Bujumbura, Burundi on June 2014. The aim of the Clubs is to involve the youth at an early age in issues of regional integration and equip them to

e)   participate in contributing to the overall development of the region. The Clubs have been set up in some member states and are functioning. Further, EAC University Students there is a debate on regional integration, which brings students from universities, educational institutions. There is dedicated focus on tourism, arts and a culture industry (annual Jua Kali exhibition for the regional artisans) that is built on EAC countries cultural assets in contributing towards GDP.

f)   ***Social Media Platforms and Presence:*** EAC has a growing social media presence among the region's citizens. Facebook and Twitter provide a combined presence of about 10,000 members who interact with the EAC Secretariat out of a regional population of 104million. Although this is low in relation to the population base and also considering that non-member state citizens and other development practitioners outside the region could be in the database, it gives a healthy indication of the direction in which EAC is heading in the engagement of citizens. One reason why EAC's social media presence stands out is that it is the highest among all the RECs on the continent. There also exists periodic fora like the monthly Secretary General's Forum where he meets with the Private Sector and also fora for the Civil Society Organizations in the region; debating on the rationale, the benefits, challenges and way forward for political integration in East Africa. Finally, there is also annual thematic fora such as Meetings of Human Rights Commissions; those of Elections Management Bodies; those of Anti-corruption Agencies; Biennial Regional Conference on Peace and Security and the Inter-religious Conference.

Using the EAC as a benchmark, it is evident from the analysis that the systemic capacity for regional integration is built on well-linked and functional country level institutional structures, systems and processes. These serve to drive effective coordination and adequately engage citizens for ownership and sustainability.

2.3.   COMMON AREAS OF CAPACITY NEEDS AMONG THE RECs

The mapping reveals that the present state of capacity varies across the RECs with the need to place priority and invest more in enhancing the current level, quality and mix of human, institutional, policy and knowledge-based capacities. These key capacities are essential for RECs to effectively achieve their respective mandates. The consistent addressing of these critical areas has the potential to ensure the effective coordination of development efforts in the different regions. Overall, an analysis of the state of capacity shows a recurrence of some common needs as follows:

1.   **Human and Institutional Capacity of Secretariats:** The need to systematically align professional skills-mix with the RECs mandates in general, and in particular with the priority programmes and expected deliverables to successfully drive regional integration efforts. Further, the nature, quality and experience of human capacities/staff requires high correlation with the region's development needs and size of population being served.

2.   **Explicit Capacity Development Strategies and Plans:** New strategic plans are introduced without well-defined means of implementation. Capacity Development Strategies and Plans should essentially accompany and support each medium term plan. Further, the implementation of the MTSPs could be more enhanced by a functional and institutional analysis vis-à-vis the expected results.

3.   I**nstitutional Growth Plans:** Dedicated Institutional Growth Plans (IGPs) designed as part of an integrated package of supporting strategic plans of each MTSP have the potential to help RECs pay continuous attention to the growth of systems, processes and human capital as an input towards the effective delivery of regional programmes. The IGPs will work in sync with the capacity development strategies and plans, as well as, the

functional and institutional analysis to enable development.

4. **Requisite Financial Resources:** Funding from external development partners forms the bulk of financing for capacity development and core regional programs, with a limited injection of resources from within the countries and continent. The development of robust domestic resource mechanisms is a top most priority for sustainability and ownership of regional development programmes and should form a pillar of each MTSP. In addition, the domestic resource mobilization plan, as a component of the overall financing strategy, should ideally be designed as part of the integrated package of supporting strategies to enhance the means of implementation.

5. **Low Levels of Citizen Participation for Ownership of Regional Integration Efforts:** Targeted communication and advocacy plans to help scale up current citizen engagement efforts related to regional integration has the potential to secure, as well as, sustain broad-based ownership of integrating projects and progammes. This could be facilitated through the set-up of institutionalized and well-linked citizen consultative platforms. Such a participatory approach has the benefit of nurturing the RECs towards being citizen and stakeholder driven, thus resulting in an Institution-to-Institution-to-Citizens mode of operation. This framework also allows for the much sought-after active participation of the private sector in the delivery of top priorities such as ICT, Infrastructure and Domestic Resource Mobilization.

6. **Stronger Commitment by Member States:** The effective demonstration of the socio-economic value of regional integration is required in order to secure stronger and sustainable commitment by member states. A stronger commitment will ensure more active engagement by member states in their respective RECs and provide a solid basis for the Secretariats' institutional growth and impact. The links between national and regional efforts in terms of budgets, human resources and institutional linkages will be more enhanced and thereby help spur an accelerated implementation of agreed upon policies and protocols.

7. **Streamlined National Focal Institutions and Functions:** The development of institutionalized regional systems and processes that can efficiently galvanize national efforts to speed up the achievement of essential integration milestones is of paramount importance. This entails the establishment of well-resourced counterpart national focal structures with explicitly defined functional linkages with the RECs for ease of planning, implementation, monitoring and evaluation of programmes.

Table 2: Highlights of Key Areas of Capacity Needs of RECs and Some Best Practices

No	REC	Major Areas of Capacity Needs	Some Best Practices and Concerns with regards to Regional Integration

1	**The Inter-governmental Authority on Development (IGAD)**	a) Development of supporting strategic plans related to each MTSP
		
		• Capacity Development Plan linking regional and national development.
		
		• Dedicated Secretariat Institutional Growth Plan.
		
		   - Human Resource Plan with explicit skill-mix requirements.
		
		   - Domestic Resource Mobilization Plan
		
		• Citizen Communication, Advocacy and Engagement Plan.
		
		b) Soft capacity issues such as reward and recognition of staff performance, leadership development and results-based management could be up scaled.
		
		c) Institutionalized support to knowledge-based capacity development is required.
		
		d) Sustainable and adequate funding required for IGAD Secretariat and programs. Only about 35% of financial resources requirement for 2011-2015 Strategic Plan has so far been mobilized.
		
		e) Capacity to develop PPP financing and other instruments required.
		
		f) Communication and advocacy plans to scale up current citizen engagement for enhanced broad-based ownership of regional integration efforts. Full development of a knowledge management system to support the emergence of IGAD as a knowledge-based organization.
		
		g) Creation of a regional pool of experts aligned to key to development priorities in the region including capacity planning.
		
		h) Set up of structures and specialized agencies to attend to particular development priorities in the region.
			IGAD commendable practices include:
			
			1) Rigorous and highly participatory program and project planning process, involving joint programming by member states and use of Interregional Coordination Committee of IGAD (Committee of Ambassadors) and engagement at IGAD Partners Forum.
			
			2) Intensive participatory approach fosters ownership by member states.
			
			3) Development of Joint Financing Arrangement (JFA) mechanism for program implementation.

No	REC	Major Areas of Capacity Needs	Some Best Practices and Concerns with regards to Regional Integration

2	**The Economic Community of Central African States (ECCAS-CEEAC)**	a) Development of supporting strategic plans related to each MTSP
		
		• Capacity Development Plan linking regional and national development
		
		• Dedicated Secretariat Institutional Growth Plan
		  - Human Resource Plan with explicit skill-mix requirements
		  - Domestic Resource Mobilization Plan
		
		• Citizen Communication, Advocacy and Engagement Plan.
		
		b) Need for institutionalized regional systems and processes for better coordination between ECCAS and its member states for effective programme delivery.
		
		c) Better alignment of trade policies between ECCAS and CEMAC will lead to more harmonized implementation of Central Africa regional trade initiatives.
		
		d) Need to show socio-economic value of regional integration is required in order to secure stronger and sustainable commitment by member states Need to operationalize the Regional Centre for Water Resources Management.
		
		e) Improve capacity for early warning systems for disaster risk management.
		
		f) Develop a robust knowledge management system to support early warning mechanisms, as well as, other programmes.
		
		g) Need to develop robust domestic resource mechanisms as a top most priority for sustainability and ownership of regional development programmes Investment in infrastructure, especially transport and power, extremely critical for ECCAS to have meaningful impact and viability in the region.
		
		h) Strengthen efforts towards free movement of people and free trade.
		
		i) Establish the Central African Parliament to support capacity of parliamentarians
			Some concerns about ECCAS-CEEAC performance include the following:
			
			1) ECCAS needs a holistic and overarching capacity development initiative coupled with an institutional growth plan to effectively address its challenges.
			
			2) Development partner's preference for bilateral relations with their traditional partners instead of funding the Secretariat is a critical issue. Effective donor coordination needed.
			  - ECCAS needs a comprehensive multi-donor capacity development program with a Joint Financing Agreement mechanism.

No	REC	Major Areas of Capacity Needs	Some Best Practices and Concerns with regards to Regional Integration

3	**The Community of Sahel-Saharan States (CEN-SAD)**	a) Development of supporting strategic plans related to each MTSP
		
		• Capacity Development Plan linking regional and national development
		
		• Dedicated Secretariat Institutional Growth Plan
		
		  - Human Resource Plan with explicit skill-mix requirements
		
		  - Domestic Resource Mobilization Plan
		
		• Citizen Communication, Advocacy and Engagement Plan.
		
		b) CEN-SAD could explore the creation of an ECOWAS-UEMOA-CENSAD-ECCAS Free Trade Area similar to the SADC-COMESA-EAC Tripartite Free Trade Area to fast track RI.
		
		c) Following the adoption of a revised treaty in February 2013, a functional and institutional analysis is recommended to determine the resourcing requirements of the General Secretariat in line with the new vision and mandate.
		
		d) The development of a knowledge management system is critical to support programme implementation
		
		e) Reinvigorate the implementation of the GGWSSI.
		
		f) Explore enhanced financing role of BSIC for infrastructure development, as well as, small to medium scale projects in member states
		
		g) Strengthen the Solidarity Fund for Food and Emergency Assistance to Member States
			The SADC-COMESA-EAC Tripartite Free Trade Area is a good practice that should be replicated.

No	REC	Major Areas of Capacity Needs	Some Best Practices and Concerns with regards to Regional Integration

4	**The East African Community (EAC)**	a) Development of supporting strategic plans related to each MTSP
		
		• Capacity Development Plan linking regional and national development
		
		• Dedicated Secretariat Institutional Growth Plan
		
		   - Human Resource Plan with explicit skill-mix requirements
		
		   - Domestic Resource Mobilization Plan
		
		• Citizen Communication, Advocacy and Engagement Plan.
		
		b) EAC to routinely undertake functional and institutional assessment of EAC Secretariat and organs, particularly at the launch of successor development strategy.
		
		c) Strengthen integrated financial management information and M&E systems.
		
		d) Creation of a regional pool of experts aligned to key to development priorities in the region including capacity planning.
		
		e) Explore implementation of recommended sources of financial resources put forward by the NEPAD Agency-ECA 2013 study. Encourage emergence of vibrant PPPs and other domestic financing instruments.
			1) Citizen engagement programs to foster understanding and participation in regional integration activities.
			
			2) Domestic resource mobilization strategies and financial markets development
			
			3) Harmonization of education curricula. Good but should target raising quality and standards. Aim to develop centres of excellence to international standards.
			
			4) Dedicated focus on tourism, arts and a culture industry (annual Jua Kali exhibition for the regional artisans) that is built on EAC countries cultural assets in contributing towards GDP.
			
			5) Strong independent Legislative Assembly that enforces the implementation of the EAC's protocols through binding legislation and policies by member states and EACJ on matters relating to interpretation of the Treaty.
			
			6) Each Partner State has a dedicated EAC Ministry responsible for integrating EAC agenda and priorities at national level.
			
			7) An important step forward in implementing regional integration agenda was the signing of the Protocol for the Establishment of the EAC Common Market, which was established in 2010. Further integration will be achieved when the bloc establishes a Monetary Union, whose Protocol is undergoing ratification and, it is anticipated, ultimately becomes a Political Federation of the East African States.

No	REC	Major Areas of Capacity Needs	Some Best Practices and Concerns with regards to Regional Integration

5	**The Economic Community of West African States (ECOWAS)**	a) Development of supporting strategic plans related to each MTSP
		
		• Capacity Development Plan linking regional and national development
		
		• Dedicated Secretariat Institutional Growth Plan
		   - Human Resource Plan with explicit skill-mix requirements
		   - Domestic Resource Mobilization Plan
		
		• Citizen Communication, Advocacy and Engagement Plan.
		
		b) ECOWAS Commission should go through a functional and institutional analysis and a change management or institutional reform process to strengthen systems, processes and procedures; team building; and participatory work planning and implementation, among others, in order to enhance institutional growth as the Commission expands from 9 to 15 commissioner departments.
		
		c) Reform of systems, processes and practices in the areas of performance management, human resources management, financial management, as well as communication and information technology application should be pursued.
		
		d) The ECOWAS Capacity Development Plan should focus on the needs of both the Commission and the member states as they relate to the implementation of the Commission's programs, protocols and practices
		
		e) Two strategic plans (2007-2010 and 2011-2015) have both targeted transforming the ECOWAS Commission to that of the people. What was achieved and what constraints remain?
		
		f) 11 of the 15 ECOWAS member states are still LDCs with the remaining MICs. This underscores the need for ECOWAS to effectively coordinate regional development programmes for results.
		
		g) Develop a robust knowledge management system
			Replicable excellent practices by ECOWAS include:
			
			1) Development of ECOWAS CD Strategy and CD Plan (2011-2015) is a good practice.
			
			2) Commitment to and robustness of response to violent conflict in the region
			
			3) ECOWAS passport
			
			4) ECOWAS financial resource mobilization strategy

No	REC	Major Areas of Capacity Needs	Some Best Practices and Concerns with regards to Regional Integration
6	**The Common Market for Eastern and Southern Africa (COMESA)**	a) Development of supporting strategic plans related to each MTSP • Capacity Development Plan linking regional and national development • Dedicated Secretariat Institutional Growth Plan 　- Human Resource Plan with explicit skill-mix requirements 　- Domestic Resource Mobilization Plan • Citizen Communication, Advocacy and Engagement Plan. b) Strengthen and fully roll-out existing M&E policy and enhance capacity of the M&E Unit to track implementation of programs at country level and their challenges. c) An assistance program for member states to accede to the FTA is required. The need to build negotiation capacity of member states is imperative. d) Member states capacity on Rules of Origin needs to be up-scaled. e) There is less optimal integration of COMESA programs into national development plans of member states. More programme alignment and commitment is required from both the secretariat and member states.	1) Submission of country report on status of implementation of COMESA programs, protocols, instruments and council decisions by member states 2) Just completed a process of institutional restructuring of the Secretariat. The restructuring process is intended to improve efficiencies and processes, capacity building and the modernization of COMESA systems and procedures; 3) Introduced the Chirundi One-Step Border Post as a pilot in 2009. Chirundu is a border post between Zambia and Zimbabwe located on either side of the Zambezi River. It is a busy border with between 300 to 400 trucks crossing the border each day. The main purpose of the Chirundu OSBP is, by working in a sequenced and harmonised way with other initiatives on the North-South Corridor, to reduce the costs of cross-border transport by reducing the time taken to cross a border; 4) Launched a Customs Union in June 2009 and plans to progress to a Common Market by 2015, and a Monetary Union by 2018; 5) COMESA along with EAC and SADC have initiated a Tripartite Process involving policy and program coordination among the three RECs. In October 2008, the Heads of State of the countries making up the three regional economic communities (COMESA, EAC, and SADC) met in a Tripartite Summit in Kampala, Uganda; 6) The African Development Bank approved a grant of US $7.5 million to finance the COMESA-EAC-SADC Tripartite Capacity Development Programme, which will provide technical assistance to the major RECs and the 26 Tripartite Regional Member-Countries (RMCs) with the intention of increasing intra-Tripartite trade; 7) Capacity Development through onsite training and off site training has been at the core of statistical interventions in Member states by the Secretariat. By the end of 2012 a total of 125 Member state experts were trained in various statistical clusters. The interventions involved assisting Member states comply with the requirements of 2010-2013 Multiannual statistical work programs. COMESA has made progress in the secretariat institutional strengthening of the monitoring and evaluation capacity of COMESA institutions; 8) COMESA has been implementing an Infrastructure Statistical Capacity Building Program among its member states since 2009;

No	REC	Major Areas of Capacity Needs	Some Best Practices and Concerns with regards to Regional Integration
			9) Created Virtual Transit Facilitation System that integrates existing trade systems with other technologies to achieve more transparency and control in the movement of national and international cargo as well as provide an effective solution for cargo tracking management;
			10) Developed an M & E policy involving the Secretariat, Institutions and Member States. COMESA 24/7 has developed M&E Online System which was developed to enable reporting on the status of regional integration by the Secretariat, Member States and COMESA Institutions.

7	**Southern Africa Development Community (SADC)**	a) Development of supporting strategic plans related to each MTSP
		• Capacity Development Plan linking regional and national development
		• Dedicated Secretariat Institutional Growth Plan
		  - Human Resource Plan with explicit skill-mix requirements
		  - Domestic Resource Mobilization Plan
		• Citizen Communication, Advocacy and Engagement Plan.
		b) More than 60% of funding for SADC programs comes from development partners. Mobilization of domestic and regional resources is a critical area of intervention.
		c) There is a need for SADC to provide platforms and opportunities for citizens' engagement and contribution to the integration process.
		d) Need to show socio-economic value of regional integration is required in order to secure stronger and sustainable commitment by member states.
		e) An integrated information management system is needed to support continuous improvement and project management.
		f) There is a need for the Secretariat to develop a pool of regional expertise to augment skills and competencies available in the Secretariat and region.
		g) SADC should cultivate regional champions for the implementation of the Regional Infrastructure Development Master Plan along the lines of the AU Presidential Infrastructure Champion Initiative (PICI).
		h) The development of institutionalized regional systems and processes that can efficiently galvanize national efforts to facilitate effective planning, implementation and M&E of regional programmes.
			1) SADC is an FTA and yet to become a Customs Union
			
			2) Intra-REC trade is most developed in SADC, amounting to about 44%

No	REC	Major Areas of Capacity Needs	Some Best Practices and Concerns with regards to Regional Integration

8	**Union Maghreb Arabe (UMA)**	a) Development of supporting strategic plans related to each MTSP
		• Capacity Development Plan linking regional and national development
		• Dedicated Secretariat Institutional Growth Plan
		   - Human Resource Plan with explicit skill-mix requirements
		   - Domestic Resource Mobilization Plan
		• Citizen Communication, Advocacy and Engagement Plan.
		b) UMA is still challenged by political tensions minimising the effective development of physical infrastructure, transport and energy.	

2.4. A NEED TO MOVE BEYOND LIMITING STRUCTURED RELATIONSHIPS TO GOVERNMENTS TO INVOLVE CITIZEN ENGAGEMENT

RECs face a strong need to effectively connect with member states citizens. A common challenge arising from the analysis of the mapping and scoping exercise is the weak link between RECs Secretariats and citizens of their member states. Non-state stakeholders such as the private sector, civil society, women associations, youth organizations, academia, research organizations and a number of other specialized development-supporting agencies are not sufficiently involved in the conception, design, implementation and evaluation of regional integration policies and programs of the RECs. What this implies is that the RECs relate mainly to member-state governments and development organizations .This implies RECS work mainly with member-state governments and development partners who provide funding support for their operations. Policies, programs, protocols, guidelines and operations-related proposals are produced by the RECs Secretariats and discussed only with member states for review and eventual ratification. Once ratified, these become operational. Thus, the processes involved in the development of regional integration strategies, policies and programs hardly provide space for the participation of non-state actors in the integration process.

EAC stands out as the relatively most effective REC in terms of interaction with citizens of member states. It supports platforms for youth engagement and consultation of the private sector and other non-state actors in the integration process.

RECs need to invest more in developing linkages with citizens of their member states beyond structured relationships with the governments. The citizens are the end users of regional integration policies and programs. The private sector provides most of the financial and technical resources for the implementation of the programs and projects, as they serve as financiers, contractors, consulting firms or entities in public-private partnerships for project development and implementation. Enhanced interaction will strengthen knowledge of regional integration process, improve ownership among citizens, stimulate pressure by citizens on their governments to implement agreed protocols, common policies and programs; and encourage citizens to invest in regional integration projects through instruments such as Diaspora bonds and regional stock exchanges, among others.

The challenge of weak interaction between RECs and citizens of member states is a capacity development challenge that needs to be addressed. Interventions will include the following:

Development of targeted communication and advocacy plans to help scale up current citizen engagement efforts related to regional integration has the potential to secure, as well as, sustain broad-based ownership of integrating projects and progammes. This will accompany Institutional Growth Plans of the RECs in line with the new development needs of the region.

They should develop platforms for engagement of the youth, women organizations and other civil society stakeholders. The business councils of the RECs should be strengthened to enhance effectiveness.

In addition to live streaming of meetings, all RECs should explore the possibility of having a terrestrial and/or satellite TV channel for, and strong mainstream media coverage of their activities.

2.5. OBSERVATIONS, FINDINGS and CONCLUSIONS

2.5.1. OBSERVATIONS

The observations and findings from data and information from the field survey strongly reinforced the strategic importance of the RECs (AU's Building Blocks), as an instrument for socio-political and economic transformation of the continent, given the unequal sizes, resource endowment and locational challenges of most African countries. Pooling resources to meet development challenges, negotiate common position among countries on the continent and with the international community, fight cross-border pests, diseases, crime and work collectively to institutionalize peer pressure to achieve good governance and promote accountability to the African people for whom resources are held in trust is a faultless case for regional integration and thus of an effective and functional REC.

If Africa is to achieve its vision of becoming an African Economic Community (AEC), the realization of this vision will occur mainly and faster through the RECs. Countries that are members of functional, effective and dynamic RECs are much likely to grow faster and improve the quality of lives of their people. In other words, high performing and effective RECs will be those that will succeed in creating the condition for sustainable growth and development in their regions. Such regions will become more attractive to investment, inflow of high quality professional skills and competencies, stability, sustained growth and better reach of service delivery to the poor.

2.5.2. MAIN FINDINGS AND CONCLUSIONS

Based on the findings, conclusions and recommendations from the 8 AU-recognized RECs capacity mapping and scoping exercise, a review of the continent's development environment, as well as, the state of regional integration and performance of RECs on the continent, this consolidated report makes the following findings and conclusions:

1. *Nature of Capacity Needs of the Regions and the RECs:* The level of growth and development varies across the five regions of the continent and their RECs are also at different stages in the regional integration process. As a result, they face different challenges and strategic priorities. However, the capacity needs are vastly similar.

2. *Adequacy and Responsiveness of RECs' Present CD Strategies and Programs:* All 8 AU-recognized RECs are fully conscious of the need to develop functional and effective capacity for the delivery of their visions, mandates and strategic priorities. The response has however not been adequate for two principal reasons. First, most RECs are not sufficiently funded and do not have resources for effective intervention in their capacity needs. The support has largely been provided by development partners. And second, a number of the RECs do not have defined and institutionalized capacity development strategies and implementation plans as part of the means for the implementation of their Regional Integration and Development Strategies. Capacity development intervention is mainstreamed into programs and is often not given priority consideration.

3. *Adequacy and Quality of Existing Capacity for Current Regional Development Priorities:* The staffing level of RECs Secretariats varies widely. While RECs such as COMESA, ECOWAS and SADC are relatively better capacitated, others like IGAD barely have enough human and institutional capacity to effectively deliver on their mandates and current programs. There is need to systematically align professional skills-mix with the RECs mandates in general, and in particular with the priority development programmes. Additionally, the nature, quality and experience of human capacities/staff require high correlation with the region's integration priorities.

4. *Sources of Finance for CD Initiatives and Interventions:* About 60-90% of financing for CD initiatives and interventions by the RECs is

provided by development partners. This is an indication that RECs Member States need to upscale their contribution for the continent's regional integration requirements. Much of the effort is directed to seeking donor assistance than mobilizing domestic resources. There are however success cases as demonstrated by the use of fuel levy by EAC to support infrastructure development and remarkably successful ECOWAS Fund that is based on domestic sources of finance. More of such innovative domestic financing instruments practices need to be replicated.

5. **Composition and Size of CD Financing Gaps in RECs:** like core funding for projects and programs, CD financing suffers more than 60% shortfall in financing. As funding is provided largely by development partners, not all strategic priorities are financed and as a result capacity development is not properly prioritized and systematic.

6. **Effectiveness of M&E Framework and Mechanisms for CD Interventions:** RECs have well-articulated M&E frameworks and mechanisms in their Strategy Documents. These frameworks need to be aligned with the national M&E systems so as to feed into each other for value-add. These however are barely translated into fully-fledged operational activities. Generally, M&E is poorly capacitated in terms of staffing requirement and receives limited support even from development partners' assistance. In terms of operational activities, RECs Secretariats do not conduct country missions to facilitate compliance with protocols and monitor program implementation at the country level. M&E reports are not being systematically used to improve performance of programs as part of a knowledge management system.

7. **Emerging Priorities for RECs CD Strategy, Program and Implementation Plan for the Post-2015 Period:** There are emerging development priorities for the five AU regions. As RECs revisit their Regional Integration and Development Strategies for the Post-2015 period, these will form part of the issues that will be addressed. These development priorities are therefore pointers to the nature of capacities that will need to be articulated and developed by the RECs as part of the RECs CD Strategy and Program for the Post-2015 period.

2.6. RECOMMENDATIONS

Based on the foregoing findings and conclusions, this report makes the following recommendations.

Table 4: Recommendations and Delivery Responsibility

No.	Areas of Capacity Needs/ Interventions	Recommended Capacity Development Interventions		Responsible Implementing Institutions		
				The Regional Economic Communities	NEPAD Agency and Cooperating Partner Institutions	The African Union Commission
1	Institutional Development	a)	The primary responsibility of RECs is to conceive, design, plan implementation, as well as capacitate member states to implement, monitor and evaluate implementation, performance and results of regional integration programs. Central to this responsibility is the capacity of the RECs to deliver on these areas of responsibility. Each REC to set up a Dedicated and Institutionalized Regional Integration Capacity Development Function as part of organizational structures.	All RECs to set up Dedicated and Institutionalized Regional Integration Capacity Development Function	NEPAD Agency, ACBF, UNECA and UNDP could facilitate the establishment of the Regional Integration Capacity Development Functions through assistance with defining the role, responsibilities, strategic priorities, programs and results indicators.	The AUC should lead a more robust and constant coordination process jointly with the RECs and the NEPAD to facilitate joint efforts in the implementation of RECs' mandates.
		b)	Each REC should define the required organizational structure at the level of the member states for the implementation of regional integration commitments and programs. A ministry of regional integration or international cooperation that is dedicated to the activities of the REC is a desirable structure. The EAC's example in this context is worth noting as it is a good practice.	AMU, CEN-SAD, ECCAS-CEEAC, COMESA, ECOWAS, IGAD, and SADC	NEPAD Agency and ACBF should facilitate.	The AUC and NEPAD should explore the possibility of institutionalizing an Annual meeting of AUC-NPCA-RECs-Regional Integration Ministries to regularly review progress in regional integration, identify challenges and intervention strategies in the implementation of the RECs Capacity Development Strategy and Program for the 2015-2025 period.
		c)	Undertaking of a functional and institutional analysis to properly define their functions and the structures that are required for effective delivery of outputs. This will be coupled with an Institutional Growth Plan.	All RECs	NEPAD Agency, ACBF and UNDP could commission the functional and institutional analysis.	The AUC and NEPAD will need to engage ECCAS Heads of State and Government on the region's integration agenda. The use of Joint Financing Arrangement (JFA) mechanism for coordination of development partners' support is strongly encouraged for ECCAS to stem fragmentation resulting from the present form of donor engagement.

No.	Areas of Capacity Needs/ Interventions	Recommended Capacity Development Interventions	Responsible Implementing Institutions		
			The Regional Economic Communities	NEPAD Agency and Cooperating Partner Institutions	The African Union Commission

2	Reform of Systems, Processes and Practices	a) Development of supporting strategic plans related to each MTSP
		• Capacity Development Plan linking regional and national development
		• Dedicated Secretariat Institutional Growth Plan
		  - Human Resource Plan with explicit skill-mix requirements
		  - Domestic Resource Mobilization Plan
		• Citizen Communication, Advocacy and Engagement Plan.
			All RECs		

		b) All RECs need an M&E Policy and well defined results framework.	All RECs to develop M&E Policy and results frameworks aligned to member states' structures for enhanced feedback of status of programmes RECs should institutionalize production of Country Reports by member states on the implementation of RECs' programs and protocols, while the RECs should start to render performance reports to their regional and the Pan African Parliaments as part of accountability for results.	Development partners are encouraged to support the development of RECs M&E Policy and Results Frameworks.	
			RECs Secretariats along with member states to jointly set up effective national structures to seed up regional integration. Further, RECs could increase the frequency of country missions to facilitate project and program implementation, as well as, increased ownership and sustainability.	ACBF, UNECA and UNDP to develop specific programs devoted to developing capacity of regional integration ministries and agencies at the country level. This should be a holistic and systematic intervention.	

No.	Areas of Capacity Needs/ Interventions	Recommended Capacity Development Interventions	Responsible Implementing Institutions		
			The Regional Economic Communities	NEPAD Agency and Cooperating Partner Institutions	The African Union Commission
3	Engagement of Non-State Stakeholders in Regional Integration Process	Despite the existence of business councils, RECs still face the challenge of effectively engaging the private sector in the implementation of regional integration projects, especially those in the area of infrastructure development (using PPPs, direct investment or private sector champion initiatives). A more vigorous platform to effectively engage the private sector at regional and member state levels is required. The proposed capacity development program should explore how the capacity of the private sector can be up-scaled to facilitate the sector's engagement.

Access to information, training on procurement guidelines and procedures, access to finance and technical partners, new technologies, innovations and knowledge are areas in which the private sector needs support.

Increased targeted communication and advocacy plans to help scale up current citizen engagement efforts related to regional integration has the potential to secure, as well as, sustain broad-based ownership of integrating projects and progammes. This could be facilitated through the set-up of institutionalized and well-linked citizen consultative platforms. Such a participatory approach has the benefit of nurturing the RECs towards being citizen and stakeholder driven, thus resulting in an Institution-to-Institution-to-Citizens mode of operation. This framework also allows for the much sought-after active participation of the private sector in the delivery of top priorities such as ICT, Infrastructure and Domestic Resource Mobilization. | All RECs

RECs should cultivate the development of champions for the implementation of their regional infrastructure development master plans along the lines of the AU Presidential Infrastructure Champion Initiative (PICI).

All RECs into Citizens development agencies and models of integration so as to effectively connect with the broader spectrum of Africa's development stakeholders.

This requires developing appropriate platforms such as trade fairs and social media for citizens' engagement.

Each region should set aside a day in the year for interaction with citizens of the member states. On this day, which should be a public holiday, activities including a trade fair should be organized to highlight progress and challenges in regional integration and sensitize citizens to what is being achieved and how regional integration affects them.

All forms of media should be used to disseminate information during the day. The day should be celebrated across all African countries. | | |

No.	Areas of Capacity Needs/ Interventions	Recommended Capacity Development Interventions	Responsible Implementing Institutions		
			The Regional Economic Communities	NEPAD Agency and Cooperating Partner Institutions	The African Union Commission
4	Resource Mobilization and Financing of Regional Economic Communities	Funding of RECs by member states needs to improve significantly. The development of robust domestic resource mechanisms is a top most priority for sustainability and ownership of regional development programmes and should form a pillar of each MTSP. In addition, the domestic resource mobilization plan, as a component of the overall financing strategy, should ideally be designed as part of the integrated package of supporting strategies to enhance the means of implementation.	RECs should explore innovative domestic sources of finance for their programs and share experience across the regions. In addition to the NEPAD Agency-UNECA Domestic Resource Mobilization Study (2013), RECs should commission similar studies specific to their contexts.	NEPAD Agency and UNECA should present the NEPAD Agency-UNECA 2013 Report on Domestic Resource Mobilization to a meeting of RECs Executive Secretaries and Secretaries-General and explore jointly with them and their member states instruments that can be implemented at the regional level. ACBF should chair a Development Partners' Cooperating Committee to work within the framework of joint financing arrangement in partners' support to RECs. As much as practicable, they should pool resources in support of RECs' capacity development programs.	
5	Technical Resources and Knowledge-Based Capacity Development Support to Regional Economic Communities		RECs to work closely with specialized regional and sub-regional organizations in various areas of their programs. These exist across the continent. A good example are the Sub-Regional Agricultural Research Organizations such as CORAF/WECAD (West Africa), NASRO (North Africa), ASARECA (Eastern and Central Africa) and CCARDESA (Southern Africa), which could assist in supporting agricultural research and innovation systems.	NEPAD Agency, in collaboration with UNDP, ACBF and UNECA should set up a continental knowledge resource centre in support of the operations of the RECs. The operation of the NPCA-RECs platform should be enhanced. NEPAD Agency, ACBF, UNECA and UNDP should explore the possibility of a RECs Peer Review Process (RPRP) to promote mutual learning, draw on best practices in regional integration and step up accountability for results. NEPAD Agency, UNDP, ACBF and UNECA should consider the possibility of developing a continental Capacity Development portal for RECs to provide information on capacity development and knowledge resources that the RECs can draw on.	

No.	Areas of Capacity Needs/ Interventions	Recommended Capacity Development Interventions	Responsible Implementing Institutions		
			The Regional Economic Communities	NEPAD Agency and Cooperating Partner Institutions	The African Union Commission
6	Emerging Priorities for Regional Economic Communities' Post-2015 Capacity Development Strategy, Program and Implementation Plan	Effective and efficient RECs Secretariats.			
		Functional and institutional assessment of the RECs.			
		Engagement of non-state stakeholders in regional integration process – engaged private sector and citizen friendly RECs.			
		Resource mobilization.			
		Promotion of multi-donor capacity development programs based on joint financing mechanisms.			
		Emergence of free movement of people in all regions			
		Emergence of FTA in all regions			
		M&E Policy and effective monitoring and evaluation of regional integration programs.			

2.7.   KEY MESSAGES

What follows from the foregoing are the following key messages:

1. Africa's development will be inconceivable without the RECs. A region must act as one to respond decisively and sustainably to development challenges.

2. In spite of challenges, Africa's RECs are a success story. Member states and regions that are supported by effective RECs will grow fastest and achieve sustainable development results in the post-2015 period.

3. To reach Africa's development stakeholders, RECs must transform from Institution-Institution models to Institution-Institution-Stakeholders development organizations.

4. Each member state of a REC to have a regional integration coordinating structure. The case of the EAC in which each country has a dedicated Ministry responsible for regional integration is a good practice.

5. The establishment of the COMESA-EAC-SADC Tripartite Free Trade Area is a remarkable example of commitment to regional integration and a good practice. NEPAD Agency encourages ECOWAS-UEMOA-CENSAD-ECCAS to emerge as Free Trade Area within the next five years.

6. The ECOWAS Regional Passport and the decision by Rwanda to issue visas to all African nationals on arrival at the country's ports of entry are commendable practices and worth emulating.

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ANNEXES

Annex I: Share of Intra-REC Trade by Africa's RECs and Other Regional Groupings, 1996-2011

Africa's Regional Economic Community	Share of Trade Among REC Member Countries (%)			REC Gross Domestic Product (US$ million)		
	1996-2000	2001-2006	2007-2011	1996-2000	2001-2006	2007-2011
AMU	2.8	2.6	3.0	139,452	197,131	340,809
CEN-SAD	6.9	6.9	6.6	279,527	392,625	778,126
COMESA	5.1	5.8	6.4	185,143	220,045	430,904
EAC	13.8	13.1	12.0	30,502	39,438	74,155
ECCAS	1.7	1.5	1.9	32,383	64,546	170,929
ECOWAS	10.4	10.9	9.4	77,693	141,604	311,739
IGAD	9.3	7.7	5.8	39,450	57,341	130,669
SADC	32.3	13.8	12.9	189,416	269,324	510,538
Other Regional Groupings						
ASEAN	21.6	24.0	25.0	609,403	787,900	1,633,163
CARICOM	11.4	11.3	11.9	30,616	43,804	65,412
MERCOSUR	21.4	15.7	16.2	1,074,907	905,658	2,245,081

Source: Extracted from: UNCTAD Secretariat, Economic Development in Africa Report, 2013

Annex II: Share of RECs' Trade in Africa, 1996-2011

Africa's Regional Economic Community	Share of REC Trade with all African Countries (%)			Total African Trade Occurring within the REC (%)		
	1996-2000	2001-2006	2007-2011	1996-2000	2001-2006	2007-2011
AMU	4.2	4.0	5.0	67.1	63.5	59.5
CEN-SAD	9.3	10.0	10.2	74.5	67.7	64.7
COMESA	16.6	13.5	13.3	30.8	42.6	48.6
EAC	24.0	26.0	23.1	57.6	49.4	52.1
ECCAS	8.3	7.7	9.3	21.0	18.7	19.8
ECOWAS	13.7	14.7	14.2	76.2	72.7	65.5
IGAD	17.3	15.1	14.3	53.4	48.4	40.5
SADC	34.2	16.1	16.4	94.6	83.6	78.4

Source: Extracted from: UNCTAD Secretariat, Economic Development in Africa Report, 2013

Annex III: Towards an AU-NEPAD RECs Knowledge Network and Resource Centre

As part of the interventions recommended for NEPAD Agency to undertake, this report proposes the establishment of an **Africa's Regional Economic Communities Knowledge Network and Resource Centre (RKNRC).** RKNRC will provide a knowledge-based support to the critical human, institutional and knowledge requirements of the RECs. RKNRC will connect the RECs to knowledge resources required for their effective operation. After a period of 2-3 years, it could be transformed into an African Centre for Integration, Trade Policy Development and Negotiations[1].

(a)   Objectives

The objectives of this intervention will be to:

1.   Set up a knowledge network, which will assist the RECs to connect to and systematically draw on knowledge resources required for performance improvement in the design, implementation, monitoring, evaluation and review of regional integration programs.

2.   Have in place a mechanism for harvesting inputs from a broader spectrum of stakeholders beyond present practice in the implementation and review of regional integration programs, obtaining feedback on the ground and accounting to all stakeholders beyond governmental organizations on performance.

3.   Provide a common facility that will undertake multidisciplinary research on issues for which a single REC may not have the full competence and delivery capacity.

4.   Ensure the availability of an independent facility, which serves as a technical arm providing technical services for effective and efficient operation of the RECs.

5.   Have an institutional facility, which adds operational content and value to economics and trade law curricular in African Universities in order to raise the quality of future experts in regional integration and trade law.

(b)   Planned Activities

The specific activities of RKNRC will consist of the following, among others:

•   Provision of a basis for the coordination of interventions in the development of capacity of RECs through the conduct of a mapping study that will profile the nature of support each donor and development partner provides to RECs for the implementation of their regional integration strategies and programs. This will be followed by a RECs capacity development strategy and action plan.

Establishment of a network of RECs Executive Secretaries, experts in regional integration issues, senior policymakers, development managers, representatives of the business community, traders association, investors, among others to serve as platform for regularly reviewing issues relating to the integration process, identifying constraints, proposing solutions and monitoring progress in the implementation of protocols and other resolutions. The network will also carry out awareness drive to enable country-level stakeholders to appreciate better the need for, and contribute to efforts in achieving, regional integration[2]. RECs, trade and integration ministries and other stakeholders will be systematically connected to an effective network of

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1   Centre for Integration, Trade Policy Development and Negotiations: Africa needs a regional Centre for Integration, Trade Policy Development and Negotiations. The centre, which should be an independent institution with power to convene African Ministers African of regional cooperation and integration as well as for trade and other senior government officials responsible for trade policy issues and negotiations. It should guide a common African perspective and position in trade policy development and negotiations as well as spur regional integration.

2   Integration is treated by policymakers as a purely technical issue without a role for those who are most directly affected.

regional integration specialists, trade economists, trade lawyers and other professionals for cross fertilization of ideas and sharing of knowledge. The network will serve as a platform for reflecting on common strategies for common problems as well as a feedback mechanism, which currently does not exist in the operation of the RECs. RKNRC will therefore provide a mechanism for soliciting views from other stakeholders and accounting for performance to the broader constituency of stakeholders beyond governments.

- Provision of easily accessible information on issues relating to regional integration and assist stakeholders with necessary guides on taking advantage of the investment opportunities and benefits that the integration process has thus far opened up.

- Generation of an implementation schedule for RECs protocols on country-by-country basis and determination of factors crippling implementation and the type of assistance required by countries. This will be presented as an annual report at the African Union General Assembly of the Heads of State and Government.

- Serving as a common resource facility for the conduct of research studies to guide reforms in integration-related operational issues, legal and regulatory frameworks that are common to all RECs.

- Assistance to the RECs in launching country compliance missions to monitor extent of implementation of protocols, agreements, customs and immigrations reforms, among others, and defining key results areas for performance measurement.

- Synthesizing replicable and applicable practices and lessons from integration arrangements in other continents to enhance operation of the RECs.

- Generating and sharing knowledge of what is working and what is not working in regional integration, providing for mutual learning to support weaker and less dynamic RECs and offering technical resource assistance to RECs Executive Secretaries and working committees.

- Organization of an annual meeting of all RECs Executive Secretary to share experience, information and knowledge on the integration process and reflect on issues requiring common strategies such as: climate change, negotiation of multilateral agreements, managing of commonly-shared resources, implementation constraints in regional integration strategies and development programs, consultation of stakeholders and feedback mechanism, setting of products standards, conduct of visits to border posts to assess effectiveness of integration policies and programs, among others. The meeting will be attended by other stakeholders such as senior representatives of the business community, traders association, manufacturers association, ministries of trade and regional integration, customs and immigration, civil society, experts in regional integration issues, trade lawyers and other stakeholders with strong professional interest in the RECs and regional integration.

- Organization of annual Regional Integration Lecture Series on "What is Working and What is not Working in Regional Integration" to be addressed by stakeholders (investors, business community, women's organization, cross-border traders, etc). This will be presented as the first item on the annual meeting of the RECs.

- Serving as a facility for attachment of postgraduate students in trade law, regional integration and international trade and negotiations to enhance operational content of course curricular in economics and trade law in selected African universities.

(c)   Expected Benefits

The RECs Knowledge Network and Resource Centre will offer the following benefits:

- Provide a coordinated and more systematic guide to responding to the capacity needs of the RECs.

- Serve as a common knowledge sharing platform, which will prompt somnolent RECs to rise up to the challenges of effective operation. RECs that are lagging in effectiveness and performance will in future become the weak link in the progressive efforts to bring into existence the African Economic Community.

- Offer a specialized network of experts who will provide support to RECs for response to technical issues for which they have no or inadequate internal capacity.

- Ensure the existence of a mechanism for consulting all stakeholders and obtaining feedback on regional integration programs, particularly directly soliciting the views of investors, financial institutions, manufacturers and cross-border traders. There are various organs and agencies dealing with various aspects of regional integration issues, but which do not interact with one another. Most of them tend to operate in isolation without a platform to harmonize and pursue common objectives.

- Regularly present a more rigorous and dispassionate annual report on the state of regional integration in the various sub-regions for accountable information on how well countries are meeting regional integration obligations, especially in terms of contribution to RECs' resources and implementation of protocols and signed agreements.

- Serve as a common research facility and enable RECs to draw on a vast multi-disciplinary network of experts in the conduct of their research and in the development of policy and planning models. This will reduce cost across all RECs, as most of the research issues are common to them, thereby reducing incidence of duplication of efforts and waste of resources, and also given that not all the RECs have the resources to maintain a well-staffed research department.

- Country compliance missions will become part of RECs operational mandate

- There will be access to experiential knowledge from the continent and externally on what is working and what is not working in regional integration in order to guard against pitfalls in the design and implementation of integration programs.

- Economics and trade law curricular will have an enriched and more relevant operational content to enhance the quality of post-graduate training in economic integration and trade law.

ANNEX IV: Matrix of Broad Mapping and Scoping Highlights

COMMON MARKET FOR EASTERN AND SOUTHERN AFRICA (COMESA)

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects		Scope/ Coverage	Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status		Planned	Realized REC	Realized External	Financing Gap		Capacity Gap	Proposed Means of Intervention
I	INSTITUTIONAL DEVELOPMENT CAPACITY	• Adequacy • Effectiveness • Efficiency										
	• Organizational Structure	Efficiency	Build capacity of the Secretariat, COMESA and Institutions consistent with the strategic priorities of the integration agenda	Ongoing	Secretariat	N/A		☐	N/A	COMESA's Secretariat and institutions will be strengthened to give COMESA the impetus to deliver on its mandate.	Institutional reform process of the Secretariat	Design a small project aimed at promoting, strengthening and institutionalising human capacity and systems of the Secretariat
	• Staffing and Skills Mix	Adequacy	Recruitment of new staff to fill in vacant posts	Ongoing	Secretariat	N/A	☐	☐	N/A	Increased the number of staff at COMESA and its institutions and strengthen the human capacity of staff currently employed	Human capacity gaps in the Commission	Training and capacity building the area of soft skills as well as for refresher and new knowledge capacity development
	• Management and Administration	Efficiency		Ongoing	Secretariat	N/A	☐	☐	N/A		Institutionalize CD planning as a key function in COMESA	CD planning function, located as a unit or an individual at an appropriate place in the organogram
	• HR Management	Efficiency	Streamlined recruitment processes through an easy to follow recruitment matrix as well as fast tracking the recruitment exercise	Ongoing	Secretariat	N/A		☐	N/A	Recruitment process in COMESA will be cost-effective	Capacity gaps in the recruitment process and agenda	Development of a learning management system for COMESA
	• Performance Management	Efficiency	Competently trained and coached both the professional and general service staff on the concept of balanced scorecard including the development of individual scorecards for 2013	Ongoing	Secretariat	N/A		☐	N/A	COMESA Secretariat Staff and institutions staff will be knowledgeable in designing individual balance score card.	Capacity gaps knowledge in institutional and staff scorecards	Capacity Development in its performance management process and practise
	• Strategic Planning	Efficiency	Training to COMESA institutions to finalize M&E frameworks	Ongoing	Secretariat	N/A	☐	☐	N/A	Assistance in developing and M & E Framework	Institutionalize CD planning as a key function in COMESA	Training and capacity in the strategic planning directorate In what exactly?

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects		Scope/ Coverage	Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status		Planned	Realized		Financing Gap		Capacity Gap	Proposed Means of Intervention
							REC	External				
	• Resource Mobilization	Efficiency	Training on resource mobilisation COMESA's project	Ongoing	Secretariat/ Member States	N/A	☐	☐	N/A	Knowledgeable in sourcing funds from alternative streams	Alternate Funding models for CD	Design sustainable and ownership-driven funding arrangements for a demanding African CD agenda in the continent, for the RECs and the AU/NEPAD, is becoming compelling and urgent Bring out the CD action/programme exactly
II	SYSTEMS, PROCESSES, PROCEDURES AND PRACTICES CAPACITY	• Availability of Policy Framework and Operations Guidelines • Effectiveness • Efficiency										
	• IT System	Effectiveness	Installation and enhancement of the IT network to a more efficient topology, as well as optimisation of services running on the network	Planned	Secretariat	N/A	☐	☐	N/A	Improvement and availability of systems and services	Effectiveness of the IT system in relation to work processes	Re-engineering work processes and systems, including IT tools and systems, to new levels of the state-of-the-art and effectiveness
	• M&E System	Effectiveness	• Build COMESA's capacity in M&E to help in the development of a results-focused Medium-Term Strategic Plan (MTSP) for the period 2011-2015	Planned	Secretariat	N/A	☐	☐	N/A	Uniformity and centralisation of M & E process within the Secretariat and its institutions	M&E capacity at the COMESA Secretariat and in Member States is low	Training and capacity building in M&E
			• Strengthen the alignment of national M&E systems with the MTSP M&E system for key regional priorities and outcomes.	Planned			☐	☐				
			• COMESA has developed an On-Line Monitoring and Evaluation System.	Ongoing				☐		This system will allow COMESA Secretariat, member States and COMESA Institutions to report online on the various indicators		

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects		Scope/ Coverage	Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status		Planned	Realized		Financing Gap		Capacity Gap	Proposed Means of Intervention
							REC	External				
	• Communication System	Effectiveness	Staff training on a new Intranet system to promote communication and collaboration for the staff.	Ongoing	Secretariat	N/A	□	□	N/A	This will bring about and improved and efficient communication process at the Secretariat and its institutions	Communication gaps in the Secretariat	Training on usage of communication systems to increase the effective communication in the Secretariat
	• Management System	Effectiveness	Developing and implementing a training programme for member States, Secretariat staff and COMESA Institutions on Managing for Development Results	Ongoing	Secretariat	N/A	□	□	N/A	Improved results for member states, Secretariat and COMESA Institution staff on Managing for Development Results	Implementation mechanism	Training and capacity for staff in the Secretariat on what specifically
III	KNOWLEDGE-BASED CAPACITY	• Existence of strategy and policy • Effectiveness of system • Efficiency of system • Utility of system										
	• Knowledge Management System and Sharing Mechanisms	Utility of system	• Protection of the Secretariat's data through by setting up disaster recovery site in a remote location to ensure business continuity and protection of the organization's data • Create an "Online Knowledge Portal" to be a storehouse for best practice information, knowledge sharing, publications, and discussions	Ongoing	Secretariat	N/A	□	□	N/A	Improved safety and protection of the Secretariat's data and information	Data, sharing and knowledge management mechanisms	Training staff on how to use the data and knowledge management system

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects			Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status	Scope/Coverage	Planned	Realized		Financing Gap		Capacity Gap	Proposed Means of Intervention
							REC	External				
IV	PROGRAM DEVELOPMENT AND MANAGEMENT CAPACITY	• Program development and management • Coordination • Technical Appraisal • M&E of Program implementation										
	• Agriculture, Food and Nutrition Security	Technical Appraisal	Enhancing economic growth and food security in Eastern and Central Africa	Future	Member State	N/A		☐	N/A	Increased trade and competitiveness in both regional and global markets	Capacity gaps in policy and programs in food security in the region	Capacity for programme implementation through training workshops. On what?
	• Infrastructure Development	Technical Appraisal	Training for policy makers in collaboration with Harvard Kennedy School on technology for economic development	Future	Member States	N/A		☐	N/A	Training on systematic harnessing of technology for economic development	Policy makers using technology for development	Capacity or programme implementation through training workshops. On what specifically?
	• Trade and Customs	M&E of Program implementation	Training to Member States to improve on managing and increasing participation in multilateral and regional trading arrangements	Ongoing	Member States	N/A	☐	☐	N/A	Improve the capacity of Member States and COMESA to effectively partake in trade negotiations	Regional and international Trade negotiations	Capacity building for programme implementation through training workshops
	• Industrialization	Program development and management	Provide technical and financial support to COMESA through strengthening the Free Trade Agreement	Ongoing	Member States	N/A	☐	☐	N/A	Strengthen support to Member States to facilitate the FTA	Implementing the FTA	Capacity building in member States on regional trade matters and in multilateral trade negotiations
	• Environment, Water Resources and Climate Change	Program development and management	Human and Institutional training on addressing the challenges of Climate Change	Future	Secretariat/Member States	N/A		☐	N/A	Enhanced the Secretariat's capacity to effectively address Challenges of Climate Change	Capacity gaps in human and institutional mechanisms to implement Climate Change policies	Capacity building through training and workshops on what specifically?
	• Social Development	Program development and management	Mainstream HIV/AIDS in COMESA policies on Trade, Industry, Transport, Agriculture, Tourism	Ongoing	Secretariat	N/A		☐	N/A	Economically empower vulnerable groups and communities in order to decrease high risk sexual behaviour among people living and working along major COMESA trade routes and transport corridors	Inclusion of HIV/AIDS into programmes and policies of COMESA	To build capacity for mainstreaming HIV and AIDS in COMESA programs; Capacity building for programme implementation through training workshops

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects			Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status	Scope/Coverage	Planned	Realized		Financing Gap		Capacity Gap	Proposed Means of Intervention
							REC	External				
	• Regional Integration and Support to Member States	Program development and management M&E of Program implementation	Develop the capacity of member states in the East and Southern Africa region in policy formulation, implementation and monitoring of regional integration, multilateral and regional trade and in trade related areas to support regional integration	Ongoing	Member States	N/A	☐	☐	N/A	This will lead to the promotion of regional trade in the region and the fostering of regional integration through trade	Regional integration of policies and programme within the sub-region	Capacity building for programme implementation through training workshops
	• Private Sector Development	Coordination/Program development and management	Strengthen regional trade information system to support private sector development	Ongoing	Secretariat	N/A		☐	N/A	Strengthen COMESA Business Council and FEMCOM	Information sharing and policy development	Capacity building for programme implementation through training workshops
	• Peace and Security	Coordination/Program development and management	Enhance the capacity of COMESA in conflict prevention and peace building	Ongoing	Secretariat	N/A	☐	☐	N/A	Strengthen COMESA's peace building capacity implement	Conflict prevention and peace building initiatives	Capacity building for programme implementation through training workshops

COMMUNAUTÉ DES SAHÉLO-SAHARIENS (CEN-SAD)

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects			Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status	Scope/Coverage	Planned	Realized		Financing Gap		Capacity Gap	Proposed Means of Intervention
							REC	External				
I	INSTITUTIONAL DEVELOPMENT CAPACITY	• Adequacy • Effectiveness • Efficiency										
	• Organizational Structure	Ineffective	Rebuild organisational structure of CEN-SAD in line with vision of revised treaty	Proposed	Secretariat	Yes				Alignment of organisational structure with vision and mission	Secretariat not functional	Support for organizational transformation under revised treaty
	• Staffing and Skills Mix	Inadequate; positions not filled under old regime	Robust recruitment drive to fill all positions defined in a new organisational structure	Proposed	Secretariat	Yes				Adequate capacity in place for programme implementation	Skeleton staff	New functional o required

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Activity	Current Status	Scope/ Coverage	Planned	Realized REC	Realized External	Financing Gap	Result of Intervention (Outcomes & Impact on REC Performance)	Capacity Gap	Proposed Means of Intervention
	• Management and Administration	No systems in place	Development and implement a new results based management system	Proposed	Secretariat	Yes				Improved efficiency and effectiveness of management system	Weak management and administrative system	Technical assistance for implementation of M&A system.
	• HR Management	Currently unavailable	Development of appropriate HR policy based on transparency and accountability	Proposed	Secretariat	Yes				Transparent HR management system in place	Outdated policies	Technical assistance for developing new operational HR policies
	• Performance Management	None in place	Institute a performance based incentive system	Proposed	Secretariat	Yes	✓	✓		Improved efficiency and more robust results obtained	Absence of results based management system	Technical support for designing a performance management system
	• Strategic Planning	Indicated for the near future after ratification of treaty	Develop a medium to long term strategic plan	Proposed	Secretariat and member states	Yes	✓	✓		Medium-long term strategic plan in place	No mid to long term strategy developed yet	Revive Global Strategic Plan initiative with UNECA
	• Resource Mobilization	No strategy in place for resource mobilisation	Specific function of resource mobilization and external affairs developed	Proposed	Secretariat	Yes	✓	✓		Dedicated function for resource mobilisation to increase resource basket	No regional donor partners identified	Need to consolidate all funding available for the Sahel region. Enlarge pool of funding sources; BSIC to play a major role in this
II	SYSTEMS, PROCESSES, PROCEDURES AND PRACTICES CAPACITY	• Availability of Policy Framework and Operations Guidelines • Effectiveness • Efficiency										
	• Financial Management System	Not really functional	Develop capacity of all senior officials in financial management	Proposed	Secretariat	Yes	✓	✓		State of the Art financial management system in place	Out dated system	Opportunity to put in place appropriate systems aligned with other RECs
	• Records Management System	Not really functional	Develop electronic data management system and build capacity of all officers in the use	Proposed	Secretariat	Yes	✓	✓		Electronic Document management system in place	Management information system required	Opportunity to put in place state of the art systems
	• Communication System	Not really functional	Designing of a communication strategy to govern internal and external communications	Proposed	Secretariat and member states	Yes	✓	✓		Communication within secretariat and with member states and other RECs is well defined	No strategy in place	Technical assistance to develop a communication strategy

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects — Activity	Current Status	Scope/ Coverage	Planned	Realized REC	Realized External	Financing Gap	Result of Intervention (Outcomes & Impact on REC Performance)	Capacity Gap	Proposed Means of Intervention
	• IT System	Not functional	Build new infrastructure for IT	Proposed	Secretariat and member states	Yes	✓	✓		AU infrastructure project extended to CEN-SAD	Existing infrastructure broken down	AU projects need to be extended to CENSAD as soon as practical
	• M&E System	None in place	Develop and M &E strategy for better coordination and tracking of programme implementation	Proposed	Secretariat and member states	Yes	✓	✓		An M&E strategy developed and implemented by new secretariat	No M&E system in place	Technical support for the development of a robust M&E system is critical at the start-up of the new secretariat
III	KNOWLEDGE-BASED CAPACITY	• Existence of strategy and policy • Effectiveness of system • Efficiency of system • Utility of system										
	• Internal Knowledge Management System • Regional Knowledge Sharing Mechanisms	Broken down since disruption	Design knowledge management system as an integral part of the communication system	Proposed	Secretariat and member states	Yes	✓	✓		Enhanced knowledge management within the CEN-SAD region and with other RECs	Weak knowledge exchange and collaboration	Provide technical assistance for the design internal and external knowledge management system
IV	PROGRAM DEVELOPMENT AND MANAGEMENT CAPACITY	• Program development and management • Coordination • Technical appraisal • M&E of program implementation										
	• Agriculture, Food and Nutrition Security	Malnutrition caused by food insecurity in the Region	Build capacity of member states and secretariat to revive the great green wall project	?	Secretariat and member states	Yes	✓	✓		GWSSI becomes the overarching programme on food security and climate change adaptation issues in the Sahel	Capacity for inclusive regional programming	Revive the Great Green Wall project; enhance coordination capacity of secretariat
	• Infrastructure Development	Weak coordination of regional projects	Enhance capacity of CEN-SAD to participate in regional infrastructure programmes like the PDCT and PIDA	Proposed	Secretariat and member states	Yes	✓	✓		Improved infrastructure to boost trade and integration	Weak coordination capacity	Develop capacity for adherence to PIDA

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects — Activity	Current Status	Scope/ Coverage	Financing of Intervention — Planned	Realized — REC	Realized — External	Financing Gap	Result of Intervention (Outcomes & Impact on REC Performance)	Capacity Gap	Proposed Means of Intervention
	• Trade and Customs	Weakest REC within AU minimum integration programme	Capacity development of secretariat and member states on integration programming	Proposed	Secretariat and member states	Yes	✓	✓		Trade and customs union improved	Regional integration planning and programming capacity	Develop capacity of member states on trade facilitation
	• Industrialization	Weak industries in member states	Regional industrialisation policy is needed	Proposed	Secretariat and member states	Yes	✓	✓		Industrialization Policy in place and governs implementation	Capacity for policy formulation and advocacy	Provide technical assistance for development of an industrialization policy
	• Environment, Water Resources and Climate Change	Main challenge of Sahel countries	Capacity development to extend implementation of water management programmes to this region	Proposed	Secretariat and member states	Yes	✓	✓		A comprehensive water management and climate change adaptation mechanism in place	Water management policy capacity	Develop capacity of new secretariat to address issues; deepen collaboration with CILSS
	• Social Development	Drought with protracted insecurity and trafficking crimes	Develop disaster risk management capacity and early warning systems to mitigate conflicts	Proposed	Secretariat and member states	Yes	✓	✓		Early warning system in place	Capacity for programming to reduce poverty caused by drought	Design sustainable development programmes
	• Regional Integration and Support to Member States		Develop capacity to promote preferential agreements within CEN-SAD	Proposed	Secretariat and member states	Yes	✓	✓		Programme in place	Weak governance and fragility; disjuncture with CILSS and AMU	Support for re-design of CEN-SAD structures under revised treaty
	• Private Sector Development	Absence of private sector policies	Build trade facilitation capacity through private sector organisations	Proposed	Secretariat and member states		✓	✓		Collaboration with private sector business organisations and civil society groups	No collaboration with other regional organisations of the Sahel and Maghreb eg AMU, CILSS, ECCAS	Support to establish CEN-SAD business forums
	• Peace and Security	Now very fragile	Training of security organisations in member states in conflict early warning systems	Ongoing in some Sahel countries	Secretariat and member states	Yes	✓	✓		Security institutions empowered in the CEN-SAD region to mitigate conflicts and fight crime	Fragile states with weak governance systems	Consolidate focus on peace and security

EAST AFRICAN COMMUNITY (EAC)

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC • Adequacy • Effectiveness • Efficiency	Ongoing Capacity Development Programs and Projects		Scope/ Coverage	Indicative Budget as per 4ht Development Strategy 2011-2016	Input for RECs CD Strategy, Programme and Implementation Plan, 2015-2030		Proposed Means of intervention
			Activity	Current Status			Result of Intervention (Outcomes & Impact on EAC Performance)	Capacity Gap	
I	**INSTITUTIONAL DEVELOPMENT CAPACITY**								
	• Organizational Structure	EAC still unable to fully finance her operational costs	Harmonization and alignment Establishment of specialized institutions and centres of Excellence	Ongoing	Partner State, Secretariat and Specialized institutions	EAC Budget	Coordination enhanced	Insufficient financial and administrative mandates to some of the Specialized institutions and Organs Institutions Capacity at member state is required	Assess and build the capacity of institution Partner State Enhance institutional capacity of local ministry dedicated to the Ministry of East Africa Community Affairs
	• Staffing and Skills Mix	Inadequate skills mix, human resource limitations,	Human Planning strategy under the ongoing institutional review		Secretariat/ Organs and Specialized Institution	Funded outside the budget	Not yet implemented	Financial resources	Support the implementation of programmes
	• Management and Administration	Effective guidelines and procedures	Guidelines and procedure established	Past/On-going	Secretariat/ Organs and Specialized Institution	Refer to Support Sector	Operational cost and duplication reduced	Continuous assessment to determine the relevance of those processes	Engage in leadership transformation programmes
	• HR Management	Inadequate institutional memory planning,	Documenting skills		Secretariat/ Organs and Specialized Institution	Refer to Support Sector	Yet to be determined	Strategy not yet established	Allocate financial resources for institutional memory and leadership development
	• Performance Management	Effective Performance contract	Implementation	Past	Secretariat/ Organs and Specialized Institution	Support Sector	Commitment and productive assumed	Unclear financial and non financial motivation systems	Revise the current performance contact to include non-financial and financial incentives
	• Strategic Planning	Information flow mechanism and statistics in place	Harmonizing statics and data base	Past	Secretariat/ Organs and Specialized Institution	Refer to Support Sector			Apply CDSF to align with vision and strategic plans
	• Resource Mobilization	Plan in place but not sufficient	Compressive strategy developed	Past	Specialized Institution	Refer to Support Sector		Implementation arrangements are insufficient	Institutional framework in place

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects		Scope/ Coverage	Indicative Budget as per 4ht Development Strategy 2011-2016	Input for RECs CD Strategy, Programme and Implementation Plan, 2015-2030		
			Activity	Current Status			Result of Intervention (Outcomes & Impact on EAC Performance)	Capacity Gap	Proposed Means of intervention
II	SYSTEMS, PROCESSES, PROCEDURES AND PRACTICES CAPACITY	• Availability of Policy Framework and Operations Guidelines • Effectiveness • Efficiency							
	• Financial Management System	Available and effective	Financial management reformed and enhanced	Ongoing	Secretariat	Refer to Support Sector	Financial systems in place	Mismatch between Partner State and Secretariat financial systems	Enhance financial systems at Partner States
	• Records Management System	Systems in place but not integrated	Programmes on improving data management are included in the strategic plan	Ongoing	Secretariat, Organs, specialized and member states	Refer to Support Sector	Assessment is needed	Absence Common and robust system	Improve and implement a Common and robust system
	• Communication System	Present and effective	Strategy developed	Past	Secretariat and member states	Refer to Support Sector	Visibility of EAC in the member state increased	Absence of bottom-up communication a	Assess to apply mobile technology
	• IT System	In place but less effective	Being implemented	Ongoing	Secretariat institution and organs	Refer to Support Sector		Absence Common and robust system	Re-define to integrate and link both Secretariat and member states
	• M&E System	In place but not integrated	Being implemented	Ongoing	Secretariat organs and institution	Refer to Support Sector		Absence Common and robust system	Redefine and integrate M&E
III	KNOWLEDGE-BASED CAPACITY	• Existence of strategy and policy • Effectiveness of system • Efficiency of system • Utility of system							
	• Internal Knowledge Management System • Regional Knowledge Sharing Mechanisms	Unavailable and inadequate	Informally practiced	Ongoing	Secretariat and institutions and organs	Funded outside budget	Knowledge leakages due to departing experts and executives Centres of Excellence available but recommend more capacity	KM strategy is not planned yet	Develop and implement KM strategy

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No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects			Indicative Budget as per 4ht Development Strategy 2011-2016	Input for RECs CD Strategy, Programme and Implementation Plan, 2015-2030		
			Activity	Current Status	Scope/Coverage		Result of Intervention (Outcomes & Impact on EAC Performance)	Capacity Gap	Proposed Means of intervention
IV	PROGRAMME DEVELOPMENT AND MANAGEMENT CAPACITY	• Programme development and management • Coordination • Technical appraisal • M&E of programme implementation							
	• Productive Sector	Programme developed	Sheer number of activities in place	Ongoing	Secretariat and institutions and organs and Partner States	109,514,150	Harmonization is critical. Capacity outcome mapping is critical	Human and financial resources	Address harmonization
	• Infrastructure Development	Joint programmes in place within EAC including Tripartite related programs	Being implemented	Ongoing	Secretariat Partner States	209,065,000	Connecting people and good movement but Private Sector is not well connected	CD initiatives are unsystematically coordinated, sporadically implemented and dispersed across the pillars/programmes/sectors	Increase the capacity of local Private sectors so that they are effectively engaged
	• Trade and Customs	Programme developed	Being implemented	Ongoing	Secretariat Partner States	13,520,000	Tariff barriers reduced, custom union launched	Harmonization still required and human capital required	Review and amend the process and polices in place
	• Common Market	Programme developed	Being implemented	Ongoing	Member states Specialized institutions	75,287,800	Harmonization and ratification of the protocols	Harmonization still required and human capital required	Increase the capacity at partner State levels. Increase awareness programmes
	• Social Sectors	Programmes developed	Being implemented	Ongoing	Member states and Secretariat	139,986,250		Financial, human, and coordination capacity required	Put in place human
	• Support Sector	Programmes developed	Being implemented	Ongoing	Secretariat	32,945,000	Key sector that provides services	Potential to host capacity development department	Revise the structure to incorporate CD Department

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects		Scope/ Coverage	Indicative Budget as per 4ht Development Strategy 2011-2016	Input for RECs CD Strategy, Programme and Implementation Plan, 2015-2030		
			Activity	Current Status			Result of Intervention (Outcomes & Impact on EAC Performance)	Capacity Gap	Proposed Means of intervention
	• EAC organs and Institutions	Established with clear mandates	Institutional capacity being assessed	Ongoing	Organs an Specialized Institutions	631,079,860	Key partners in delivering the implantation plans and network with Partner States	Limited mandates to make decision making on financial and administrative matters	Revise the mandate to increase devolution
	• Secretariat	Coordination mechanisms in place	Being implemented	Ongoing	Secretariat	616,177,380	Key organ in managing the business of the EAC	Financial, human and institutional capacity	Comprehensive institutional assessment
	• Political federation	Systems and harmonization are being developed	Being implemented	Ongoing	Member states Specialized institutions	15,590,730	Security enhanced	Women and CSOs networks are not well engaged. Bottom-up communication is not well utilized toward political federation.	Put in place Communication Process strategy. Organize CSOs and women's network. Harmonization and learning is vital.

ECONOMIC COMMUNITY OF CENTRAL AFRICAN STATES (ECCAS)

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects		Scope/ Coverage	Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status		Planned	Realized REC	External	Financing Gap		Capacity Gap	Proposed Means of intervention
I	**INSTITUTIONAL DEVELOPMENT CAPACITY**	• Adequacy • Effectiveness • Efficiency										
	• Organizational Structure	Structure did not respond to needs of organization	PARCI-ECCAS -design and implementation of a new organogram	Ongoing	Secretariat	6 500 000 000 FCFA	ECCAS	AfDB	Yes	Alignment of functions within secretariat	Initiative not addressing capacity needs of all divisions of ECCAS	Organisational and capacity development assessment of ECCAS required
	• Staffing and Skills Mix	Job designations overlap; inadequate qualified human resource	Assess existing skills set and match with strategic priorities	Proposed	Secretariat				Yes	Alignment of skills with results objectives	Inadequate resources to undertake HR assessment	Undertake HR assessment of each division and align with expected strategic outcomes

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects — Activity	Current Status	Scope/ Coverage	Financing of Intervention — Planned	Realized — REC	Realized — External	Financing Gap	Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030 — Capacity Gap	Proposed Means of intervention
	• Management and Administration	Non-coherent systems	Develop and implement a new results based management system	Proposed	Secretariat				Yes	Improved efficiency and effectiveness of management system	Result based management systems not in place	Review operational systems to make more functional and light. Introduce results based management systems
	• HR Management	Stronger human resource management system	Development of appropriate HR policy based on transparency and accountability	Proposed	Secretariat				Yes	Proper match of skills set required for delivering results	Need for cross training in modern HR management systems	Cross train officials on modern HR management systems
	• Performance Management	No performance appraisal and management system in place	n/a								Need to boost HR management system to include performance management systems	Design CD project to address gaps
	• Strategic Planning	Inadequate capacity in planning and coordination	PARCI-ECCAS The legal and institutional framework of the GS is strengthened	Ongoing	Secretariat	6 500 000 000 FCFA	ECCAS	ADB	Yes	Ownership of programmes by member states and ECCA S officers	Key results need to be harvested and integrated into new plans.	Strong M&E required to draw key lessons for development of strategies for post 20-15
	• Resource Mobilization	Approximately 90% dependent on external partners	Develop strategies to reduce dependency	Proposed	Secretariat			Yes		Increased domestic resources	Funding gaps for programme implementation	Develop capacity of ECCAS in domestic resource mobilization through investment roundtables to be hosted by member states

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Activity	Current Status	Scope/ Coverage	Planned	Realized REC	Realized External	Financing Gap	Result of Intervention (Outcomes & Impact on REC Performance)	Capacity Gap	Proposed Means of intervention
II	SYSTEMS, PROCESSES, PROCEDURES AND PRACTICES CAPACITY	• Availability of Policy Framework and Operations Guidelines • Effectiveness • Efficiency										
	• Financial Management System	Internal control systems strengthened	Upgrade of financial and budget controls	Ongoing	Secretariat	6 500 000 000 FCFA	ECCAS	ADB	Yes	Upgrade of financial and budget controls; design and implementation of a new FMS	Need for state of the art systems	Increase in budget to acquire appropriate systems and train officers on it
	• Records Management System	Absence of an electronic database system	n/a		Secretariat					System required for knowledge management and M&E	Current system in place is rudimentary with no linkages to ongoing activities of officers	Expand scope of PARCI-ECCAS to address this through the provision of equipment and personnel to manage it
	• Communication System	No communications strategy in place	Develop and implement a communications strategy for ECCAS	Proposed	Secretariat				Yes	Need support for communications strategy to make all communication effective including website and other key information.	Urgent need of communication strategy to address all levels of communication within and outside ECCAS	Design and implement a communications strategy
	• IT System	No management information system to support operations and visibility	Assess to improve IT system	Proposed	Secretariat				Yes	Management and information system supported by a comprehensive IT system	Persisting challenges with information systems	AU support for comprehensive IT infrastructure is critical
	• M&E System	M&E system not in place	Proposed							To impact efficiency of individual officers and Secretariat as a whole	Incoherence in activities being undertaken by officers in the secretariat	Establishment of an organization wide consolidated M&E system

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects		Scope/ Coverage	Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status		Planned	Realized		Financing Gap		Capacity Gap	Proposed Means of intervention
							REC	External				
III	KNOWLEDGE-BASED CAPACITY	• Existence of strategy and policy • Effectiveness of system • Efficiency of system • Utility of system										
	• Internal Knowledge Management System • Regional Knowledge Sharing Mechanisms	Utility of system is low; Absence of regional knowledge sharing mechanisms	n/a							Enhanced efficiency and effectiveness of Secretariat	Information and knowledge management function need more personnel and information should be functional and linked to ongoing activities of secretariat and member states	Design of a robust knowledge management system anchored in the documentation and information management centres. Plug into regional and global knowledge sharing mechanisms
IV	PROGRAM DEVELOPMENT AND MANAGEMENT CAPACITY	• Program development &management • Coordination • Technical appraisal • M&E of program implementation										
	• Agriculture, Food and Nutrition Security	Coordination challenges	Programme for comprehensive agriculture Development in Africa (CAADP)	Ongoing	Secretariat and member states	2000000000 CFAF	ECCAS	AfDB	Yes	Reactivated CAADP programmes in member states,,	Absence of national resources to support programmes	Implementation of regional projects/programmes is better coordinated and more effective
			Building the phytosanitary capacity of ECCAS member states	Ongoing	Member states	222 750 000 CFAF		FAO	Yes			

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects		Scope/ Coverage	Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status		Planned	Realized		Financing Gap		Capacity Gap	Proposed Means of intervention
							REC	External				
	• Infrastructure Development	Coordination support -limited interconnection of national transport and communication networks between Central African countries	Institutional and operational support to ECCAS for implementation and follow up of PCDT-AC	Ongoing	Secretariat	494 100 000 CFAF	ECCAS	ADB/ NEPAD	No disbursement as at end 2013		Undertake the related organisational actions.	The infrastructure projects in the PCDT Priority Action Plan are in an advanced stage of implementation
	• Infrastructure Development	Attracting public private partnerships (PPP) for PDCT	Development of a harmonized framework for PPP	Completed	ECCAS and CEMAC secretariats	EUR 193,500	ECCAS	EDF	No	Formulation of recommendations on necessary adjustments in order to develop a common regulatory framework defining the terms of public-private partnership in transport infrastructure	Undertake the related organisational actions.	Support the promotion of partnerships with specialized national and foreign companies in the ECCAS region
	• Trade and Customs	Slow progress in customs union	Consolidation of the economic growth in the ECCAS area in the Central African region	Ongoing	Secretariat		ECCAS	ADB	Yes	The statistics unit of ECCAS is operational and the infrastructure and trade databases are available	Yes	Full implementation of harmonization of the CET of CEMAC/ ECCAS and of the common customs code
	• Industrialization	Weak industrialisation and processing of raw materials	N/A							Value added to raw materials under environmental protection framework	Absence of improved electricity grid interconnection between Central African countries	Support the development of an industrialization policy of ECCAS

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects — Activity	Current Status	Scope/Coverage	Planned	Realized — REC	Realized — External	Financing Gap	Result of Intervention (Outcomes & Impact on REC Performance)	Capacity Gap	Proposed Means of intervention
	• Environment, Water Resources and Climate Change	Absence of regional water policy	Support to ECCAS for the preparation of a draft regional water policy for Central Africa	Ongoing		345 000 000 CFAF	ECCAS	ADB, NEPAD		Integrated management of the Congo Basin water resources is improved	No earmarked funding for implementation	Support for implementation of the policy / Support speedy implementation of environmental management policies
		Lack of capacity for Conservation of natural resources.	Support for the conservation of ecosystems of the Congo Basin (PACEBCo)	ECCAS and member states		22 400 000 000 CFAF	ECCAS and member states	ADB		Congo Basin ecosystems an conservation against climate change is implemented, coordinated and monitored		Inject resources for implementation at ECCAS level and in member states. Boost human resource capacity to support implementation
		Low capacity in disaster risk assessment, management, climate change adaptation and early warning systems on conflicts	Disaster Risk Management and Climate Change support	Ongoing				UNDP				
	• Social Development	Absence of a cohesive social development initiative	Support to the Lake Chad Basin Initiative							An embracing initiative in which all citizens of member states play an active role	ECCAS not visible in member states	Invest in media campaigns to make ECCAS more visible to citizens of member states
	• Regional Integration and Support to Member States	(iii) the promotion of preferential agreements within ECCAS and the establishment of a common market in CEMAC; (iv) free movement of people and goods; (v) management of the Congo Basin through the COMIFAC	COPIL – rationalisation of CEMAC and ECCAS	Ongoing	Secretariat	6 500 000 000 FCFA	ECCAS	AfDB		Intra-regional trade strengthened	Regional integration agenda has challenges for achievement	Design and ensure the smooth implementation of regional integration policies.

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects		Scope/ Coverage	Financing of Intervention					Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status		Planned	Realized			Financing Gap		Capacity Gap	Proposed Means of intervention
							REC	External					
	• Private Sector Development	Too much focus on development of oil sector	ECCAS Central African Economic Integration Programme (PACIE) supported by the EU, the aim of which is to improve the business climate								Business environment is improved and foreign direct investment increased within ECCAS	Greater ownership by member-states	Development of the non-oil private and support to enterprise networks in the region
	• Peace and Security		COPAX Support to ECCAS for Peace and Security II (PAPS II)	Ongoing	Secretariat	7 819 007 440 CFAF	ECCAS	EU 10TH EDF			Peace and security consolidated to enhance economic integration		CD support to member states to choose to belong to only ECCAS to alleviate strain on resources; Replicate early warning system of successful RECs

INTER-GOVERNMENTAL AUTHORITY ON DEVELOPMENT (IGAD)

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects		Scope/ Coverage	Financing of Intervention					Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status		Planned	Realized			Financing Gap		Capacity Gap	Proposed Means of intervention
							REC	External					
I	INSTITUTIONAL DEVELOPMENT CAPACITY	• Adequacy • Effectiveness • Efficiency											
	• Organizational Structure	Effective	Institutional reform	Being implemented	Secretariat					Still relies on external funding	New Structure being propose	Require more resource if it is implemented	Enough funds mobilized
	• Staffing and Skills Mix	Inadequate										Inadequacy both in number and skills.	HR needs and skill sets to be determined
	• Management and Administration	Efficient	Institutional Reform Program	Being implemented	Secretariat					✓	Operational process in place	Accountability mechanism required	Revision required for effectiveness

| No. | Kind of Capacity Intervention Required by REC | Performance Challenge Facing REC | Ongoing Capacity Development Programs and Projects | | Scope/ Coverage | Financing of Intervention | | | | Result of Intervention (Outcomes & Impact on REC Performance) | Input for RECs CD Strategy, Program and Implementation Plan, 2015–2030 | |
			Activity	Current Status		Planned	Realized REC	Realized External	Financing Gap		Capacity Gap	Proposed Means of intervention
	• HR Management	Efficient	Policies in place	past	Secretariat				✓	Just implemented	Human capacity needs not in place	Support institutional reform program
	• Performance Management	Inefficient	Policies in place	past	Secretariat				✓		Performance Contract not implement	Implement Performance Contract and Staff Appraisal policy
	• Strategic Planning	Efficient	PMU in place	Being implemented	Secretariat and institutions				✓	Engaging stakeholders is taking place	Not 100% working	Amendment required
	• Resource Mobilization	Adequate	Plan in place	Partially implemented	Secretariat & member states				✓	Fund coordination arranged	Institutional framework roll out	Roll out the implementation
II	SYSTEMS, PROCESSES, PROCEDURES AND PRACTICES CAPACITY	• Availability of Policy Framework and Operations Guidelines • Effectiveness • Efficiency										
	• Financial Management System	Internal audit	Institution reform	Being implemented	Secretariat				✓	Financial management in place	Not properly support y MIS	Revised
	• Records Management System	Available	Institution reform	Being implemented	Secretariat & Institutions				✓	Infrastructure in place	Not compatible with IT	Revised and enhanced
	• Communication System	Available	Development Program strategy in place	Being implemented	Secretariat & Institutions				✓	Engaging stakeholders directly	Ineffective vertical and horizontal communication	Communications strategy implemented
	• IT System	Available	IT policy and strategy	Being implemented	Secretariat & Institutions				✓	Infrastructure in place	Not covering all departments	Expand and integrate
	• M&E System	Available	Framework in place	Implemented	Secretariat & institutions				✓	Support the program implementation	Lack of common and integrated M&E system	To be revised and improved

ECONOMIC COMMUNITY OF WEST AFRICAN STATES (ECOWAS)

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects — Activity	Current Status	Scope/ Coverage	Financing of Intervention — Planned	Realized — REC	Realized — External	Financing Gap	Result of Intervention (Outcomes & Impact on REC Performance)	Input — Capacity Gap	Input — Proposed Means of Intervention
I	**INSTITUTIONAL DEVELOPMENT CAPACITY**	• Adequacy • Effectiveness • Efficiency										
	• Organizational Structure	Efficiency	Establishment of an institutional reform secretariat	Ongoing	Commission	N/A	✓	✓	N/A	Improved efficiency of the Commission when the institutional reform is complete	Institutional Strengthening	Redesigned institutional structure, and re-engineered work processes; Expansion from a Commission built around 9 Commissioner Departments to an expanded set-up of 15 Commissioner Departments
	• Staffing and Skills Mix	Efficiency	Assessment of the levels of professional staff in all ECOWAS Institutions	Ongoing	Commission	N/A	✓			Increased the number of staff at the Commission	Human Capacity	Training and capacity building in the area of soft skills as well as for fresher and new knowledge capacity development
	• Management and Administration	Efficiency	Good governance through leadership training and direction	Ongoing	Commission	N/A	✓	✓	N/A	On completion of the Institutional Reform, impact will aim to improve the work of the Commission	Institutionalize CD planning as a key function in ECOWAS -Implement the ECCDP	CD planning function, located as a unit or an individual at an appropriate place in the organogram
	• HR Management	Efficiency	Team building and leadership training	Ongoing	Commission	N/A	✓		N/A	Increase efficiency	Capacity gap in the area of soft skills	Development of a learning management system; Training and capacity building in the area of soft skills as well as for fresher and new knowledge capacity development

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects — Activity	Current Status	Scope/ Coverage	Financing of Intervention — Planned	Financing of Intervention — Realized REC	Financing of Intervention — Realized External	Financing Gap	Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy — Capacity Gap	Input for RECs CD Strategy — Proposed Means of Intervention
	• Performance Management	Efficiency	Information System-based Performance Management System to be purchased and implemented -Development of an annual performance report	Ongoing	Commission	N/A	✓	✓	N/A	Measuring the technical and behavioural competencies of staff in relation to their duties and function within the organisation.	Implementation of a results based management system	Capacity building in its performance management process and practise
	• Strategic Planning	Efficiency	Making CD activities part of the monitoring and evaluation department	Ongoing	Commission	N/A	✓	✓	N/A	Alignment of monitoring and evaluation and capacity development of the Commission in the Department of the Vice President	Insufficient staff at the strategic planning department	Increase human capacity skills mix in the M&E programme. Develop a CD strategy and initiatives / interventions both at the level of the Commission, as well, as the member states.
	• Resource Mobilization	Efficiency	Workshop and Training of staff on alternative source of funding	Ongoing	Commission/Member State	N/A		✓	N/A	Consolidate partnerships with donors	Alternate Funding models for CD	Design sustainable and ownership-driven funding arrangements for a demanding African CD agenda in the continent, for the RECs and the AU/NEPAD, is becoming compelling and urgent
II	**SYSTEMS, PROCESSES, PROCEDURES AND PRACTICES CAPACITY**	• Availability of Policy Framework and Operations Guidelines • Effectiveness • Efficiency										
	• M&E System	Availability of Framework and Operational	Enhance the institutional capacity of the M&E department	Ongoing	Commission	N/A	✓	✓	N/A	RBM aims to increase productivity	Capacity gaps in the areas of accountability	Strengthen the institution accountability and establish knowledge and learning mechanism Training of stakeholders in result-based M & E

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects			Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status	Scope/ Coverage	Planned	Realized		Financing Gap		Capacity Gap	Proposed Means of Intervention
							REC	External				
	• IT System	Availability of policy framework and guidelines	Procurement of equipment to aid the Commission	Ongoing	Commission	N/A	✓	✓	N/A	Improved the technology and work processes of the Commission	Capacity gaps in the IT system	Training and capacity building in technology and work processes
	• Financial Management System	Availability of Framework and Operational	Training on accountability and transparency	Ongoing	Commission and Member State	N/A		✓	N/A	Provide accountability	Capacity gaps in accountability	Training and capacity on accountability
	• Communication System	Availability of Framework and Operational	• Upgrade all Communication systems • Internal and External Communication process	Ongoing	Commission	N/A	✓	✓	N/A	Improved communication systems	System integration and design	Training and capacity building in the new communication processes
III	KNOWLEDGE-BASED CAPACITY	• Existence of strategy and policy • Effectiveness of system • Efficiency of system-Utility of system										
	• Knowledge Management System and Sharing Mechanisms	Existence of strategy and policy	• Develop IT tools and systems • Develop an information and knowledge management systems	Ongoing	Commission Level	N/A	✓	✓	N/A	New levels of the state-of-the-art and effectiveness	Capacity gaps in knowledge systems	Implementation and development of an IT system
IV	PROGRAM DEVELOPMENT AND MANAGEMENT CAPACITY	• Program development and management • Coordination • Technical Appraisal • M&E of Program implementation										
	• Agriculture, Food and Nutrition Security	Program development and management	Strengthen research capacity among farmers in Member States	Ongoing	Member State	N/A		✓	N/A	Promote sustainable farms through strengthening research capacity	Policy and strategy on agricultural research in the region	Strengthen research capacity through regional workshops, seminars and conferences

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Activity	Current Status	Scope/Coverage	Planned	Realized REC	Realized External	Financing Gap	Result of Intervention (Outcomes & Impact on REC Performance)	Capacity Gap	Proposed Means of Intervention
	• Infrastructure Development	Technical Appraisal	Training and capacity enhancement of member states.	Future	Commission/Member State	N/A	✓	✓	N/A	Development of a comprehensive energy policy	Strategy on competitive energy for the region	Implementation of the comprehensive energy policy through training and capacity with the West African Power Pool
	• Trade and Customs	M&E of Program implementation	Develop and Implement trade capacity building initiatives	Ongoing	Commission/Member State	N/A		✓	N/A	Capacity building in long term decision making tool in the trade sector in the region	Capacity gaps within the trade and customs department	Training and capacity building through workshops, seminars to Member States
	• Industrialization	Program development and management	Develop a training mechanism through workshop, conferences, seminars, etc.	Ongoing	Member State	N/A		✓	N/A	Support training, information and sensitization programmes on the regional competition policy	Implementation and actualisation of a regional competition policy	Training and capacity building on competitiveness
	• Social Development	• Coordination	Strengthen Drug Law Enforcement capacity and coordination in the Region	Ongoing	Commission/Member State	N/A	✓	✓	N/A	Strengthen the Commission's capacity to implement its policy on drugs	Coordination efforts to implement and enforce drug policies in the region	Provide training and capacity building to staff in the institutions and member states -Workshops and seminars to strengthen drug enforcement laws in the sub-region
		• M&E of Program implementation	Empower the ECOWAS Staff, members of national Inter-ministerial Committees, law enforcement officers, and leaders of civil society organisations									
		• Program development and management	Develop the Commission's capacity to mainstream issues on gender into ECOWAS policies, objectives, projects and institutions	Ongoing	Commission	N/A		✓	N/A	Increase the Commission's capacity on gender mainstreaming	Integration of gender based policy into projects and programmes	Capacity building workshops and seminars to strengthen and implement gender policies in the region
		• Program development and management	Facilitate the development and adoption of Youth Development Policies and Strategic Action Plan in member states	Ongoing	Commission/Member State	N/A		✓	N/A	Development of a comprehensive Youth Action Plan	Design and development of a Youth Action Plan	Capacity building workshops and seminars to develop and implement the policy on youth development the sub-region

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects		Scope/ Coverage	Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status		Planned	Realized		Financing Gap		Capacity Gap	Proposed Means of Intervention
							REC	External				
	• Regional Integration and Support to Member States	Program development and management	Develop and adopt a regional exchange rate mechanism in collaboration with the West Africa Monetary Agency	Ongoing	Commis-sion/Member State	N/A	✓	✓	N/A	Enhance the capacity of the Commission to establish a single currency zone	Integration implementation and mechanism in the Commission and among member states	Engage with political leaders to foster regional integration by continuously cultivating political support at the highest level.
		• Technical Appraisal • M&E of Program implementation	Facilitate implementation of the harmonised migration policies and procedures across member states	Ongoing	Commis-sion/Member State	N/A		✓	N/A	Enhance the capacity of the Commission to coordinate the policy on free movement of people		
	• Private Sector Development	Program development and management	• Develop the structure and map of the Private Sector in ECOWAS • Promote Public-Private Partnership development	Ongoing	Commission	N/A		✓	N/A	Enhance the capacity of the Commission to coordinate and promote private sector development in the region	Synergy between the public and private sector	Inclusion of the private sector in the region through seminar consultations, workshops and meetings
	• Peace and Security	Program development and management	Provide training assistance within the Conflict Prevention Management	Ongoing	Commission	N/A	✓	✓	N/A	Strengthens the capacity of the Commission to respond to insecurity in the region	Capacity gaps to implement conflict prevention mechanisms in the region	Training and capacity building within the Peace and Security department
		Coordination	Strengthen the training pillars of the ECOWAS Standby Force, ECOWAS Institutions, Member States and Civil Society Organizations for the prevention and resolution of conflicts in the region	Ongoing	Commis-sion/Member State		✓	✓		Strengthens the capacity of the Commission to safety and security in the region	Capacity gaps to implement conflict prevention mechanisms in the region	Training and capacity building within the Peace and Security department

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects		Scope/ Coverage	Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status		Planned	Realized		Financing Gap		Capacity Gap	Proposed Means of Intervention
							REC	External				
III	KNOWLEDGE-BASED CAPACITY	• Existence of strategy and policy • Effectiveness of system • Efficiency of system • Utility of system										
	• Internal Knowledge Management System • Regional Knowledge Sharing Mechanisms	Utility system Knowledge management centre	Interventions to link info-evidence base with polices and planning	Being implemented	Secretariat					Knowledge applied in planning	Loss of institutional memory	Comprehensive strategy and roll-out plan
IV	PROGRAM DEVELOPMENT AND MANAGEMENT CAPACITY	• Program development and management • Coordination • Technical appraisal • M&E of program implementation										
	• Agriculture, Food and Nutrition Security	Program development, implementation and coordination	2011-15 IGAD-ISP	Being revised	Secretariat, Specialized institutions & member states	138.69	42.89		95.8	Private Sectors and entrepreneurs involved	More resources needed	African resource mobilization
	• Economic Cooperation and Integration and social development	Program development, implementation and coordination	2011-15 IGAD-ISP	Being revised	Secretariat, Specialized institutions & member states	66.34	28.42		66.34	Ö	More resources needed	African resource mobilization
	• Peace and Security	Program development, implementation and coordination	2011-15 IGAD-ISP	Being revised	Secretariat, Specialized institutions & member states	68.46	20.57		47.89	Work with AU institutions	More resources needed	African resource mobilization

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects		Scope/ Coverage	Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status		Planned	Realized		Financing Gap		Capacity Gap	Proposed Means of intervention
							REC	External				
	• Corporate Development Services	Program development, implementation and coordination	2011-15 IGAD-ISP	Being revised	Secretariat, Specialized institutions & member states	6	5.6		0.6	Support the Secretariat with CD related services	Restructure to host and coordinate CD programs	Institutionalize CD within Secretariat structure

SOUTHERN AFRICAN DEVELOPMENT COMMUNITY (SADC)

Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects		Scope/ Coverage	Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
		Activity	Current Status		Planned	Realized		Financing Gap		Capacity Gap	Proposed Means of intervention
						REC	External				
INSTITUTIONAL DEVELOPMENT CAPACITY	• Adequacy • Effectiveness • Efficiency										
• Organizational Structure	Adequate	Institutional Capacity Development programs (ICDP)	Ongoing	Secretariat			€50 million	Ad-equately funded	Organizational structure and roles aligned	Structures of Other SADC institutions and Centers strengthened and aligned	Be a part of On-going institution reform
• Staffing and Skills Mix	Efficient	Recruiting policies in place	Completed	Secretariat			✓	✓	Skills mix during the Institutional reforms	Workforce in terms of skills and number of employee aligned with the SADC vision	Be a part of On-going institution reform
• Management and Administration	Effective	Enhancing process and procedures for human, financial systems	Ongoing	Secretariat			✓	✓	Financial procedure, management and control in place	Systems regarding utilizing fully the potential of worker need to be enhanced	Be a part of On-going institution reform
• HR Management	Effective	Human capacity needs assessed	Completed	Member states			✓	✓	Study completed	Quantifiable plan for institutional memory, skills and human development, leadership development is required	Be a part of On-going institution reform

Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects		Scope/ Coverage	Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
		Activity	Current Status		Planned	Realized		Financing Gap		Capacity Gap	Proposed Means of intervention
						REC	External				
• Performance Management	Effective	Performance Contract and staff appraisal policy in place.	Implemented	Secretariat			✓	✓	Policies implemented	Accountability and reporting mechanism to be enhanced	Be a part of Ongoing institution reform
• Strategic Planning	Effective	Key SADC strategies are being reviewed implemented RISDP, SIPO, Tripartite, RIDMP	Ongoing	Member states and secretariat				Member states and DP contribute.	Annual operation plan well-funded	Long-term and sustainable resource mobilization	DRM strategy fully implemented
• Resource Mobilization	Planned	SADC has resource mobilization strategy and begun engaging private sectors	Ongoing in part	Secretariat as well as member states and key stakeholders				Resource requited	Strategy in place and linkages with Private Sector built	Institutional framework to mobilize local resources	DRM strategy fully implemented
SYSTEMS, PROCESSES, PROCEDURES AND PRACTICES CAPACITY	• Availability of Policy Framework and Operations Guidelines • Effectiveness • Efficiency										
• Financial Management System	Effective	Financial management system in place	Ongoing	Secretariat					Financial systems in place	Replicated to member states and SAD institutions and Centers	Be a part of Ongoing institution reform
• Records Management System	Established	Data management is priority in each directorate	Ongoing	Secretariat					ICT strategy designed and facts guide book is published annually	A need of integrated Information management systems	ICT fully implemented
• Communication System	Effective	Use of media to create awareness, website, and forums	Ongoing	Secretariat and member states					Establishment of Centers of Services	Emphasis be placed at participatory communication	Communication strategy designed and implemented
• IT System	Established	IT strategy in place	Ongoing	Secretariat and member states					ICT strategy designed	Common and robust system linking both Secretariat and Member states is required	ICT and statistics strategies are fully implemented
• M&E System	Effective	M&E system is being implemented	Ongoing	Secretariat					M&E and reporting systems in place	Common and robust system linking both Secretariat and Member states is required	Designing and implement a Common and robust system

Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects		Scope/ Coverage	Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
		Activity	Current Status		Planned	Realized		Financing Gap		Capacity Gap	Proposed Means of intervention
						REC	External				
KNOWLEDGE-BASED CAPACITY	• Existence of strategy and policy • Effectiveness of system • Efficiency of system • Utility of system										
• Internal Knowledge Management System • Regional Knowledge Sharing Mechanisms	System in place	Establishment of Centers of Excellence	Ongoing	Secretariat and member states					Number of researches conducted and used to inform planning and decision-making processes Data centre established	Efficient and systematic mechanism is needed	Design and implement Knowledge management strategy
PROGRAM DEVELOPMENT AND MANAGEMENT CAPACITY	Program development and management • Coordination • Technical appraisal • M&E of program implementation										
• Agriculture, Food and Nutrition Security	Program designed and implemented	Harmonization of policies, ratification of policies, communication, and data management in place	Ongoing	Secretariat and member states					Policies and regulatory are in place.	Adequate financial and human resources, and coordination framework	Harmonize policies and institutional capacity building, resource mobilization
• Infrastructure Development	Programs development	Strategy include Energy, Tourism, Transport, ICT, Meteorology and Water sectors	Ongoing Phase 1	Member states and Secretariat	US$63.95 billion.			Largely externally funded	Comprehensive strategy in place	Adequate financial and human resources, and coordination framework	Harmonize policies and institutional capacity building, resource mobilization
• Trade and Customs	Program developed and implemented	Toward a common custom under way through Tripartite program	Ongoing	Member states and Secretariat					A well-developed intra-REC trade	Adequate financial and human resources, and coordination framework	Mobilize resource, align human and skills to match up with the demand; and integrate SADC programme with the member states' strategic plans

Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects		Scope/ Coverage	Financing of Intervention					Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
		Activity	Current Status		Planned	Realized		External	Financing Gap		Capacity Gap	Proposed Means of intervention
						REC						
• Industrialization	Between planning and implementation	Harmonization, institutional and human capacity building communication training, database, developing strategies and programs	Being revised							Policies and regulatory are in place	Adequate financial and human resources, and coordination framework	Harmonize policies and institutional capacity building, resource mobilization
• Environment, Water Resources and Climate Change	Program developed and implemented	Harmonization, institutional and human capacity building communication training, database, developing strategies and programs	Being revised	Member states/Specialized institutions						Policies and regulatory are in place	Adequate financial and human resources, and coordination framework	Harmonize policies and institutional capacity building, resource mobilization
• Social Development	Program developed and implemented	Harmonization, institutional and human capacity building communication training, database, developing strategies and programs	Ongoing	Member states and Secretariat						A number of regional polices such as on labour, communication quality of education in place	Adequate financial and human resources, and coordination framework	Mobilize resource, align human and skills to match up with the demand; and integrate SADC programme with the member states' strategic plans
• Regional Integration and Support to Member States	Program developed and implemented	Harmonization, institutional and human capacity building communication training, database, developing strategies and programs	Ongoing	Secretariat, Specialized institutions & secretariat						Policies and regulatory frameworks are in place	Adequate financial and human resources, and coordination framework	Harmonize SADC key programs with national strategic plans. Institutional building of the SADC National Contact Points
• Private Sector Development	Program developed and implemented	Strategy in place	Ongoing	Member states and Secretariat						Private Sector/ Business Forum and associations are in place	A full engagement of is vital	Private Sector Strategy fully implemented

Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects		Scope/ Coverage	Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015–2030	
		Activity	Current Status		Planned	Realized		Financing Gap		Capacity Gap	Proposed Means of intervention
						REC	External				
• Peace and Security (SIPO)	Program developed and implemented	Harmonization, institutional and human capacity building communication training, database, developing strategies and programs framework, good governance and political framework to promote peace and security.		Member states and Secretariat					Conducive Political environment created and maintained in the region.	Adequate financial and human resources, and coordination framework	Harmonize SADC key programs with national strategic plans; Institutional building of the SADC National Contact Points'

UNION DU MAGHREB ARABE (UMA)

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC • Adequacy • Effectiveness • Efficiency	Ongoing Capacity Development Programs and Projects — Activity	Current Status	Scope/ Coverage	Financing of Intervention — Planned	Realized — REC	Realized — External	Financing Gap	Result of Intervention (Outcomes & Impact on REC Performance)	Capacity Gap	Proposed Means of Intervention
I	INSTITUTIONAL DEVELOPMENT CAPACITY											
	• Organizational Structure	Structure does not respond to strategic focus areas	Staff establishment consists of experts from each of the 5 member states	Ongoing-per status quo	AMUUMA Secretariat	Continued financing by member states of the 5 experts			Member States need to increase Support	Increased Efficiency	Need for a skills-match based staffing aligned to strategic focus area	Through M-CDP, Mobilize technical and financial resources
	• Staffing and Skills Mix	Most of the staff are seconded diplomats, not technical experts	AfDB is providing technical assistance	Ongoing	REC & member States				Development Partner Funding required	Increased Efficiency	Need for a skills-match based staffing aligned to strategic focus area	Through M-CDP, Mobilize technical and financial resources
	• Management and Administration	Need for a Deputy Secretary General for Programmes & Institutional issues	Leadership Training required		AMUUMA Secretariat					More efficient management and administration systems	No support structure for the Executive Secretary in relation to Institutional issues	
	• HR Management	Adequate			AMUUMA Secretariat	N/A			Stronger HR Management Team		more professional staff to handle the sectoral programmes	M-CDP to provide resources (technical /financial) for Better HR Management
	• Performance Management	No clear performance appraisal policy			REC	N/A			No HR Policy			

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects		Scope/ Coverage	Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status		Planned	Realized		Financing Gap		Capacity Gap	Proposed Means of intervention
							REC	External				
	• Strategic Planning	No centralized function for Strategic Planning			REC	N/A			No centralized SP Function			
	• Resource Mobilization	Inadequate			REC & Member States				No centralized RM function and there is a thin base of development partners		Centralized Resource mobilization function to widen resource base	M-CDP to assist in inter REC Exchanges on the SADC Resource Mobilization Strategy as a commendable function
II	SYSTEMS, PROCESSES, PROCEDURES AND PRACTICES CAPACITY	• Availability of Policy Framework and Operations Guidelines • Effectiveness • Efficiency										
	• Financial Management System	In place										
	• Records Management System	In place Funded by AfDB	Organisation and computerization of records	Ongoing					Expand to Member States	Streamlined records management	Need to extend to Member States Focal Ministries to track and monitor regional programmes	AfDB to extend financial assistance for this exercise
	• Communication System	In place Funded by AfDB		Ongoing					No link to Member States	Streamlined records management	Communication strategy (REC and Member States level)	Development of this strategy linked to member states
	• IT System	In place							N/A			
	• M&E System	Not Centralized/ Institutionalized							No link to Member States		Online M&E System required	Development of this system linked to member states

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects			Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status	Scope/Coverage	Planned	Realized (REC)	Realized (External)	Financing Gap		Capacity Gap	Proposed Means of intervention
III	KNOWLEDGE-BASED CAPACITY	• Existence of strategy and policy • Effectiveness of system • Efficiency of system • Utility of system										
	• Internal Knowledge Management System • Regional Knowledge Sharing Mechanisms	• Availability of Records management system • No regional knowledge sharing mechanism	Manual and Computerized internal records system	Ongoing	REC						Need to institutionalize Knowledge Management and regional Exchanges	RECs Knowledge Management Resource Centre (RKMRC)
IV	PROGRAM DEVELOPMENT AND MANAGEMENT CAPACITY	• Program development and management • Coordination • Technical appraisal • M&E of program implementation										
	• Agriculture, Food and Nutrition Security	Programme development	Sub-regional Action Plan to Combat Desertification (SRAP/CD)	Completed	AMUUMA (Secretariat Funding)					Combat Desertification	De-link between Food Security and Desertification	Need for stronger link with CAADP (NEPAD to Assist)
	• Infrastructure Development	Capacity Development	Capacity Building Project- AfDB	Initial Phase	US $8.6 million			Member States		Better M&E for Infrastructure Projects	Linking Infrastructure to Agriculture Projects	Better Planning and Mobilization of Resources
	• Trade and Customs	Customs Union Treaty signed but not implemented	N/A									
	• Industrialization	Support to Member States not in place	N/A									
	• Environment, Water Resources and Climate Change	Capacity Development in Environmental Sector	5 year Green Belts against Desertification	Ongoing	Funding by WWF			Member States		Eco-region conservation at a landscape level	Ownership by Secretariat	More resources needed for Maghreb Desertification Programmes

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects		Scope/ Coverage	Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status		Planned	Realized		Financing Gap		Capacity Gap	Proposed Means of intervention
							REC	External				
	• Social Development	Programme Development	Strengthening of the role of civil society in combating desertification funding by IFAD	Completed	USD 75 000			REC and Member States		Implement innovative techniques for combating desertification and restoring degraded areas		Raise more multi-stakeholder awareness
	• Regional Integration and Support to Member States	Not in place due to political divisions		N/A							Increased inter-REC Knowledge Exchanges	Institutionalised inter-REC Knowledge Exchanges facilitated by NEPAD Agency
	Private Sector Development	Not in place		N/A								
	Peace and Security	Inadequate due to member States divisions		N/A							Arab Spring revolutions left a leadership gap in some of the Member States	M-CDP to assist UMA link with the African Peace and Security Architecture (APSA) like SADC is currently doing