

STRENGTHENING THE INSTITUTIONAL CAPACITY OF COMMON MARKET FOR EASTERN AND SOUTHERN AFRICA (COMESA)



AFRICAN UNION CAPACITY DEVELOPMENT SUPPORT PROGRAMME TO RECs (M-CDP)



COMMON MARKET FOR
EASTERN AND SOUTHERN AFRICA



NEPAD
TRANSFORMING AFRICA

NEPAD AGENCY of the AFRICAN UNION
CAPACITY DEVELOPMENT DIVISION
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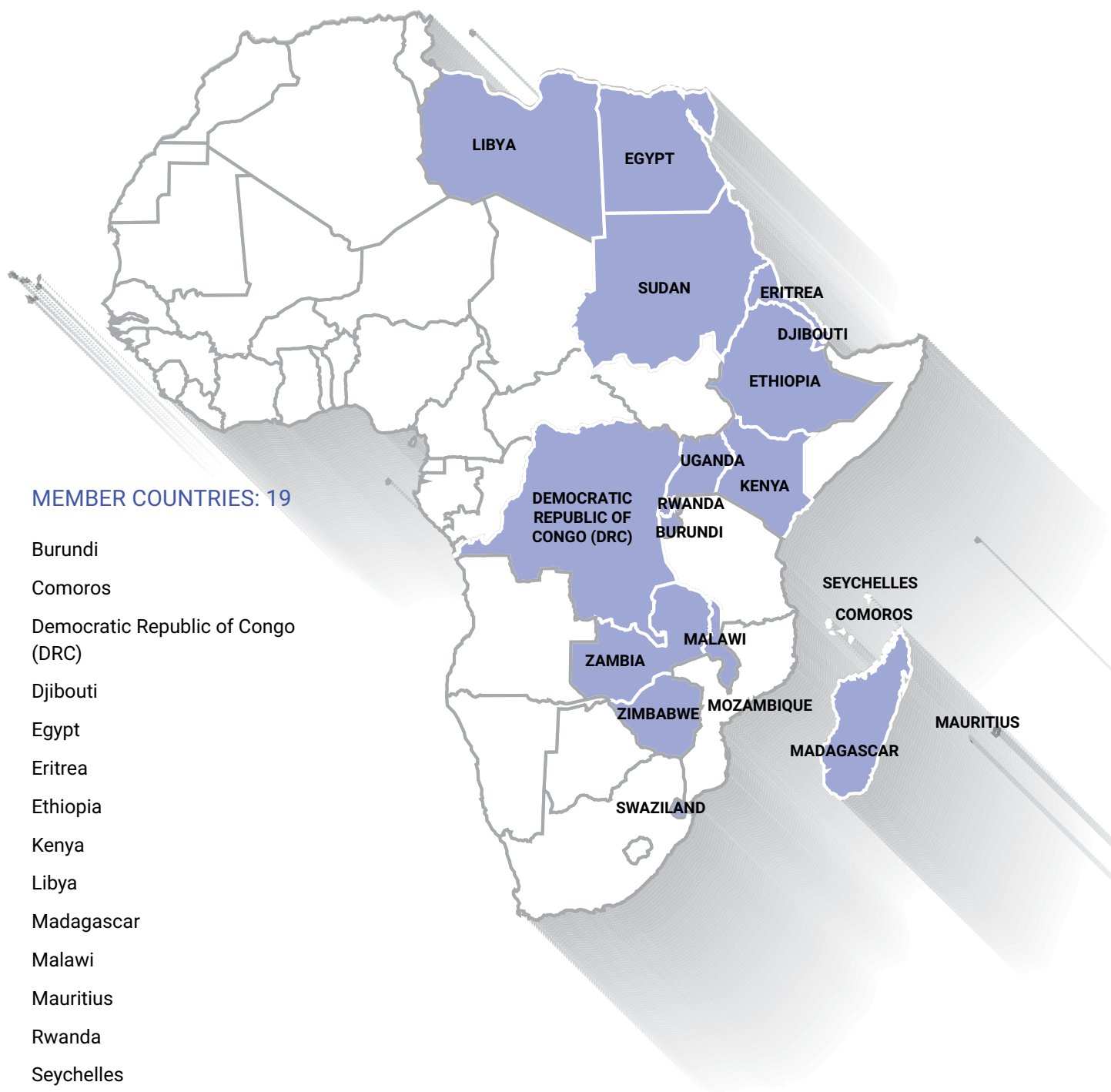
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COMMON MARKET FOR
EASTERN AND SOUTHERN AFRICA





MEMBER COUNTRIES: 19

Burundi

Comoros

Democratic Republic of Congo
(DRC)

Djibouti

Egypt

Eritrea

Ethiopia

Kenya

Libya

Madagascar

Malawi

Mauritius

Rwanda

Seychelles

Sudan

Swaziland

Uganda

Zambia

Zimbabwe



**COMMON MARKET FOR
EASTERN AND SOUTHERN AFRICA**

Acronyms

AAMP	Africa Agricultural Markets Program
ACBF	African Capacity Building Foundation
ACTESA	The Alliance for Commodity Trade in Eastern and Southern Africa
ACP	African Caribbean and Pacific Region
AEC	African Economic Community
AfDB	African Development Bank
APDev	Africa Platform for Development Effectiveness
ASYCUDA	Automated System of Customs Data and Management
ATI	African Trade Insurance Agency
AU	African Union
AUC	African Union Commission
CAADP	Comprehensive Africa Agriculture Development Programme
CCIA	COMESA Common Investment Area
CCJ	COMESA Court of Justice
CD	Capacity Development
CDSF	Capacity Development Strategic Framework
CDSM	Capacity Development Mapping and Scoping
CIDA	Canadian International Development Agency
CMI	COMESA Monetary Institute
COMESA	Common Market for Eastern and Southern Africa
CVTFS	COMESA Virtual Transit Facilitation System
DFID	Department for International Development
DRC	Democratic Republic of Congo
EAC	Eastern African Community
EU	European Union
FEMCOM	Federation of National Associations of Women in Business in the Common Market for Eastern and Southern Africa
FDI	Foreign Direct Investment
FTA	Free Trade Area
GDP	Gross Domestic Product

GIZ	German Technical Corporation
IGAD	Intergovernmental Authority and Development
IOC	Indian Ocean Community
LDCs	Least Developed Countries
LLPI	Leather and Leather Product Institute
M-CDP	Multi-agency Capacity Development Support
M & E	Monitoring and Evaluation
M & S	Mapping and Scoping
MDGs	Millennium Development Goals
MTSP	Medium Term Strategic Plan
NDP	National Development Plans
NEPAD	New Partnership for African Development
NTB	Non-Tariff Barriers
OSPB	One Stop Border Post
PTA	Preferential Trade Area
RECs	Regional Economic Communities
RIA	Regional Investment Agency
RISP	Regional Integration Support Programme
SADC	Southern African Development Community
UNCTAD	United Nations Conference on Trade and Development
UNECA	United Nations Economic Commission for Africa
SADCC	Southern African Development Co-ordination Conference
SAPP	Southern African Power Pool
SARDC	The Southern African Research and Documentation Centre
SBA	SADC Bankers Association
SEAC	SADC Electoral Advisory Council
SEG	SADC Employers Group
SIPO	Strategic Indicative Plan for Organ
SPSBSO	SADC Private Sector Business Self-Help Organizations
UNDP	Nations Development Programme
UNECEA	United Nations Commission for Africa
WIDSAA	Women in Development in Southern Africa Awareness

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Victoria Falls, on the Zambezi River at the border of Zambia and Zimbabwe.
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PART ONE

EXECUTIVE SUMMARY

1. Introduction and Background

The African Union (AU) has prioritized the capacity enhancement of its key institutions including the Commission, NEPAD, Regional Economic Communities (RECs) and organs in advancing Africa's renewal. This is amidst increasing demands on the AU and the need to accelerate the implementation of the Continent's regional integration agenda in line with the Abuja Treaty and the Sirte Declaration. To support the AU's capacity development objective towards realizing Africa's transformation through system-wide capabilities, the 14th Assembly of the AU of February 2010 endorsed the Capacity Development Strategic Framework (CDSF), as Africa's policy reference and common approach to address capacity constraints. It is against this backdrop that in 2010, the African Union Commission (AUC) and NEPAD Planning and Coordinating Agency (NEPAD Agency) launched a Multi-agency Capacity Development Support for RECs (M-CDP) targeting the enhancement of the human, institutional and knowledge-based capacity to enhance the delivery of regional integration. This expanded multi-agency programme seeks to

implement the 2004 Decision of NEPAD Heads of State and Government Implementation Committee (HSGIC), which underscored the need to prioritize the capacity needs of RECs and requested ACBF to support the AUC and NEPAD with an assessment. It also builds on the capacity needs survey conducted in 2006. In March 2013, the African Union Commission and the Regional Economic Communities (RECs) held a high level retreat that was chaired by the Chairperson of the AU Commission. At that meeting, the issue of capacity development was among the priority items discussed. In this context, it was decided that a Capacity Development Mapping and Scoping exercise would be undertaken with the RECs. Working in that spirit, the NEPAD Agency, with the support of a Multi-Agency team and the active collaboration of the RECs, coordinated the preparation of a mapping and scoping exercise with the RECs at the end of 2013. This document is therefore a report of the mapping and scoping exercise that was undertaken at COMESA.

2. Objectives, Duration and Methodology of the Survey

Overall, the mapping and scoping has 3 main and broad objectives as follows:

- Ground truth key areas of AU CD Support to RECs and its Capacity Development Strategic Framework (CDSF) focusing on potential to enhance capacities for regional integration;
- Take stock of what has worked and not worked in terms of strategy, approach, content and partnerships in order to come up with a concrete Implementation Plan using evidence;
- Assist AUC, NEPAD, RECs and partners in the process of developing a clear understanding the scope and lessons on capacity development initiatives in RECs through (a) a review and analysis of completed CD initiatives and (b)

a mapping of current CD programmes and projects across the RECs.

Specific Objectives of Scoping Study are to:

- a. Map current and previous medium to large scale capacity development interventions in RECs and at a regional level;
- b. Identify main actors and partners supporting the interventions;
- c. Map out the main areas of focus and assess impact based on stakeholder views;
- d. Identify key outstanding CD areas that have not been addressed including policy, human resources, systems and processes, as well as, facilities;

- e. Take stock of all previous CD assessments and ascertain the presence of any planned in the near future;
- f. Track follow-up action plans and programmes from previous CD assessments as well as the implementers;
- g. Identify the key areas of opportunity and the main barriers or challenges to developing a shared and integrated CD Strategy and Programme for RECs;
- h. Identify opportunities and make recommendations as to how the MCDP can, both in its first three years and beyond, contribute to improve capacity for regional integration;
- i. Identify overall strengths and weaknesses in the RECs focusing on the capacity to deliver their core mandate and serve as the building blocks for regional integration.

The CD M & S mission was planned and coordinated by The NEPAD Agency with support from the Multi-Agency CD team (AU C, UNECA and UNDP and later joined by ACBF). The nature of the M & S exercise required that a flexible systems approach be used for information collection, consultation and analysis. A combination of desk reviews, questionnaire administration and strategic interviews with key COMESA management and staff was also undertaken.

3. Brief Highlights of COMESA

The Common Market for Eastern and Southern Africa was established in 1994 to replace the Preferential Trade Area (1981). It is one of the major Regional Economic Communities considered as the building blocks of the African Economic Community as defined in the Abuja Treaty. COMESA launched a customs union in 2009 and plans to become a Common Market by 2015 and a Monetary Union in 2018.

The regional bloc currently comprises 19 member countries (Burundi, Comoros, Democratic Republic of Congo (DRC), Djibouti, Egypt, Eritrea, Ethiopia, Kenya, Libya, Madagascar, Malawi, Mauritius, Rwanda, Seychelles, Sudan, Swaziland, Uganda, Zambia, and Zimbabwe). The estimated population of over 460 million; combined GDP of over USD 588 billion makes COMESA potentially one of the largest market blocs in Africa.

COMESA's mandate is to promote regional trade and investment, customs management, transport and trade facilitation, monetary and financial issues. In addition, it aims to endeavour to achieve sustainable economic and social progress in all member states through increased co-operation and integration in all fields of

development.

COMESA is at a critical juncture in its integration process. A decade and half of efforts to promote regional trade and investment have borne fruit in a range of areas – from customs management, transport and trade facilitation to project finance, institutional development, technical co-operation and capacity building. Progress has also been made in policy coordination and cooperation in the productive sectors. COMESA is now poised to consolidate its gains and embrace new opportunities. In this respect, the launching of the Customs Union in 2009 was an important milestone. Its successful implementation will demand exceptional focus and commitment from Member States, all COMESA organs and stakeholders.

The key productive sectors are agriculture, industry and services. COMESA as a whole, compared to the other seven Regional Economic Communities (RECs), makes up a relatively large proportion of Africa's economy: 32.7 percent of total Gross Domestic Product (GDP) and 37.4 percent of total agricultural GDP on average in 2003–2011.

4. Commendable Practices and Achievements of COMESA

COMESA has made notable progress towards establishing a common and regional market in the sub-

region it operates. Below are some of the more recent achievements and initiatives of COMESA:

- a. 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;
- b. Introduced the Chirundi One-Step Border Post (OSPB) 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 OSPB 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;
- c. Launched a Customs Union in June 2009 and plans to progress to a Common Market by 2015, and a Monetary Union by 2018;
- d. 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;
- e. Launched the Tripartite Free Trade Area signed June, 2015 in Sharm El Sheikh, Egypt;
- f. 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;
- g. COMESA carried out onsite training and off site training of a total 125 Member States experts in various statistical clusters.
- h. COMESA has been implementing an Infrastructure Statistical Capacity Building Program among its member states since 2009. The overall objective of COMESA infrastructure statistical development initiative is to ensure



Farming in Kenya
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that infrastructure statistical data gathering and dissemination activities are mainstreamed into the national statistical system.

- i. 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;
- j. COMESA developed an M & E policy involving the Secretariat, Institutions and Member States as well as a 24/7 M&E Online System which was

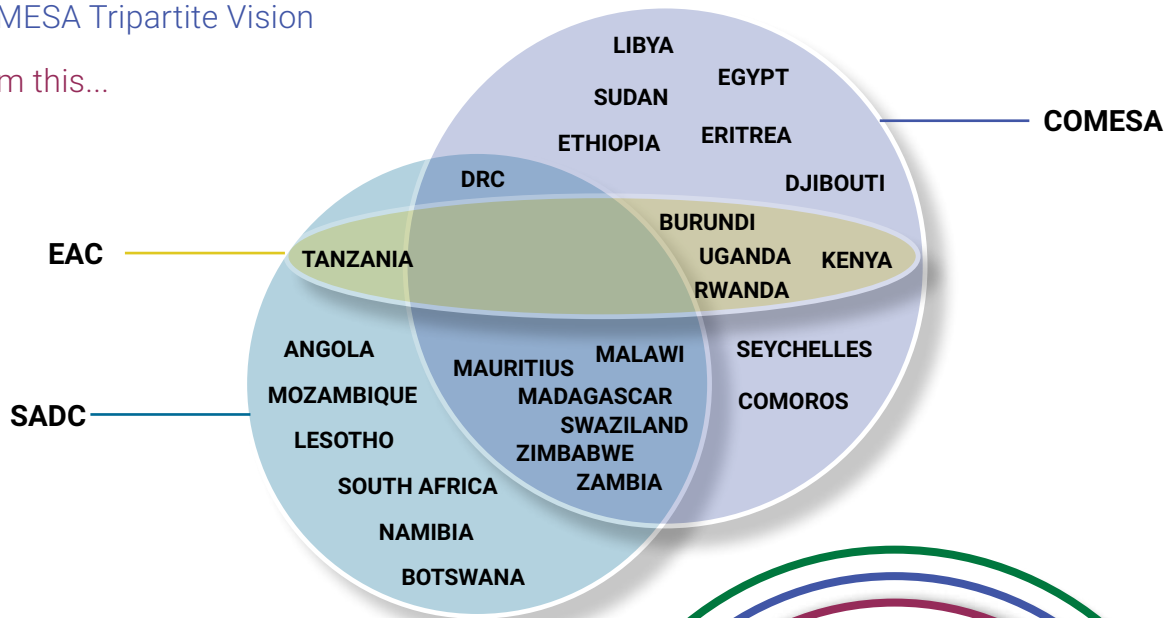
developed to enable reporting on the status of regional integration by the Secretariat, Member States and COMESA Institutions; and

- k. The Tripartite framework was born out of a realization that the regional integration processes of COMESA, EAC and SADC were similar and in some cases identical; thus of the (19) Member States of COMESA, (8) are also members of SADC and (4) are Partner States of the EAC. Of the (15) Member States of SADC, (1) is a Partner State of EAC.

The graphic below shows the process/the vision of the Tripartite Process:

COMESA Tripartite Vision

From this...



To this...

COMESA Tripartite Vision

First **FTA**

then a **Customs Union**

and eventually a **Common Market**



5. Highlights of Priority Ongoing CD Initiatives/Interventions at COMESA

From the analysis of data collected, COMESA through its Secretariat and multiple agencies has engaged in various CD activities to achieve its mandate. COMESA CD initiatives and activities (past, current and future/planned) are summarised below in the various sectors of CD initiatives, the scope of these initiatives, as well as, the funding partners.

COMESA's past and current CD activities and initiatives are in line with Secretariat's strategic pillars of regional integration through trade. To this end, below is a summary of the focus areas where some of COMESA's CD activities have been focussed on:

- a. COMESA Business Council;
- b. Trademark activities;
- c. Regional Integration Support;
- d. Trade Development and Promotion;
- e. Africa Agricultural Markets Programme;
- f. Enhancing Procurement Reforms & Capacity Projects;
- g. Capacity Building for Public Procurement Reforms in COMESA;
- h. Capacity Building for conflict prevention and Peace Building;
- i. ICT policy and Regulatory Harmonization Programme;
- j. Developing COMESA's M&E Capacity to Monitor MTSP Implementation;
- k. HIV and AIDS Multi Sectoral Programme; and
- l. The Hub & Spokes Project on Trade Policy formulation and negotiation.

These CD activities and initiatives mentioned above have the following for objectives:

- a. To improve incomes from agriculture, promote food security and nutrition in member states through Agricultural trade promotion; Marketing Information; improved Sanitary and Phytosanitary systems;
- b. To support regional trade development (strengthen COMESA Business Council and FEMCOM; to strengthen regional

trade information system; to support trade development in leather sector);

- c. Develop capacity in Public Procurement among member States; Harmonize Public Procurement laws and regulations;
- d. To enhance the capacity of COMESA and other RECs in conflict prevention and peace building; and
- e. 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; strengthen the alignment of national M&E systems with the MTSP M&E system for key regional priorities and outcomes.

COMESA's current and past CD activities and initiatives have been geared towards regional integration through trade. From the above listing of some of the CD activities and initiatives, the focus has been on trade facilitation to remove trade barriers, improve the business environment in the sub-region and promote knowledge sharing.

In the light of COMESA's progression to a common Market by 2015 and a Monetary Union by 2018, some of the future CD activities and initiatives are geared towards regional integration. COMESA future CD activities and initiatives are in the following sectors:

- a. Implementation of the COMESA Restructuring;
- b. Strategic Planning, Monitoring and Evaluation;
- c. COMESA Energy Policy Framework;
- d. Trade in services and Free Movement of Business persons;
- e. Agriculture Programmes – CAADP;
- f. Standardization and Quality Assurance;
- g. COMESA Business Council;
- h. Post Conflict Reconstruction and Development;
- i. Peace and Security Early;
- j. Gender and Social Affairs; and
- k. Implementation of the Tripartite Free Trade Area signed June, 2015 in Sharm El Sheikh, Egypt.

The future CD activities and initiatives of COMESA are set in the light of COMESA's MTSP. The MTSP focuses on addressing issues that are affecting the sub-region such as poverty, education, public health, children's welfare, gender and equal opportunities. The future CD initiatives and activities are driven by the six priority areas of the MTSP: removing barriers to trade, building productive capacity for global competitiveness, addressing supply side constraints related to infrastructure, peace and security, cross-cutting issues and institutional development.

Furthermore, COMESA Member States have approved the report on the staff restructuring of the COMESA Secretariat. The report which has been done by external

consultants proposes to rationalize staffing levels including those of COMESA Institutions to a level whose costs Member States can manage. The process aims at improving efficiencies and processes, capacity development and the modernization of COMESA systems and procedures.

COMESA's regional integration strategy is based on the setting up of regional policies aimed at transforming the region into a single market and facilitating the integration of its Member States into the global economy. For the Secretariat to remain on track to achieve its objective, the organisation needs to look at its structure to ensure that it remains relevant and can address the challenges that it faces in line with the changing environment.

6. Additional Findings and Analysis

COMESA through its Secretariat and multiple institutions and agencies has engaged in various CD activities to achieve its mandate as highlighted above. In addition to the above, the mapping and scoping exercise documented the nature, scope and focus areas of the CD activities and initiatives in COMESA. The nature, scope and focus areas of present, past and future CD activities and initiatives are analysed below.

- a. From the analysis conducted from the M & S revealed that COMESA, it was found that these CD activities targeted the following capacity development dimensions:
 - i. Institutional Strengthening;
 - ii. Human Capacity;
 - iii. Knowledge and Information;
 - iv. Systems and Process; and
 - v. CD Policy Environment.
- b. Through analyses of the various types of CD activities and initiatives that the M & S team documented, some trends emerged in terms of various CD dimensions targeted through interventions. Past and current CD interventions were aimed at institutional strengthening (35%), followed by knowledge and information (22%), human capacity (17%), systems and processes (13%) and CD Policy environment (13%).
- c. A majority of CD interventions were targeted to help the Member States with 61%, and

the Secretariat Level receiving 39%. This information fits well with COMESA's strategy of regional integration, as the Member States will be the vehicle driving the policies and frameworks of implementing COMESA's Regional Strategic Plan documents towards a common market and custom union.

- d. The future CD focus areas of COMESA at the time of the M & S show that human capacity (32%) emerges as a high area of focus of CD interventions, followed by institutional strengthening (18%) knowledge information (18%), CD policy environment (18%) and systems and processes (14%) that all retained the same level of target.
- e. COMESA's future CD initiatives and activities at the time of the M & S seem to indicate that 65 % will be targeting the Member States and 34% will be targeting the Secretariat. This information fits well with COMESA's strategy of regional integration as Member States will be the driving force to implement COMESA's regional integration.
- f. A trend emerging from COMESA's funding portrays that established positions within the Secretariat are funded by Member States and the non-established ones under donor support.
- g. Furthermore, from the M & S exercise, staffing levels within COMESA Secretariat shows that professional and mid-level staffing is about 58%,

while the support staffs is about 38%.

- h. Apart from funding by the COMESA Secretariat and Member States, majority of CD activities

and initiatives are funded by external partners such as: USAID, COMESA, AfDB, EU, DFID, ACBF, World Bank, EU-Pro-Invest, DBSA, EU - 10th EDF, APSA, Sweden and NORAD.

7. Capacity Development Challenges and Constraints

Despite these successes and achievements of COMESA, there are some broad challenges that the Secretariat is facing. Some of these challenges are listed below:

- a. Shortage of human capacity at the Secretariat to effectively carry out the programmes and activities of COMESA. With the intensification of activities (coordination with ACP Secretariat, AU Mission, and other African RECs based in Brussels over and above the EU partners) the level of staffing is becoming a constraint;
- b. COMESA Member States are acceding on a slow pace of acceding to the FTA, possibly requiring additional technical assistance, including impact assessment studies;
- c. COMESA Member States are yet to finalize

the NTB Regulations and the slow resolution of reported NTBs and imposition of new ones inhibited intra-regional trade;

- d. Some COMESA Member States are yet to accept COMESA certificates of origin. Certificate of origin is a document attached to imported goods or products that gives confirmation of origin of goods.
- e. The budget allocation is inadequate to cover sufficient training requirements and needs for the staff;
- f. The challenge of stronger alignment of strategy, work plans and the budget. The challenge of pursuing Global Best Practices in Human Resource Management.

8. Nature of CD Needs in COMESA

- a. COMESA requires support in strengthening its Monitoring and Evaluation Department, including implementation of the new M & E Policy. In addition, there is the need for strengthening of the M&E and Strategic Planning function;
- b. The M & E department requires support and assistance in terms of resources and support towards preparation of the next MTSP, for the years from 2015 onwards;
- c. COMESA requires assistance to ensure speedy and full implementation of the institutional transformation agenda and also to enhance the capacity in various areas, at the levels of the Secretariat, Institutions and Member States;
- d. COMESA Member States require urgent capacity building support and assistance on various trade, monetary issues, including Rules of Origin and Conformity Standards;
- e. There are some hitches in implementing the

rules of origin under which goods produced within the COMESA member states are entitled to duty free or preferential treatment;

- f. The issue of non-acceptance by Member States COMESA certificates of origin even when these are authentic.
- g. COMESA Member States require capacity development programmes, activities and initiatives to accede to the FTA Resolution of the NTB;
- h. The Secretariat requires institutional and human capacity support to strengthen its human resources management system and practices and the development of a systematic staff growth plan; and
- i. COMESA requires assistance to develop a knowledge management strategy and system to foster exchange of expertise and learning among Member States.

9. Conclusions

The CD mapping and scoping exercise provided a lot of opportunities to note the impressive volume of development/focused work of COMESA in the region. It is important to appreciate the conceptual depth and the professional engagement of the Secretariat in addressing a wide spectrum of issues, opportunities and challenges with respect to the trade and regional integration agenda in the region. The tripartite arrangement is a unique arrangement that augurs well for the future of regional integration in Africa. Bringing three independently set up RECs to strengthen and deepen economic integration through collaboration in the areas of trade, customs and infrastructure, in fact can be an encouraging way forward for the African integration agenda.

Political commitment at the highest level among COMESA Member States is not in doubt. Bold decisions made over the years towards deeper integration can attest to this. The challenge appears to be the ability to

take COMESA decisions through the legislative and or planning and resource allocation processes. Therefore a strategy to address these challenges could focus on capacity development and enhancing the political engagement. In general there exists a challenge regarding the integration of regional programs into National Development Plans (NDPs) of Member States which has led to slow implementation.

The challenge, broadly defined, is one of capacity resources; specifically inadequate capacity “resources” in four interrelated dimensions of institutional, technical, financial and political. A closer analysis also reveals potential challenging points in the decision-to-action continuum that could be addressed as part of a comprehensive strategy for integrating Regional Commitments into NDPs. Where institutional structures exist, performance could be enhanced through greater coordination.

10. Recommendations

Based on the foregoing, this report presents the following recommendations:

Key Responsibility	Lead Responsibility by COMESA	Support by AU/ NEPAD Multi Agency Team	Support by Others
Some Areas For Urgent Support in the Context of Capacity Development and Capacity Strengthening			
Support for a speedy and full implementation of the institutional transformation agenda.	■	■	■
Support to enhance capacity development at the three levels of the Secretariat, Institutions and Member States.	■	■	■
Support to strengthen COMESA's M & E including implementation of the new M & E Policy.	■	■	■
Support towards preparation of the next MTSP, for the years from 2015 onwards.	■	■	■
Harmonize planning, programming and reporting procedures among COMESA institutions – RIA, CCJ, FEMCOM, LLPI, CMI, and Competition Commission.	■	■	■
Recruitment of a team of professionals to manage the day to day activities of the transformation program.	■	■	■
Consider capacity enhancement and approaches for addressing the needs and challenges identified in Section 7 and 8 above.	■	■	■

Key Responsibility	Lead Responsibility by COMESA	Support by AU/NEPAD Multi Agency Team	Support by Others
Support to enhance human capacity: Various departments and units within the COMESA Secretariat structure identified the need for expanded human capacity and skill sets to enable them undertake the important and growing programmes and activities in which the commission is engaged. In addition to expanded human capacity the need for training and capacity building the area of soft skills as well as for refresher and new knowledge capacity development was also strongly highlighted.	■	■	■
Support for enhancement of systems and work processes: There is an opportunity and need to support the Secretariat commitment and work already engaged towards re-engineering its work processes and systems, including IT tools and systems, to new levels of the state-of-the-art and effectiveness	■	■	■
Support to enhance capacity development of member state's focal institutions and persons: These could include developing region-based capacity development models and a CD programme to enhance the capacity of member state's focal institutions and persons in the focus areas of the Commission's agenda	■	■	■
Other Emerging Areas For Strategic Strengthening Of The CD Agenda			
The need to promoting and institutionalize CD planning as a key function in COMESA: The relevance and opportunity for crystallizing and Institutionalizing a CD functional at the central level of the RECs Commission/Secretariat is becoming clearer.	■	■	
Possible establishment of ministries/departments for capacity development in Member States. Consideration regarding possible/eventual establishment of ministries/ departments in member states focusing on CD Strategic Planning and implementation A few African countries have in the recent past, recognised the central and pivotal role of capacity development and processed to creating specific ministries to handle that function.	■	■	
The need for complementary/alternative funding models for CD: The need for an urgent targeted effort to 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. The next generation of CD collaboration will do well to identify creative pathways to addressing this challenge; including pursuing domestic resources mobilisation options. Here also the AU/NEPAD Multi-Agency team (expanded to include ADB, ACBF etc.), working together with the RECs, could engage support on this issue.	■	■	■
Additional ways to promote CDSF implementation			
Transformative Leadership: The current period of COMESA institutional transformation provides an opportunity to design a small project aimed at promoting, describing and institutionalising the core values of transformative leadership. With advocacy and training objectives, targeting the following key groups: a. Youth selection from the region b. Citizens targeted groups c. Civil service organisations and women networks d. Decision makers and decision activators e. Selections of political and community leaders To design an initiate a small project consisting of CD/CDSF seminars and workshops involving the participation of selected educational institutions and other training entities working on issues that are central to the mandate of COMESA.	■	■	

Key Responsibility	Lead Responsibility by COMESA	Support by AU/NEPAD Multi Agency Team	Support by Others
Citizen Transformation: Design and promote grassroots focus awareness for change to promote understanding of awareness, ownership and participation in the keys of work for the Commission and Member States. Such a project could target the grassroots, defined to include the rural poor as well as the urban poor. It could also include the training of key grassroots groups to build exercise and channel effective demands for service delivery and involvement.	■	■	
Using African potential skills and resources: Design a small project aiming at establishing a COMESA roster of qualified/skilled Africans capable of contributing to advance the development agenda in the region in the areas of work for the Commission. Such a directory would aim to include both qualified skilled Africans from the region living on the continent and in the Diaspora.	■	■	
Promoting Awareness and knowledge on the CDSF: A small project to ensure overall promotion of the CDSF paradigms and key values as part of an overall thrust to promote mind-sets shifts that can help unlock Africa's capacity moments in the first decade towards Agenda 2063.	■	■	
Framing the Next Generation of CD Collaboration in the Context of the Continental Institutional Architecture 2015-2025-Towards Vision 2063 African Agenda			
Capacity in all its forms and dimensions often constitute the missing link in Africa's development efforts. Collaboration and support to enhance CD (including the institutional, policy, human capacity, system and processes, knowledge and innovation, etc.) represents a priority area of collaboration for the AU/NEPAD and the RECs. In order to better construct a forward focus vision for a continental institutional architecture to deliver on decade-phases of Vision 2063 African Agenda, it is proposed to consider setting up an AU/NEPAD CD Working Group. Such a Working Group could help to carpenter various out-of-the-box approaches on many aspects of the ways ahead. In constituting such a Working Group the involvement of select African CD practitioners could also be considered.	■	■	



PART TWO

MAPPING AND SCOPING OF CAPACITY DEVELOPMENT INITIATIVES AND INTERVENTIONS OF COMESA

1. INTRODUCTION, RATIONALE AND OBJECTIVE

1.1. Background of the Mission

Although African countries have registered remarkable economic growth in the past decade, weak capacity remains a perennial challenge, which continually constrains the sustainability of growth, development and integration into the global economy and the achievement of the Millennium Development Goals. The experience of the Asian tigers that do not have important natural resource endowments, and yet have achieved rapid and stupendous growth and development because of massive investment in skills and institutional development is a clear testimony that capacity is critical to development. Even in Africa there is evidence that the countries that are making rapid progress in development are not necessarily the resource-rich nations but those which have succeeded in strengthening capacity through all their components and at all levels.

Capacity therefore matters in the development agenda. Without stronger capacities, post-conflict countries and fragile states cannot become capable entities. In addition, low and middle-income countries cannot absorb mobilized resources to accelerate growth and competitiveness to catch up with the developed countries if capacity is not strengthened.

Similarly, resource-rich African countries cannot transform their natural resources into assets for growth, development and well-being of their populations and thus own their development processes if capacity is not strengthened. African countries are diverse in their development needs, but the common denominator among them is weak capacity. Capacity development is therefore an imperative for development in Africa and needs to be at the core of development activities of stakeholders, including governments, development partners, the private sector as well as civil society.

Capacity: The ability of individuals, groups, organizations, institutions and societies to sustainably define, articulate, engage and actualize their vision or developmental goals building on their own resources.

(Source: CDSF Guidance Note 2-Addressing capacity issues in NEPAD Thematic Sectors and Programmes)

Capacity development is critical to future national and regional prosperity. Africa's transformation requires effective, capable national and regional institutions. Notwithstanding the many socio-economic and political challenges that remain on the continent of Africa, capacity development has consciously been made a key priority to her development objectives. As such, NEPAD spearheaded a participatory process resulting in the first ever Africa regional capacity development strategy – the AU-NEPAD Capacity Development Strategic Framework (CDSF), by decision of the 14th African Union Assembly of February 2010.

Capacity Development: "A process of enabling individuals, groups, organizations, institutions and societies to sustainably define, articulate, engage and actualize their vision or development goals building on their own resources and learning in the context of a pan-African paradigm."

(Source: AU-NEPAD CDSF, 2010)

The CDSF is built on six strategic cornerstones, which direct capacity development priorities as defined by Africans. These priorities include leadership and citizen transformation, unlocking Africa's potential, skills and resources for development. The central focus of the CDSF is to achieve better development results by enhancing the capacities of capacity developers and institutionalizing integrated approaches and

evidence-based knowledge and innovation systems for continuous learning and improvement. The Framework is adaptable to varied political and socioeconomic contexts and will be further enriched on the basis of experiences and lessons shared from implementation. Capacity development in the development context is more than just training and short courses.

1.2. Objectives of the Mapping and Scoping

In the March 2013 African-Union RECs' High Level Retreat (chaired by the AU chairperson) in Durban, South Africa, the issue of capacity development was among the priority items discussed. In this context, it was decided that a CD mapping and scoping exercise be undertaken with the RECs. The mapping and scoping exercise is intended to inform the development and implementation of the Multi-agency CD support programme to RECs, as well as, the development of an evidence-based CD Implementation plan and an AU RECs Capacity Development Strategy.

Overall, the mapping and scoping has 3 main and broad objectives as follows:

- Ground truth key areas of AU CD Support to RECs and its Capacity Development Strategic Framework (CDSF) focusing on potential to enhance capacities for regional integration;
- Take stock of what has worked and not worked in terms of strategy, approach, content and partnerships in order to come up with a concrete Implementation Plan using evidence;
- Assist AUC, NEPAD, RECs and partners in the process of developing a clear understanding the scope and lessons on capacity development initiatives in RECs through (a) a review and analysis of completed CD initiatives and (b) a mapping of current CD programmes and projects across the RECs.

Specific Objectives of Scoping Study are to:

- a. Map current and previous medium to large scale capacity development interventions in RECs and at a regional level;
- b. Identify main actors and partners supporting the interventions;

- c. Map out the main areas of focus and assess impact based on stakeholder views;
- d. Identify key outstanding CD areas that have not been addressed including policy, human resources, systems and processes, as well as, facilities;
- e. Take stock of all previous CD assessments and ascertain the presence of any planned in the near future;
- f. Track follow-up action plans and programmes from previous CD assessments as well as the implementers;
- g. Identify the key areas of opportunity and the main barriers or challenges to developing a shared and integrated CD Strategy and Programme for RECs;
- h. Identify opportunities and make recommendations as to how the MCDP can, both in its first three years and beyond, contribute to improve capacity for regional integration;
- i. Identify overall strengths and weaknesses in the RECs focusing on the capacity to deliver their core mandate and serve as the building blocks for regional integration.

A broad aim of the exercise is also to appreciate and begin to document the broad CD landscape across the regions, including aspects of the institutional arrangements, CD policy packages, CD investments, CD achievements, and CD challenges. This would contribute to the continent's efforts to continue to enhance CD institutional policy and practice architecture and help shape aspects of the continent's agenda 2063.

The 2013 Capacity Development Mapping and Scoping

is an integral part of the AU Multi-Agency Capacity Development Support Program to the RECs (M-CDP), which is coordinated by the NEPAD Agency and AUC.

The purpose of the Mapping and Scoping exercise is to provide value-added practical and strategic guidance to the full rollout of the AU M-MCP.

1.3. Rationale

The absence of a state-of-the-art knowledge on the actual scope and types of previous and on-going capacity development interventions in the RECs is likely to result in a series of further ad hoc initiatives that do not serve the broader regional integration and development aspirations of the AU and the RECs.

The RECs CD programme is part of the overarching AU institutional development process aimed at forging the necessary functional linkages between the RECs (AU building blocks) and other AU organs and institutions towards enhancing regional integration in Africa. It is therefore necessary to take a holistic approach to the capacity mapping and scoping exercise to examine factors that improve the overall coherence of the RECs mandates in line with Africa's renewal agenda.

The AU Multi-agency Capacity Development Support Programme to the RECs is expected to cover three (3) phases, namely:

- a. Phase 1 – CD mapping and scoping exercise;

- b. Phase 2 – CD Implementation Plan and Strategy;
- c. CD assessment (as necessary per REC) – Institutional Development Action Programme;
- d. Phase 3 – Full Implementation.

In summary, while aiming to develop a concrete RECs CD Programme, Strategy and Implementation Plan, the mapping and scoping exercise will serve to:

- a. Clarify what is at stake within the context of an integrated capacity development framework and appreciate what is currently on the ground including focus and scope;
- b. Plan for differentiated RECs at varying stages of regional integration;
- c. Make CD a core mission of the RECs for enhanced integration; and
- d. Establish long-term goals and working relations with stakeholders towards scoping follow-up.

1.4. The CD Mapping and Scoping Mission to COMESA

In light of the above, the CD mapping and scoping mission to COMESA was undertaken in November 2013. The mission was planned and coordinated by the NEPAD Agency, with the support of the concerned multi-agency team members (UNECA UNDP). To undertake this mission, the multi-agency partners put together a team of CD senior practitioners to undertake the mapping and scoping work.

Multi-Agency participants and M & S team

Participating in the M&S working visit were focal persons of the multi-agency team: Florence Nazare (overall coordinator - NEPAD Agency), Mr. Bob Kalanzi (NEPAD Agency), and Mr. Jacob Gyamfi-Aidoo (UNDP). The M&S team for the work at COMESA was composed of the following persons: Mr. Samuel Nyambi, Prof. Peter Ewang and Mr. Lawrencina Adams.

Overall Approach, Nature and coverage of discussions

The nature of the M & S exercise required that a flexible systems approach be used for data collection, consultation and analysis. A combination of desk reviews, questionnaire administration and strategic conversations with key COMESA management and staff was also undertaken.

The desk review of strategic documents provided the team with in-depth understanding of strategic directions and policies of COMESA. A four day consultative process of individual discussions with a representative cross-section of COMESA staff took place in November 2013. Prior to these discussions a preparatory briefing meeting was held with the participation of the Multi-Agency team partners.

The overall methodology for the mapping and scoping discussions included the use of two questionnaires that were designed to facilitate information collection. The first was a general questionnaire shared with the heads of departments and programme managers of COMESA on:

- a. Information on CD initiatives/interventions/ activities in the REC;
- b. Suggestions on ways and opportunities to enhance implementation of the CDSF paradigm; and
- c. Identification of priority areas for CD support to RECS.

The second was a questionnaire on the institutional snapshot information on COMESA in terms of mandate, key focus areas, governance structures and staff⁴. The M&S missions undertook substantive discussions with a wide range of COMESA officials. The M&S team also had the opportunity to discuss with staff from: CAADP Department, Gender and Social Affairs Division, Peace and Security, COMAid, Monitoring and Evaluation, Regional Trade, and Climate Change. COMESA shared information on some of their CD interventions, activities and initiatives that have been carried out, ongoing or planned. They also shared information on

4 Given the challenge in questionnaire completion and returns most of the information summarised in this report is based on constructive discussions that took place or the highly informative documents provided.

areas for critical CD support needs. In addition, useful documentation was provided to facilitate the work of the CD mapping and scoping mission.

The following strategic documents were consulted:

- a. COMESA Treaty;
- b. COMESA Annual Report 2011;
- c. COMESA 2012/2013;
- d. COMESA News Vol.1 2013;
- e. COMESA Success Stories 2013;
- f. COMESA Medium term Strategic Plan 2011-2015;
- g. Regional Integration Support Program 2006-2010 (RISP);
- h. Report of the meeting of the coordinating committee on investment on the new generation of investment policies and COMESA Common Investment Area (CCIA) 2013;
- i. Assist COMESA member States in policy and institutional reforms in selected countries for creating an enabling business environment: Kingdom of Swaziland/ Republic of Zimbabwe National Commission for Business Environment Reforms June 2012; and
- j. Brief on the COMESA-EAC-SADC Tripartite Programmes and Summit.



Hydroelectric power station in Merowe, Sudan.
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2. ABOUT COMESA

2.1. Creation, Coverage and Overall Purpose of COMESA

COMESA (Common Market for Eastern and Southern Africa) was established in 1994 to succeed the Preferential Trade Area (PTA) for Eastern and Southern Africa that had been in existence since 1981. COMESA is a regional economic grouping made up of 20 Member States. With an estimated population of over 469 million and a combined GDP of over USD 588 billion, the COMESA region is potentially one of the largest markets bloc in Africa (Mo Ibrahim Foundation, 2014). Recognized as one of the building blocks of the African Economic Community under the Abuja Treaty and the AU Constitutive Act, COMESA's principal focus is outward-oriented with the vision of promoting regional integration through trade development, investment promotion and sustainable utilization of natural resources for the mutual benefit of all the citizens of the region.

Today, COMESA is one of the major Regional Economic Communities considered as the building blocks of the African Economic Community as defined in the Abuja Treaty. The regional bloc currently comprises 19 member countries (Burundi, Comoros, Democratic Republic of Congo (DRC), Djibouti, Egypt, Eritrea, Ethiopia, Kenya, Libya, Madagascar, Malawi, Mauritius, Rwanda, Seychelles, Sudan, Swaziland, Uganda, Zambia, and Zimbabwe) (Molbrahim Foundation, 2014).

The COMESA approach to regional integration is the classical stage-by-stage gradual method of progressing from a preferential trade area, to a free trade area, a Custom Union, then a Common Market and eventually a Monetary Union. The practice, however, shows that progress is being made on all these stages at the same time. This practical approach was adopted for the basic reason that various elements of the different stages are complementary and assist the integration process at any one point in time. COMESA programmes for 2011 and beyond will continue under this comprehensive approach to regional integration.

COMESA is at a critical juncture in its integration process. A decade and half of efforts to promote regional trade and investment have borne fruit in a range of areas – from customs management, transport and trade facilitation to project finance,

institutional development, technical co-operation and capacity building. Progress has also been made in policy coordination and cooperation in the productive sectors. COMESA is now poised to consolidate its gains and embrace new opportunities. In this respect, the launching of the Custom Union in 2009 was an important milestone. Its successful implementation will demand exceptional focus and commitment from Member States, all COMESA organs and stakeholders.

By 2025, COMESA expects to be a single trade and investment area in which tariffs, non-tariffs and other impediments to the movement of goods, services, capital and people will not be in existence, while trade in goods and services from the region should have achieved global market competitiveness. The region also expects per capita income to have doubled because of a steady expansion of the regional economy.

The aims and objectives of the COMESA as spelt out in Article 3 of the Treaty are to:

- a. Attain sustainable growth and development of the Member States by promoting a more balanced and harmonious development of its production and marketing structures;
- b. Promote joint development in all fields of economic activity and the joint adoption of macroeconomic policies and programmes to raise the standard of living of its peoples and to foster closer relations among its Member States;
- c. Co-operate in the creation of an enabling environment for foreign, cross border and domestic investment including the joint promotion of research and adaptation of science and technology for development;
- d. Co-operate in the promotion of peace, security and stability among the Member States in order to enhance economic development in the region;
- e. Co-operate in strengthening the relations between the Common Market and the rest of the world and the adoption of common positions in international forums; and

- f. Contribute towards the establishment, progress and the realization of the objectives of the African Economic Community.

COMESA's Vision

To have a fully integrated internationally competitive regional economic community within which there is economic prosperity and peace as evidenced by political and social stability and high standards of living for its people.

COMESA's Mandate and Focus Areas

COMESA's mandate is to promote regional trade and investment, customs management, transport and trade facilitation, monetary and financial issues, etc. It also aims to endeavour to achieve sustainable economic and social progress in all member states through increased co-operation and integration in all fields of development.

2.2. COMESA Strategic Focus 2011-2015

The COMESA Medium Term Strategic Plan (MTSP) for the period 2007-2010 was adopted by the Authority in December 2006 and came to an end in December 2010. The current COMESA MTSP (2011-2015) was adopted by COMESA Policy Organs in September 2010 in Swaziland. In developing the MTSP, the aims and objectives of the Common Market as spelt out in Article 3 of the Treaty were taken into consideration. Prioritization Criteria that helped to further shape the ethos of COMESA include:

Driving and/or enabling the integration process, specifically the consolidation of the internal market, Custom Union, Common Market and Monetary Union;

- a. Sector programs that have the greatest chance of attracting policy consensus;
- b. Sectorial synergy; and
- c. Private sector participation and
- d. Initiatives or programs that lock-in domestic policy reforms by complementary or reinforcing action.

The COMESA Customs Union, which was officially launched in June 2009, will become fully operational during the plan period. Similarly, the Tripartite Process involving policy and program coordination and harmonization among COMESA, SADC and EAC should give rise to the establishment of a grand Free Trade Area bringing together 26 African countries. Bringing these goals into fruition is daunting but achievable provided political commitment and leadership remain steadfast, and provided the requisite technical competence and capacity continues to be built in all Member States and

at the COMESA Secretariat.

The priorities identified for the medium term are consistent with COMESA's mission, vision and theory of change. The critical pillars for the pursuit of full integration are: Removal of Barriers to Factor Mobility; Building Competitive Productive Capacity; Addressing Supply-Side Constraints Related to Infrastructure; and undergirding the overall agenda through Cross-Cutting Programs. These strategic pillars, along with institutional development, constitute the core priorities of the MTSP. The combined implementation of programs in these strategic areas is intended to lead to the achievement of the strategic goal.

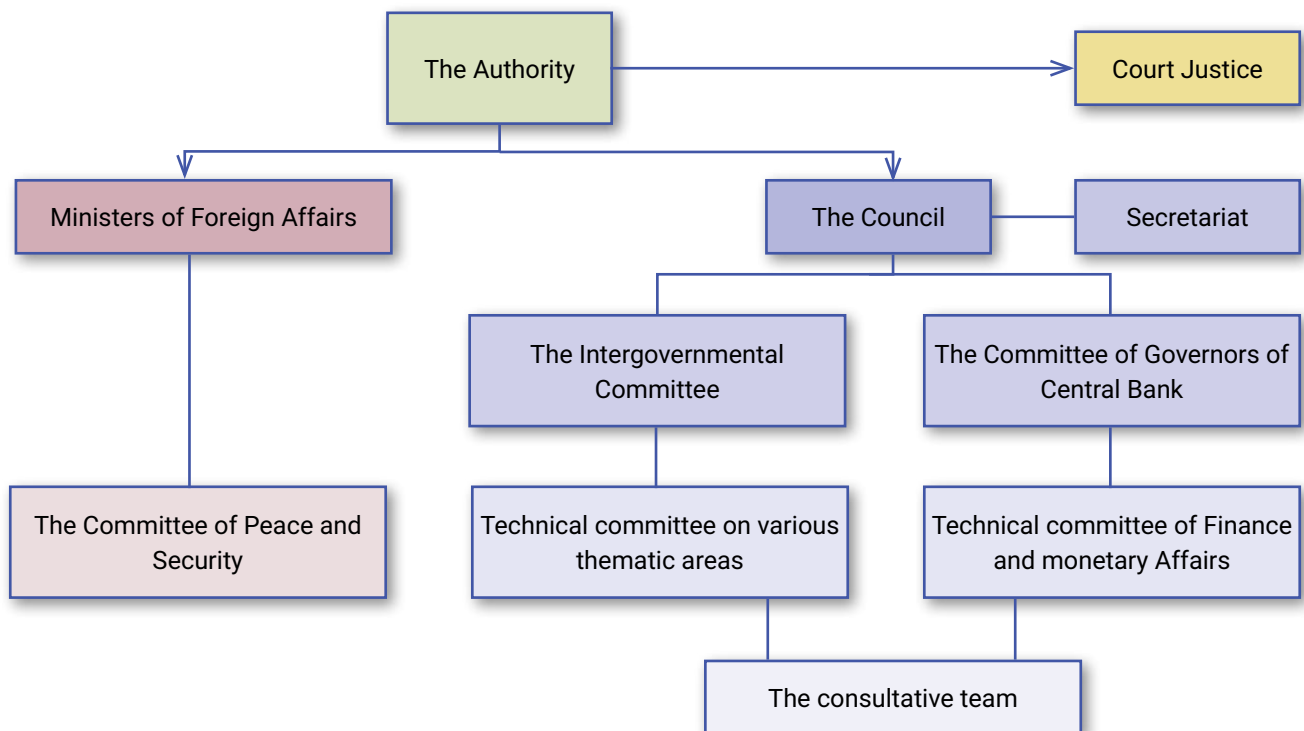
The implementation of the COMESA regional integration agenda and specifically its monitoring requires comparable and reliable statistical information concerning the COMESA economic, social and environment issues at the regional and national levels. Hence as a cross cutting intervention, statistical development contributes to all aspects of COMESA's regional integration through the provision of reliable and timely statistics. At its fifth meeting, the COMESA Committee on Statistical Matters reviewed the implementation of the plan and agreed to adopt an overarching strategy to guide the work of statistical development in the region. Hence the 2014-2017 COMESA Statistics Strategy. This strategy, and its annual work plans provide a transition from the 2010-2013 multi-annual work plan to a new series of annual plans starting in 2014, which continue building on the foundation of the latter while introducing new interventions that are aligned to the COMESA Medium Term Strategic Plan.

2.3. Key thematic goals

- | | |
|---|--|
| <p>a. Removal of Barriers to Factor Mobility;</p> <p>b. Building Competitive Productive Capacity;</p> <p>c. Addressing Supplies-Side Constraints Related to Infrastructure;</p> <p>d. Peace and Security;</p> | <p>e. Integrate Cross-Cutting Issues (gender, youth, socio-environmental health, climate change, knowledge based society, statistical development, cooperation and partnerships and Aid for Trade); and</p> <p>f. Institutional Strengthening.</p> |
|---|--|

2.4. COMESA's Organizational structures

Diagram 2.1: Organizational Structures

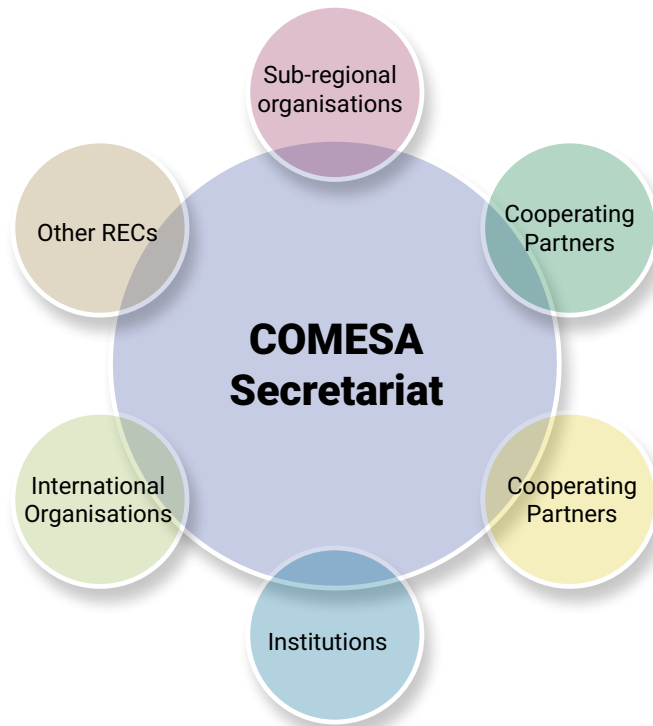


- a. Executive Management
 - Secretary General
 - Assistant Secretary General Program
 - Assistant Secretary General Administration and Finance
- b. Management
 - Eight (8) Division Directors (Administration; Budget and Finance; Gender and Social Affairs; Investment Promotion and Private Sector Development; Trade, Customs and Monetary Affairs; Infrastructure Development; Information and Networking; Legal and Institutional Affairs).
 - Seven (7) unit heads (Technical Cooperation and Resource Mobilization; COMESA Brussels Liaison Office; Public Relations; Library; Internal Audit; Strategic Planning & Research; Monitoring & Evaluation, COMAid).
- c. COMESA Institutions

2.5. Collaborating Structure

The collaborating structure at the Secretariat comprises of various internal and external organisations as seen below:

Diagram 2.2: COMESA's Collaborating Structure



3. DEVELOPMENT CONTEXT IN THE REGION

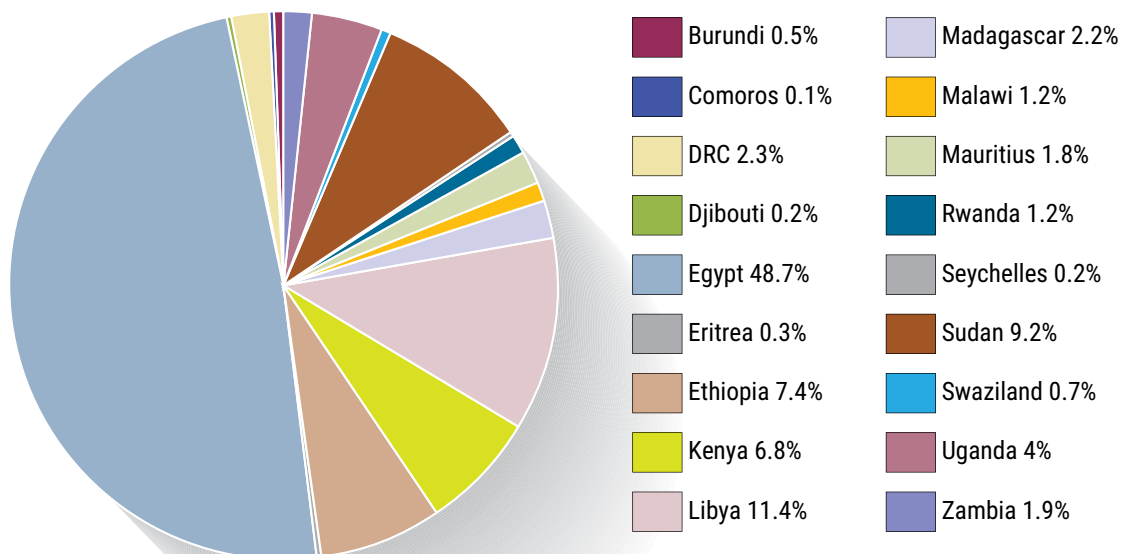
3.1. Economic Development

The key productive sectors in the COMESA region are agriculture, industry and services. In accordance with the MTSP, building productivity and competitiveness required creating a conducive environment for investment. COMESA aims to achieve this by implementing policies, laws, regulations and governance; investing in human capital, improving quality and adding value and variety along the chain of production of the key productive sectors, namely agriculture, industry and services. COMESA key strategies to build productivity and competitiveness are:

- a. Regional Master Plans in Agriculture, Industry and Services;
- b. Increasing investment flows (FDI, domestic and Diaspora);
- c. Trade Development and Promotion programs;
- d. Trade Information and Business Intelligence Networks;
- e. Remove Barriers to Trade and Business for Micro Small and Medium Enterprises; and
- f. Promote Public-Private Sector Partnerships.

As one indicator of aggregate-level building productive capacities and competitiveness, the COMESA region's growth in total Foreign Direct Investment flows averaged -10.1% per annum in nominal terms (COMESA, 2012). The vulnerability, especially the demand for commodities, of the region to external shocks is evidenced in the dramatic decline in total FDI flows in 2008 and 2009 (Olanyo, 2011). This decline increased COMESA's need to revisit the strategy for market integration with an emphasis on trade. The economic crisis in 2008 and the Arab Spring in 2011 were two key FDI determinant at the regional level, excluding the influence of the global crises. To this end, the growth in total FDI flows would have averaged 34.4% per annum in nominal terms (COMESA, 2012). COMESA as a whole, compared to the other seven Regional Economic Communities (RECs), makes up a relatively large proportion of Africa's economy: 32.7 percent of total Gross Domestic Product (GDP) and 37.4 percent of total agricultural GDP on average in 2003–2011 (ReSAKSS, 2014). As seen in the figure below, within COMESA, Egypt makes up the largest share of the REC's GDP, followed by Libya, Sudan, and Ethiopia. Comoros, Djibouti, and Seychelles make up the smallest share of COMESA's GDP.

Figure 3.1: Share of total COMESA GDP by Country⁵



⁵ Note: Data for Zimbabwe are not available.

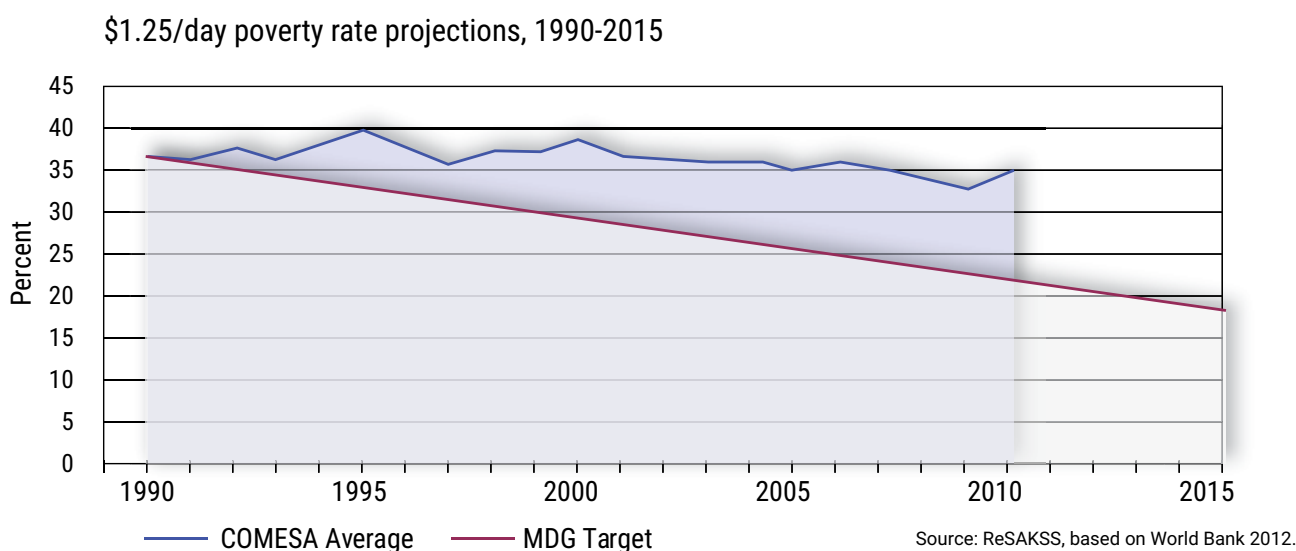
3.2. Human Development

Performance in meeting the Millennium Development Goals (MDGs) has been mixed within COMESA. Notable progress has been achieved in areas like primary school enrolment and reductions in HIV prevalence rates and some improvements in gender equality. Areas of poverty reduction, eradication of hunger and decreasing maternal mortality rate have seen limited progress. Furthermore, as a result of the crisis, several key areas of the MDGs, including those related to hunger, child and maternal health, gender equality,

access to clean water, and disease control, have been adversely affected and will continue to affect long-term development prospects well beyond 2015.

COMESA as a whole is not on track to meet the MDG target of halving its 1990 poverty rate by 2015 as seen in figure 3.2. Since 1990, COMESA's poverty rate has wavered mostly between 35 and 40 percent (ReSAKSS, 2014). In 2010, the poverty rate was 35.2 percent, approximately 13 percentage points higher than the MDG target (ReSAKSS, 2014).

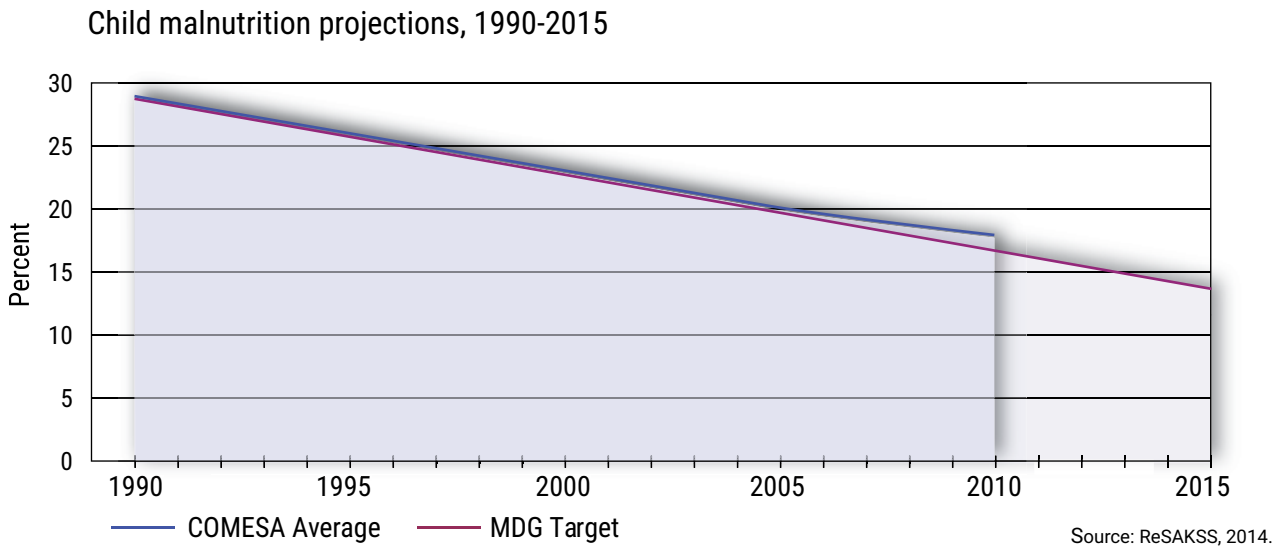
Figure 3.2: COMESA \$1.25/day poverty rate projections compared to Millennium Development Goals target, 1990–2015



COMESA is directly on track to meet the MDG target of halving hunger as measured by child malnutrition rates. If the poverty rate continues to decline at the same rate in the REC, it should reach the MDG target by 2015.

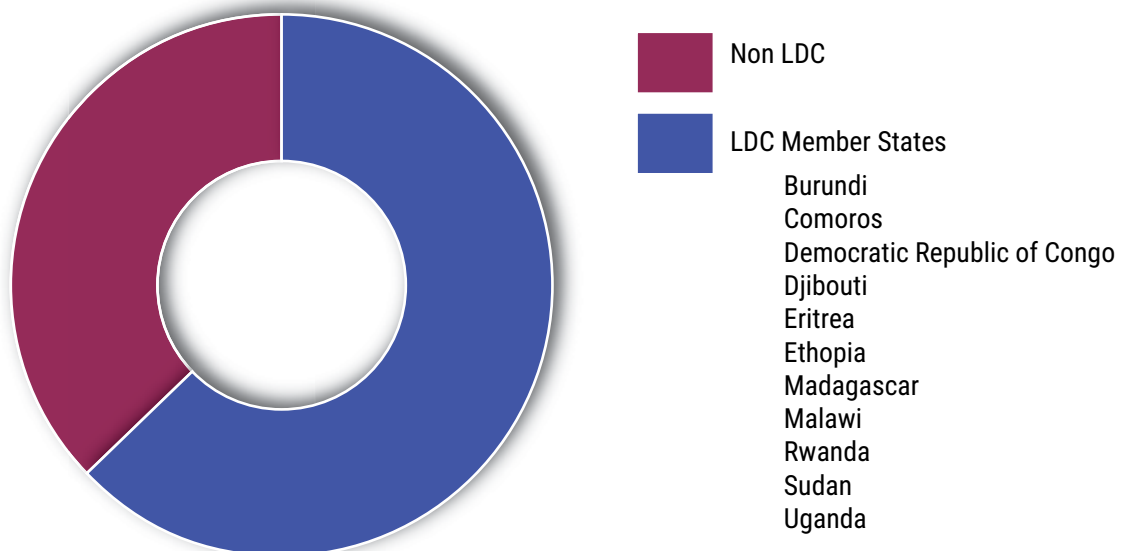
As seen in the graph below, in 2010, child malnutrition prevalence in COMESA was 17.4 percent; this must decline to 14.2 percent by 2015 to reach the MDG target (ReSAKSS, 2014).

Figure 3.3: COMESA child malnutrition projections compared to Millennium Development Goals target, 1990–2015



Most of the countries in the region as can be seen from the diagram below are Least Developed Countries (LDCs) (63%) and the non LDCs (37%) (UNCTAD, 2014). It can therefore be appreciated that CD will continue to constitute a major priority.

Figure 3.4: Percentage of Least Developed Countries





Lake Victoria, Uganda.
© Brian Flaigmore | Dreamstime.com

4. SOME EXAMPLES OF COMMENDABLE INITIATIVES/ACHIEVEMENTS OF COMESA

4.1. Commendable Initiatives/Achievements of COMESA

Since its inception in 1994, COMESA has made some notable steps towards establishing a common market for its member states. Below are some of the recent initiatives and achievements of COMESA.

COMESA Secretariat Restructuring

COMESA has just completed a process of design the restructuring of the institutional reform of the secretariat to improve efficiencies and processes, capacity building and the modernization of COMESA systems and procedures. Furthermore, Member States have approved the 2014 report on the staff restructuring of the COMESA Secretariat. The report proposes to rationalize staffing levels including those of COMESA institutions, to a level whose costs Member States can manage. The process aims at improving efficiencies and processes, capacity building and the modernization of COMESA systems and procedures. COMESA's Secretariat restructuring aims to have a core staff establishment of 197, inclusive of its Institutions and Agencies.

COMESA Chirundu One-Stop Border Post

COMESA introduced the Chirundu One Stop Border Post (OSBP) 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 (the border crossing time for trucks is now 2 hours, in comparison to 2-3 days before the OSBP).

COMESA Customs Union

COMESA launched a Customs Union in June 2009 with the adoption of a Customs Union Roadmap to ensure that all member States implemented the activities for the operationalization of the Customs Union on

time during a three-year transition period. COMESA plans to progress to a Common Market by 2015, and to a Monetary Union by 2018. By 2025, COMESA expects to be a single trade and investment area in which tariffs, non-tariffs and other impediments to the movement of goods, services, capital and people will not be in existence, while trade in goods and services from the region should have achieved global market competitiveness.

TriPartite Free Trade Area

The regional integration process has received fresh and welcome impetus from the Tripartite Process involving policy and program coordination between COMESA, EAC and SADC. 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. The Summit reviewed the progress on the implementation of a number of joint programmes and resolved that the three RECs should commence on a way forward towards a merger into a single REC, with the objective of fast tracking the attainment of the African Economic Community. The prospects for a Tripartite Free Trade Area-and eventually a Custom Union – stretching across Africa from Libya to Swaziland look excitingly bright.

The Tripartite framework was born out of a realization that the regional integration processes of COMESA, EAC and SADC were similar and in some cases identical. Of the (19) Member States of COMESA, (8) are also members of SADC and (4) are Partner States of the EAC. Of the (15) Member States of SADC, (1) is a Partner State of EAC as seen below in figure 4. Tripartite Integration process will be anchored on 3 pillars namely:

- Market integration based on the Tripartite Free Trade Area (FTA);
- Infrastructure Development to enhance connectivity and reduce costs of doing business; and

- Industrial Development to address the productive capacity constraints of the region.

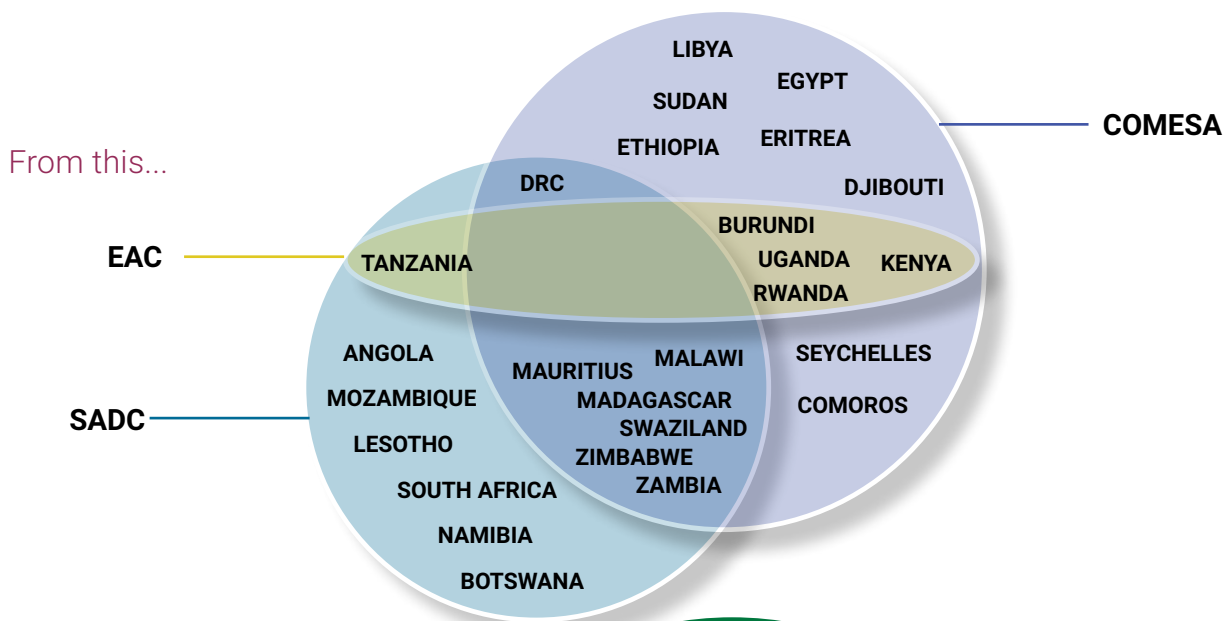
The Tripartite FTA since its launch has achieved the following:

- During 2006 and 2007, the three 3 RECs identified infrastructure development and trade arrangements as starting points and priority areas for harmonisation.
- In 2008, they agreed to prioritise infrastructure development for regional integration. This

includes developing energy generation and transmission facilities, transport networks and ICT infrastructure.

- The Second Tripartite Summit was hosted by the Republic of South Africa on 12 June 2011 in Johannesburg.
- Launch of the Tripartite Free Trade Area signed June, 2015 in Sharm El Sheikh, Egypt

The graphic below shows the process/the vision of the Tripartite Process:



To this...

First **FTA**
then a **Customs Union**
and eventually a **Common Market**



Figure 4.1: COMESA Tripartite Vision

Monitoring and Evaluation

COMESA Secretariat places a great importance on strengthening the capacity of Member States to oversee the implementation of programmes at national level. COMESA obtained financial assistance from UNDP and the World Bank to develop COMESA's Monitoring and Evaluation (M&E) Capacity to monitor the 2011-2015 Medium Term Strategic Plan (MTSP) implementations. This culminated in the following key initiatives:

- a. Development of an M&E policy involving the Secretariat, Institutions and Member States;
- b. Development on the COMESA 24/7 M&E Online System which was developed to enable reporting on the status of regional integration by the Secretariat, Member States, and COMESA Institutions; and
- c. National workshops to roll out the M&E System and to enable member states to report on specific regional integration indicators have been held in Uganda, Swaziland, Seychelles, Mauritius and Malawi.

COMESA Free Movement of Persons

COMESA grants a 90-day visa upon arrival to all Free Trade Area (FTA) members. In 1998, COMESA Member States adopted the Protocol on the Free Movement of Persons, Labour, Services, Right of Establishment and Residence. Member States agreed to gradually to remove all restrictions on free movement of persons, to abolish visas or grant visas upon presentation of valid documents at official entry points for a period of 90 days.

COMESA-EAC-SADC Tripartite Capacity Building Program TCBP

In 2013, the African Development Bank approved a grant of US \$7.5 million to finance the COMESA-EAC-SADC Tripartite Capacity 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. The rationale for the programme is to support intra-Tripartite trade growth which is instrumental to boosting the economic welfare of over 587 million consumers in the 26 Tripartite countries through the

removal of barriers to movement of goods and services, development of regional value chains, job creation and poverty alleviation thereby facilitating the realization of inclusive growth.

In addition, the Secretariat has just obtained resources from the African Capacity Building Foundation (ACBF) for enhancing COMESA's Capacity in Economic and Trade Policy Analysis and Research.

Egypt-COMESA Regional Trade Integration

The Egypt-COMESA Regional Trade Integration aims to boost regional integration between Egypt and COMESA. COMESA's goal to increase regional integration goes hand-in-hand with economic prosperity and the African Development Bank's vision in this regard. Today, this large marketplace comprises 19 member states, covers a surface of 11.2 million square metres and accounts for an annual import bill worth \$32 billion and an export bill that has reached \$82 billion annually.

COMESA Statistical Capacity Building Program

COMESA has been implementing an infrastructure statistical capacity building programme among its member states since 2009. The program is part of the wider Statistical Capacity Building programme funded by the AfDB and supplemented by resources from the European Union supported Regional Integration Support Program (RISP). The overall objective of COMESA infrastructure statistical development initiative is to ensure that infrastructure statistical data gathering and dissemination activities are mainstreamed into the national statistical system.

COMESA Virtual Transit Facilitation System

COMESA Virtual Transit Facilitation System (CVTFS) is an electronic trade facilitation initiative. The system integrates COMESA existing trade systems like Regional Customs Transit Bond, Yellow card, Overload control and COMESA transit plates 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.

CVTFS is the first of a kind regional initiative which helps secure and monitor consignment along different corridors and through different countries. It gives full

visibility and in real time of all tagged consignments from source to destination.

COMESA Regional Cargo tracking system

The Regional Cargo Tracking System aims to reduce

or eliminate cargo diversion and dumping along the supply chain, providing visibility of cargo throughout the supply chain, secure deliveries of tracked cargo and achieve transparency and accountability of movement of cargo from source to destination.

4.2. COMESA's Expanded Institutional Architecture

In terms of capacity considerations for COMESA, it should be noted that the specialised institutions, indeed constitute a robust set of organizations with substantive and technical capacity. The existence of these specialised entities provide diverse capacity for

COMESA to tackle key thematic and technical issues under its mandate. The major institutions/agencies are highlighted in Table 4.1.

Table 4.1: COMESA Specialised Institutions

Name of Institution	Background & Formation	Objective	Country situated in
COMESA Monetary Institute (CMI)	Established in 2005 to undertake technical, policy, statistical, institutional and legal preparatory work that will lead to the creation of the COMESA Monetary Union and single currency	Design of an appropriate Monetary Policy Framework and follow up on the Implementation of the COMESA Financial Development and Stability Plan.	Burundi
African Trade Insurance Agency	The agency provides insurance products and services, which are meant to support trade and investment in Africa.	To facilitate, encourage and otherwise develop the provision of, or the support for, insurance, including coinsurance and reinsurance, guarantees, and other financial instruments and services, for purposes of trade, investment and other productive activities in African States in supplement to those that may be offered by the public or private sector, or in cooperation with the public or private sector.	Kenya
ZEP-RE (PTA Reinsurance Company)	ZEP-RE (PTA Reinsurance Company) is a regional organisation charged with the task of promoting trade, development and integration within the COMESA region through trade of insurance and reinsurance business set up in 1990	The Company's operational activities are driven by the desire to provide excellent technical services to all our clients and to actively participate in and support the development of the region's insurance and reinsurance industry.	Kenya
Regional Investment Agency	RIA seeks to optimize investment and trade opportunities in the region through developing and establishing synergies, networks, alliances, and co-operation with other Regional Economic Communities, co-operating partners and international institutions so as to achieve high investment levels that lead to rapid and sustainable economic growth and development.	Mission of the Regional Investment Agency is to transform COMESA into an internationally competitive investment area, which allows free movement of capital, labour, goods and services across borders of Member States and thereby facilitate sustainable growth of private domestic and foreign investments in the region.	Egypt

Name of Institution	Background & Formation	Objective	Country situated in
Federation of National Association of Women in Business in Common Market for Eastern and Southern Africa (FEMCOM)	Established in 1993	Promote programmes that integrate women into the trade and development activities in Eastern and Southern Africa. it also serves as a representative body and link between the women and the policy organs of the COMESA member States, regional organizations, and international organizations whose aim is to promote trade and development.	Zimbabwe
Leather and Leather Products Institute (LLPI)	Developed in 1990 n order to promote productivity, competitiveness, trade and regional integration in the leather sub-sector	The COMESA/LLPI mission is to contribute to the sustainable development, competitiveness and integration of the COMESA leather sector while operating as a technical institution and a center of excellence in leather and leather products processing and manufacturing technology.	Ethiopia
PTA Bank	PTA Bank was established in terms of Chapter Nine of the Treaty for the Establishment of the Preferential Trade Area for Eastern and Southern African States which made provision for the establishment of the Eastern and Southern African Trade and Development Bank the bank came about in 1981	To be at the forefront of providing development capital in the region, through customer focused and innovative financing instruments backed by competitively priced funds	Headquarters in Burundi, Kenya, Zimbabwe
COMESA Clearing House	Set up in 1984The Clearing House was brought into existence when the countries of the region had strict exchange control regimes in place and foreign exchange was scarce	To improve the efficiency of clearing operations so that they are able to complement the services offered by commercial banks	Zimbabwe

Madagascar agriculture

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5. BROAD SCOPING ON CD ACTIVITIES OF COMESA

5.1. Perspective on Past and Current CD Activities and Projects that have CD Dimensions

COMESA through its commission and multiple agencies has engaged in various CD activities to achieve its mandate. This section presents an indicative (non-exhaustive) listings and examples of various CD interventions, activities, initiatives carried out or being undertaken. This information is summarised in the tabular information below. This is followed by a similar matrix with examples of similar CD activities or initiatives foreseen in the near future.⁶

From the analysis conducted through the M & S mission to COMESA, it was found that these CD activities targeted the following capacity development dimensions:

- a. Institutional Strengthening (Green)
- b. Human Capacity (Orange)
- c. Knowledge and Information (Yellow)
- d. Systems and Process (Blue); and
- e. CD Policy Environment (Red)

⁶ Given the challenge in questionnaire completion and returns, most of the information summarized in this report is based on the constructive discussions that took place or the highly informative documents provided.

Table 5.1: Perspective on past and current CD activities with the projects that have CD dimension

CD Activity, Projects and Programmes	CD Focus <ul style="list-style-type: none"> • Institutional Strengthening • Human Capacity • Systems and Processes • Knowledge/Information • CD Policy Environment 	Scope <ul style="list-style-type: none"> • Commission Level • Member State/Region 	Objective/Major Activities	Funders	Status <ul style="list-style-type: none"> • Current or ended
Regional Integration Support Program (RISP)	Institutional Strengthening CD Policy Environment	Member State/ Region	To develop the capacity of the 4 RIOs and their member states in the ESA region in policy formulation, implementation and monitoring of regional integration, multilateral and regional trade and in trade related areas to support regional integration.	EU - 10 th EDF	2000
The Hub & Spokes Project on Trade Policy formulation and negotiation	Institutional Strengthening	Member State/ Region	To improve the capacity of ACP countries and their regional integration organizations to manage & increase participation in multilateral and regional trading arrangements: WTO, ACP-EU.	EU/COMSEC Current	Current

CD Activity, Projects and Programmes	CD Focus <ul style="list-style-type: none"> • Institutional Strengthening • Human Capacity • Systems and Processes • Knowledge/Information • CD Policy Environment 	Scope <ul style="list-style-type: none"> • Commission Level • Member State/Region 	Objective/Major Activities	Funders	Status <ul style="list-style-type: none"> • Current or ended
Trademark activities	Institutional Strengthening	Secretariat	Provide technical and financial support to COMESA in strengthening the FTA, the development of the Custom Union, development of competition policy, implementation of safeguard and trade remedy measures, capacity building in member States on regional trade matters and in multilateral trade negotiations. DFID.	DFID	Current
COMESA Business Council (CBC)	Institutional Strengthening	Secretariat	Establish a Forum in which private sector can participate in the elaboration, development & implementation of economic policy in COMESA.	EU-Pro-Invest & USAID	
Project ID: P120581: "Developing COMESA's M&E Capacity to Monitor MTSP Implementation"	Institutional Strengthening	Secretariat	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; Strengthen the alignment of national M&E systems with the MTSP M&E system for key regional priorities and outcomes.	World Bank	Current
Integrated Partnership Assistance Agreement	Institutional Strengthening	Member State/Region	Promote regional trade. Promote trade with USA and enhance institutional strengthening.	USAID	Current
Enhancing Procurement Reforms & Capacity Projects	Institutional Strengthening Human Capacity	Member States/Region	Promote good Governance through Transparency and Accountability. Build capacity in Public Procurement among Member States; Harmonize Public Procurement Laws and regulations.	AfDB	Current
COMESA Business Council (CBC)	Knowledge/information	Secretariat	Organize Business Forum – to facilitate interaction between policy makers and the private section.	EU-Pro-Invest & USAID	Current

CD Activity, Projects and Programmes	CD Focus <ul style="list-style-type: none"> • Institutional Strengthening • Human Capacity • Systems and Processes • Knowledge/Information • CD Policy Environment 	Scope <ul style="list-style-type: none"> • Commission Level • Member State/Region 	Objective/Major Activities	Funders	Status <ul style="list-style-type: none"> • Current or ended
A Regional Response to the Catastrophic Spread of Cassava Mosaic Virus Disease (CMVD) and Banana Xanthomonas Wilt (BXW) in the African Great Lakes Countries (Great Lakes Crop Crisis Control Project,C3P)	Knowledge and Information	Member States/Region	To assist member states coordinate activities that will both reduce the incidence of serious famines and food insecurity;	USAID	Current
Africa Agricultural Markets Program (AAMP)	Knowledge/Information	Member States/Region	Africa Agricultural Markets Program (AAMP)	Funded by DFID managed by World Bank	Past
Trade Development and Promotion	System and Processes	Secretariat	To support regional trade development (strengthen COMESA Business Council and FEMCOM; to strengthen regional trade information system; to support trade development in leather sector).	CIDA	Current
ICT policy and Regulatory Harmonization Program	Systems and Processes	Member states/Region	To develop a harmonized ICT policy and regulatory Framework by studying the current Telecommunications regulatory environment in member states and identifying areas of improvement and reform.	COMESA	Past
Agricultural Marketing Promotion and Regional Integration Project	Systems and Processes	Member States/Region	To improve incomes from agriculture, promote food security and nutrition in member states through Agricultural trade promotion; Marketing Information; improved Sanitary and Phytosanitary systems.	ADB	Past
The Regional Information Communications and Technology Support Program	CD Policy Environment	Member States/Region	Create a positive enabling ICT environment, contribute to the ESA Region's integration agenda through an efficient ICT environment, which will reduce the costs of trade and investment and thereby stimulate economic growth and reduce poverty through reduction in the digital divide by removing constraints to the efficient use of ICT.	EU	Past

CD Activity, Projects and Programmes	CD Focus <ul style="list-style-type: none"> • Institutional Strengthening • Human Capacity • Systems and Processes • Knowledge/Information • CD Policy Environment 	Scope <ul style="list-style-type: none"> • Commission Level • Member State/Region 	Objective/Major Activities	Funders	Status <ul style="list-style-type: none"> • Current or ended
Capacity Building for conflict prevention and Peace Building	CD Policy Environment	Secretariat	To enhance the capacity of COMESA and other RECs in establishing an early warning system and establish a Liaison Bureau at the AU.	EU - AU African Peace Facility (APF) – CA2	Past
Capacity Building for conflict prevention and Peace Building	CD Policy Environment	Secretariat	To enhance the capacity of COMESA and other RECs in conflict prevention and peace building.	EU through the AU African Peace Facility (APF)	Past
HIV and AIDS Multi sectoral Program	CD Policy Environment	Member States/Region	To build capacity for mainstreaming HIV and AIDS in COMESA programs; mainstream HIV and AIDS in COMESA policies on Trade, Industry, Transport, Agriculture, Tourism etc.	Swedish/ Norad	Past
A Regional Response to the Catastrophic Spread of Cassava Mosaic Virus Disease (CMVD) and Banana Xanthomonas Wilt (BXW) in the African Great Lakes Countries (Great Lakes Crop Crisis Control Project,C3P)	Human Capacity	Member States/Region	To develop and multiply clean planting material for Banana and Cassava for distribution in the region.	USAID	Past
HIV and AIDS Multi sectoral Program	Human Capacity	Member States/Region	Economically empower vulnerable groups and communities in order to decrease high risk sexual behavior among people living and working along major COMESA trade routes and transport corridors; To identify partners/ stakeholders working on HIV and AIDS at national and regional levels.	Swedish/ Norad	Past
Regional Integration Support Program	Human Capacity Systems	Member States/Region	To develop the capacity of the 4 RIOs and their member states in the ESA region in policy formulation, implementation and monitoring of regional integration, multilateral and regional trade and in trade related areas to support regional integration.	EU - 10 th EDF	Past

5.2. Perspective on Future CD activities and projects that have CD Dimensions

The M&S mission, based on discussions and consultations as well as analysis of documents provided, presents below a non-exhaustive listing of some future CD activities and projects that have CD dimensions.

From the analysis conducted from the M & S revealed that COMESA, it was found that these CD activities targeted the following capacity development dimensions:

- i. Institutional Strengthening (Green)
- ii. Human Capacity (Orange)
- iii. Knowledge and Information (Yellow)
- iv. Systems and Process (Blue); and
- v. CD Policy Environment (Red)

Table 5.2: Perspective on Future CD Activities and Projects that have CD Dimensions

CD Activity	CD Focus • Institutional Strengthening • Human Capacity • Systems and Processes • Knowledge/ Information • C.D Policy Environment	Expected Results	Scope • Commission Level • Member State/ Region)	Major Activities	Budget	Funders	Status • current or ended
COMESA Energy Policy Framework	Human Capacity	Capacity of senior officials at national level officials to manage Science, technology and innovation strengthened	Secretariat	Hold in collaboration with Harvard Kennedy School STI training for policy makers - systematic harnessing of technology for economic development	60000	USAID	1Jan14 – 31Dec14
COMESA Business Council	Human Capacity	Increasing the capacity of the business community in the region to dynamically interact on the regional and international trade markets	Member State	Set up a database within the CBC that ensures the following information available to the private sector			Jan14 – Apr14
COMESA Business Council	Human Capacity	Increased membership; Increased market linkages in various sectors	Member States	Capacity strengthening of prioritized sectors within the sectoral value chains in CBC Business Clusters;	65000	USAID	Jan14-Sep14

CD Activity	CD Focus • Institutional Strengthening • Human Capacity • Systems and Processes • Knowledge/ Information • C.D Policy Environment	Expected Results	Scope • Commission Level • Member State/ Region)	Major Activities	Budget	Funders	Status • current or ended
Post Conflict Reconstruction and Development	Human Capacity	Synergies in the prevention and resolution of conflicts is enhanced between AU and COMESA and other RECs	Member States	Workshops, training, consultancies;	12600	APSA	Till 31Dec15
Post Conflict Reconstruction and Development	Human Capacity	Improved benefit of trade to small scale cross border trader to promote post conflict economic opportunity	Member States	Capacity building for trade information desk managers, cross-border traders, border officials and border community through training/ workshop/meeting and mission reports	443800	APSA KFW ADB USAID	Till 31Dec15
Climate change negotiations and national policies and strategies	Human Capacity	Enhanced human and institutional capacities of the REC Secretariats to effectively address Challenges of Climate Change	Secretariat	2 bi -annual and 1 annual coordination meetings held	168000	EU CCINM DFID	1Jan14 – 31Dec15
Administration Manning levels	Human Capacity	Adequate Staff complement staff	Secretariat	Advertise vacant posts; interview, select and engage, installation of new staff	341000	COMESA	13Jan14 – 14Dec15
Trade in services and Free Movement of Business persons	Systems and Processes	Schedules of specific commitments in transport, communications, financial and tourism, Energy, Business, Construction finalized	Secretariat	Carrying out capacity building activities where needed	58000	Comes	1Jan14 – 31Dec15
Agriculture Programmes - CAADP	System and Process	Capacity building for programme implementation Through training workshops	Member state/ Region	Training Reports	50000	World Bank	Till 31Dec15
Trade in services and Free Movement of Business persons	Systems and Processes	Schedules of specific commitments in transport, communications, financial and tourism, Energy, Business, Construction finalized	Secretariat	Carrying out capacity building activities where needed	58000	COMESA	01-Jan-14 – 31-Dec-15

CD Activity	CD Focus • Institutional Strengthening • Human Capacity • Systems and Processes • Knowledge/Information • C.D Policy Environment	Expected Results	Scope • Commission Level • Member State/Region)	Major Activities	Budget	Funders	Status • current or ended
Gender and Social Affairs	Systems and Processes	Gender mainstreamed in all programs, systems and structures	Member States	Sensitize on Gender Mainstreaming manuals	80000	COMESA	Till 31Dec15
Monitoring and Implementation Policy and Guidelines	Institutional Strengthening	Integrating Monitoring and Evaluation as a core function of COMESA programs implementation Setting up an institutional implementation arrangement to implement the M & E Policy	Member States	UNDP			
Agriculture Programmes - CAADP	Institutional strengthening	Skills in policy formulation and analysis enhanced	Member state/Region	Policy capacity strengthening events' reports through enhancing skills in policy formation and analysis	50000	World Bank	Till 31Dec15
Strategic Planning, Monitoring and Evaluation	Institutional Strengthening	Monitoring and Evaluation capacity on COMESA Institutions	Secretariat	Assistance to COMESA institutions to finalize M&E frameworks	40 000		13Apr13 – 13Dec14
Climate change negotiations and national policies and strategies	Institutional Strengthening	Enhanced human and institutional capacities of the REC Secretariats to effectively address Challenges of Climate Change	Secretariat	regional capacity building sessions organized	168000	EU CCINM DFID	1Jan14 – 31Dec15
Peace and Security Early Warning	Institutional Strengthening	Capacity of COMWARN enhanced to anticipate and prevent conflict	Member States	Workshops, training, consultancies;	319260	APSA	Till 31-Dec-2015
Climate Vulnerability Assessment	Institutional Strengthening	Capacity to effectively undertake vulnerability assessments and analysis strengthened in at least 8 countries.	Member State	Carry out vulnerability assessments	1250000	DFID	01Jan14 – 31Dec15
Agriculture Programmes - CAADP	Knowledge/Information	Skills in policy formulation and analysis enhanced	Member state/Region	Policy capacity strengthening events' reports through enhancing skills in policy formation and analysis	50000	World Bank	Till 31Dec15

CD Activity	CD Focus • Institutional Strengthening • Human Capacity • Systems and Processes • Knowledge/Information • C.D Policy Environment	Expected Results	Scope • Commission Level • Member State/Region)	Major Activities	Budget	Funders	Status • current or ended
Power Interconnector Projects	Knowledge/Information	PIMs for projects prepared that will facilitate Implementation of Power Inter-Connectors: Zambia-Tanzania-Kenya, Eritrea-Sudan, ZIZABONA & Uganda	Secretariat	Develop TOR -Recruit consultants -Convene stakeholders workshops/ Meetings, provide technical assistance	340000	DFID	1Jan14 – 31Dec15
COMESA Business Council	Knowledge/Information	Providing demand driven services to CBC Membership • Increased membership in the CBC; •Sustainability of the CBC.	Member State	Set up a database within the CBC that ensures the following information available to the private sector.	55000	USAid	Feb14 – Feb14
Peace and Security Mediation support	Knowledge/Information	COMESA Committee of Elders functions optimally to provide preventive diplomacy support to programme	Secretariat	Pre-elections missions; fact finding missions; sharing of best practices workshops	145700	APSA	Till 31Dec15
COMESA Business Council	CD Policy Environment	Provide a platform of Advocacy and capacity building for businesses and bring out sectoral positions on issues they want to be dealt with, and ideally feed into a Services Position paper.	Member States	Convene a regional consultative meeting bringing key stakeholders' from each country and the three/four identified sectors and the apex Services Associations	55000	USAid	Feb14 – Feb14
COMESA Business Council	CD Policy Environment	Promoting the COMESA export potential both regionally and on the international markets;	Member State	Set up a database within the CBC that ensures the following information available to the private sector;			Jan14 – Apr14
Strategic planning, monitoring and evaluation	CD Policy Environment	M&E system defined and approved by stakeholders	Member States	National Workshops	140000	World Bank	10Jan14 - 31May14
Gender and Social Affairs	CD Policy Environment	Gender mainstreamed in all programs, systems and structures	Member States	Sensitize on Gender Mainstreaming manuals	80000	COMESA	Till 31Dec15

5.3. Examples of Key Thematic and Sector Areas of CD Programmes

A number of the projects highlighted below reflect important capacity development dimensions, in various initiatives and interventions that are contributing to COMESA's work.

Table 5.3: Key thematic and sector areas of programmes

NO	PROGRAMME	FUNDING	OBJECTIVE
1.	Regional Integration Support Programme	EU - 10 th EDF	To develop the capacity of the 4 RIOs and their member states in the ESA region in policy formulation, implementation and monitoring of regional integration, multilateral and regional trade and in trade related areas to support regional integration.
2.	Regional Custom Transit Guarantee/ Bond Scheme- (RCTG)	USAID	To facilitate the movement of goods in the region.
3.	The Hub & Spokes Project on Trade Policy formulation and negotiation	EU/COMSEC	To improve the capacity of ACP countries and their regional integration organizations to manage & increase participation in multilateral and regional trading arrangements: WTO, ACP-EU.
4.	Regional Integration Support Mechanism	EU	To assist countries in addressing short-term constraints met at national level to implement trade liberalization policies.
5.	Trademark activities	DFID	Provide technical and financial support to COMESA in strengthening the FTA, the development of the Custom Union, development of competition policy, implementation of safeguard and trade remedy measures, capacity building in member States on regional trade matters and in multilateral trade negotiations. DFID.
6.	Comprehensive Africa Agriculture Development Programme (CAADP)	G8, USAID, W/ Bank, DBSA, AfDB, DFID and others	CAADP serves as a common framework for agricultural development, growth and poverty reduction for African Countries. Heads of State and Government in Maputo, Mozambique in 2003, implemented under overall coordination of NEPAD (now NPCA), endorsed it and the RECs coordinate its implementation in their member states. CAADP defines four Pillars for improving Africa's agriculture: Pillar I: Land and Water Management; Pillar II: Rural Infrastructure to improve trade and marketing; Pillar III: Food and Nutrition Security and Pillar IV: Agricultural Research and Technology Dissemination.
7.	Regional Food Security and Risk Management	EU	Contribute to the sustainable reduction of vulnerability to food insecurity and poverty in Eastern and Southern Africa (COMESA members); Working to develop and support Cross Border Trader Associations in 10 MS and to facilitate implementation and improvement of the Simplified Trade Regime designed to assist small traders.
8.	Production and Marketing of Value added Fisheries Products (Pilot project)	CFC, FAO, FAO-COMSEC COMESA	Development and promotion of trade in value added fish products focusing on Nile Perch & Dagaa.
9.	Agricultural Marketing Promotion and Regional Integration Project	ADB	To improve incomes from agriculture, promote food security and nutrition in member states through Agricultural trade promotion; Marketing Information; improved Sanitary and Phytosanitary systems.
10.	Strengthening Trade in Agricultural Input	Hewlett Foundation and executed by IFDC	To enable the region set up mechanisms for promoting access to inputs by Member States.

NO	PROGRAMME	FUNDING	OBJECTIVE
11.	A Regional Response to the Catastrophic Spread of Cassava Mosaic Virus Disease (CMVD) and Banana Xanthomonas Wilt (BXW) in the African Great Lakes Countries (Great Lakes Crop Crisis Control Project,C3P)	USAID	To assist member states coordinate activities that will both reduce the incidence of serious famines and food insecurity; To develop and multiply clean planting material for Banana and Cassava for distribution in the region.
12.	Alliance for Commodity Trade in Eastern and Southern Africa (ACTESA)	USAID, DFID, AGRA, WFP	Increasing competitiveness of staple crop sector; Improving market access/finance services for farmers; Increasing the commercialization of smallholder farmers.
13.	Competitiveness and Trade Expansion	WTO	The project which is aimed at enhancing economic growth and food security in Eastern and Central Africa by stimulating increased trade and competitiveness in both regional and global markets.
14.	COMESA Business Council (CBC)	EU-Pro-Invest & USAID	Establish a Forum in which private sector can participate in the elaboration, development & implementation of economic policy in COMESA; Organize Business Forum – to facilitate interaction between policy makers and the private section.
15.	Africa Agricultural Markets Programme (AAMP)	Funded by DFID managed by World Bank	Africa Agricultural Markets Programme (AAMP)
16.	Trade Development and Promotio	CIDA	To support regional trade development (strengthen COMESA Business Council and FEMCOM; to strengthen regional trade information system; to support trade development in leather sector).
17.	COMTEL Project	ADB, DBSA, & NTOs,	To establish a holding company to be known as COMTEL to link national systems through ATM and Optic Fiber Systems
18.	Northern Corridor Transit Facilitation	USAID	To undertake national assessment on the status and constraints faced in implementing the COMESA Transit Facilitation Instruments in the NCTTA. To develop measures to speed up implementation.
19.	ICT policy and Regulatory Harmonization Programme	COMESA	To develop a harmonized ICT policy and regulatory Framework by studying the current Telecommunications regulatory environment in member states and identifying areas of improvement and reform.
20.	The Regional Information Communications and Technology Support Programme	EU	Create a positive enabling ICT environment, contribute to the ESA Region's integration agenda through an efficient ICT environment, which will reduce the costs of trade and investment and thereby stimulate economic growth and reduce poverty through reduction in the digital divide by removing constraints to the efficient use of ICT.
21.	Postal sector reform	COMESA, UPU	Establish positive postal policy environment in countries and speed postal reform process.
22.	North- South Corridor Multi-donor trust fund called Trade Facilitation Facility (TFF)	World Bank	To help countries improve their competitiveness and reduce trading costs through measures such as improving infrastructure, transport logistics and customs procedures.
23.	Enhancing Procurement Reforms & Capacity Projects	AfDB	Promote good Governance through Transparency and Accountability; Build capacity in Public Procurement among Member States; Harmonize Public Procurement Laws and regulations.
24.	Capacity Building for Public Procurement Reforms in COMESA	World Bank	Build capacity in Public Procurement among member States; Harmonize Public Procurement laws and regulations.

NO	PROGRAMME	FUNDING	OBJECTIVE
25.	Capacity Building for conflict prevention and Peace Building	EU - AU African Peace Facility (APF) – CA2	To enhance the capacity of COMESA and other RECs in establishing an early warning system and establish a Liaison Bureau at the AU.
26.	Capacity Building for conflict prevention and Peace Building	EU through the AU African Peace Facility (APF)	To enhance the capacity of COMESA and other RECs in conflict prevention and peace building.
27.	Trading for Peace project	GIZ, DFID, USAID, Trade Mark.	To enhance the sustainable and equitable use of natural resources in the DRC in the interests of regional stability and poverty eradication.
28.	Conflict Prevention Management and Resolution Programme	EU	To enhance the capacity of COMESA to address conflicts by focusing on war economies and their linkage to conflict propagation.
29.	Regional Political Integration and Human Support Programme	EU-CA	To enhance Democracy, governance, and Human security with EAC and IGAD.
30.	HIV and AIDS Multi sectorial Programme	Swedish/Norad	To build capacity for mainstreaming HIV and AIDS in COMESA programs; mainstream HIV and AIDS in COMESA policies on Trade, Industry, Transport, Agriculture, Tourism etc; 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; To identify partners/stakeholders working on HIV and AIDS at national and regional levels.
31.	Integrating Female Farmers in Agribusiness into Regional and Global Value Chains	USAID	To integrate and increase participation of female farmers involved in agribusiness into regional and global value and supply chains.
32.	Project ID: P120581: "Developing COMESA's M&E Capacity to Monitor MTSP Implementation".	World Bank	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; Strengthen the alignment of national M&E systems with the MTSP M&E system for key regional priorities and outcomes.
33.	COMESA Regional Economic and Trade Integration Program	USAID	The United States Agency for International Development (USAID) support to COMESA is through the Strategic Objective Grant Agreement which was in existence since September 2003 would have come to an end by end of September 2008.
34.	Regional Enhanced Livelihoods in Pastoralist Areas	USAID	To improve and broaden options for livelihoods of households linked to pastoralist livestock systems in the Mandera Triangle (Kenya, Ethiopia and Somali) and initiate CAADP Roundtables in Kenya, Djibouti and Ethiopia.
35.	Integrated Partnership Assistance Agreement	USAID	Promote regional trade. Promote trade with USA and enhance institutional strengthening.

Nairobi, Kenya.

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6. ADDITIONAL FINDINGS AND ANALYSIS

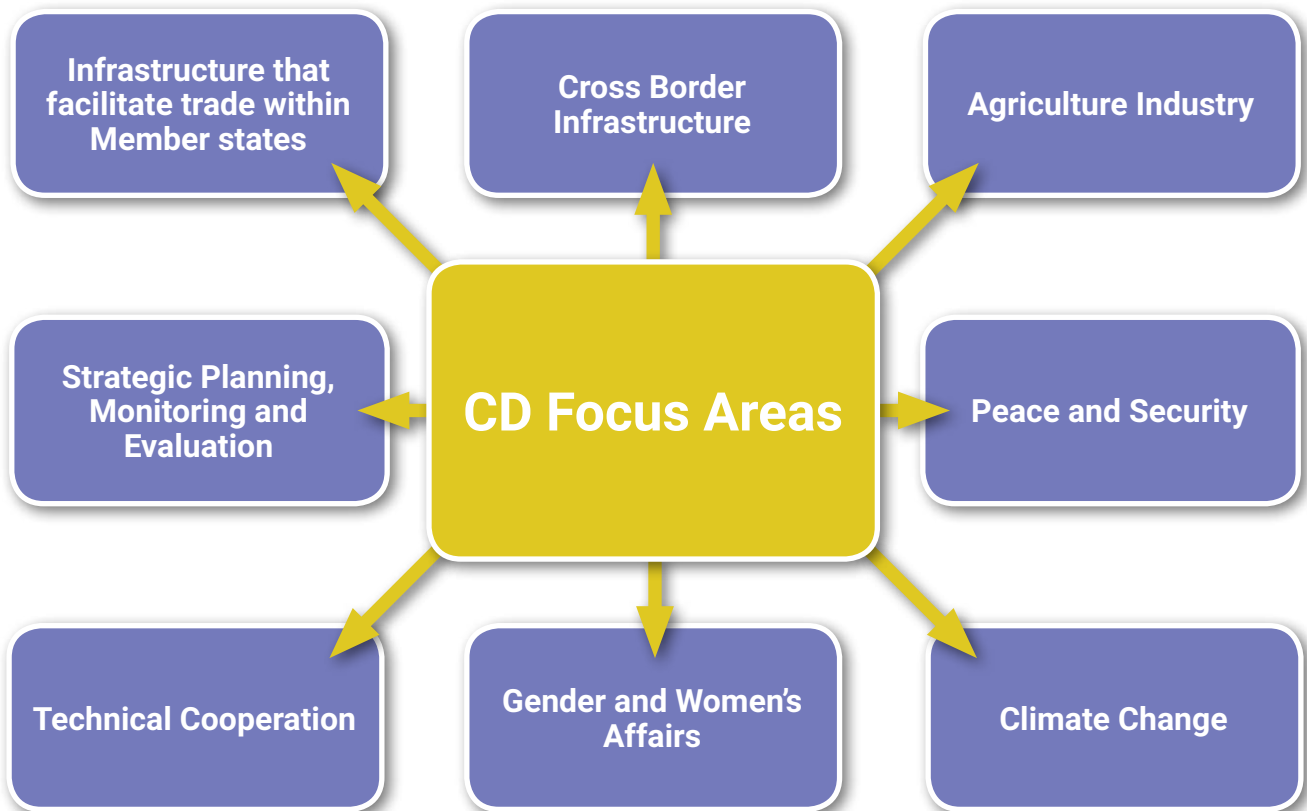
6.1. Additional Points Emerging from the M & S

COMESA has eight areas in which CD activities are carried out to achieve sustainable economic and social progress in all Member States. This is done through increased co-operation and integration in all fields of

developments, particularly trade, customs and monetary affairs, transport, information and communication technology, industry and energy, gender, agriculture, environment and natural resources.

6.1.1. COMESA CD focus areas

Diagram 6.1: COMESA CD Focus Areas Identified

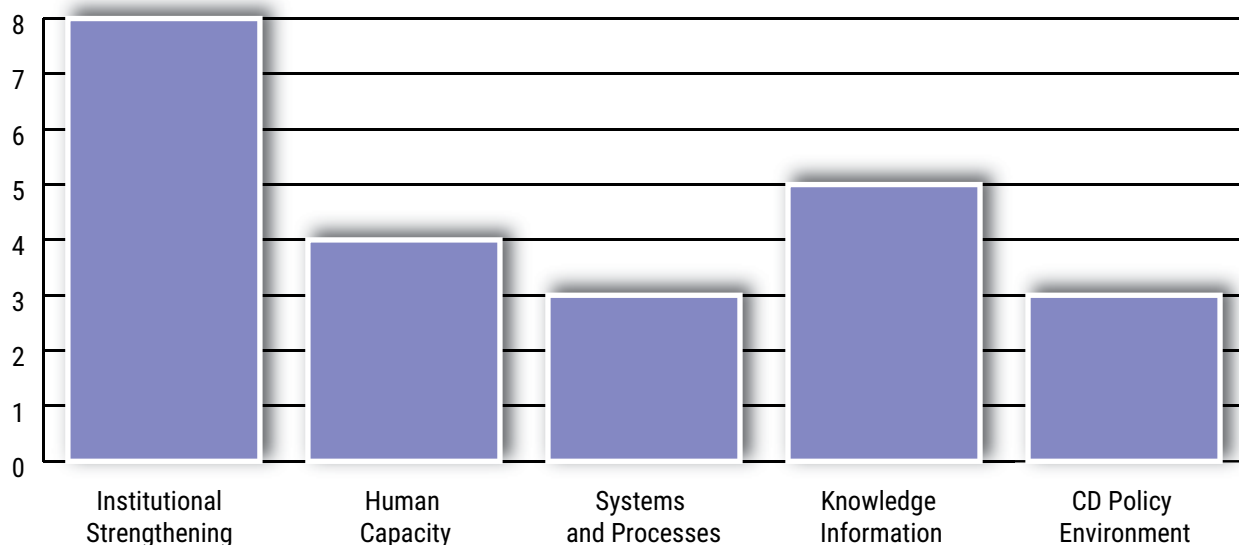


6.1.2. CD Dimensions Prioritised in past and ongoing CD activities

Through analyses of the lists and types of CD activities compiled and presented in the previous chapter of this document, some trends are emerging in terms of various CD dimensions targeted through interventions. The CD focus areas graphically represented below are derived from documents available from the secretariat as well as from discussions held with officials of the Secretariat.

Institutional strengthening, followed by knowledge information and human capacity retained considerable attention as CD areas of emphasis within the Secretariat and among the member states. (The distribution is based on number of CD initiatives/interventions and not on the volume of resources).

Figure 6.1: Focus of Past and Present CD Activities



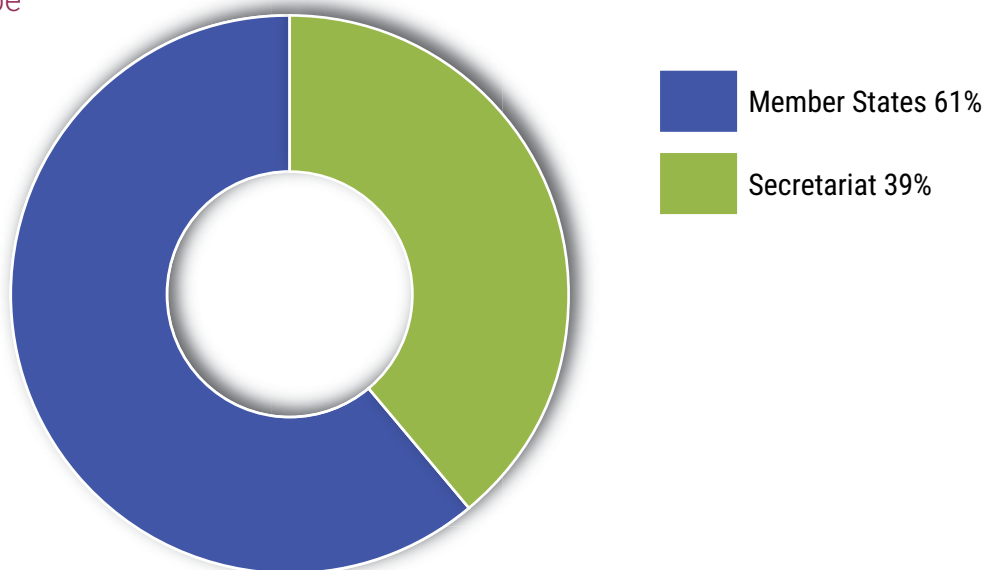
6.1.3. Targeted Level of Implementation (Past and Present CD Activities)

Drawn from the information analyzed above and subject to the level of accuracy of information compiled, it does seem that a majority of CD interventions were targeted to help the Member States with 61%, and the Secretariat

Level receiving 39%. This information fits well with COMESA’s strategy of regional integration as most CD activities and initiatives are directed towards Member States who will drive the integration process.

Figure 6.2: Targeted Level of Implementation

CD Focus Scope



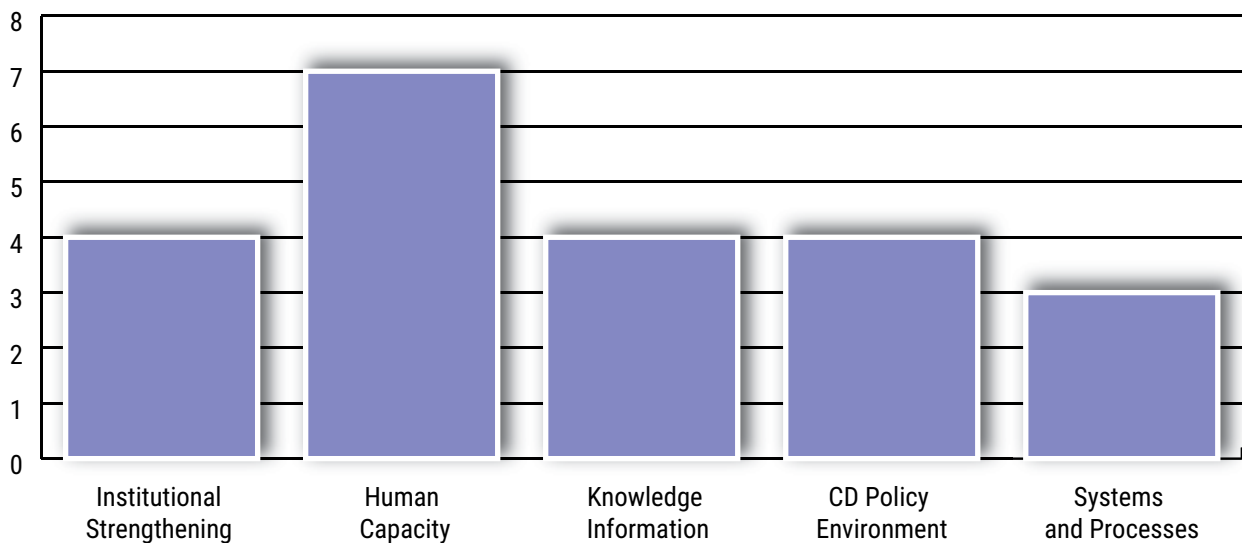
6.1.4. Focus of Future CD Activities

As part of the analysis, future CD activities that were being planned or starting at the time of the survey were examined; in order to determine the CD dimensions being prioritised.

The graphical representation below shows the future CD focus areas of COMESA. Through analyses of the lists and types of CD activities complied and presented

in the previous chapter of this document, some trends are perceptible in terms of various CD dimensions targeted through interventions. In the figure presented below, human capacity emerges as a high area of focus of CD interventions, followed by knowledge information, institutional strengthening and CD policy environment that all retained the same level of target.

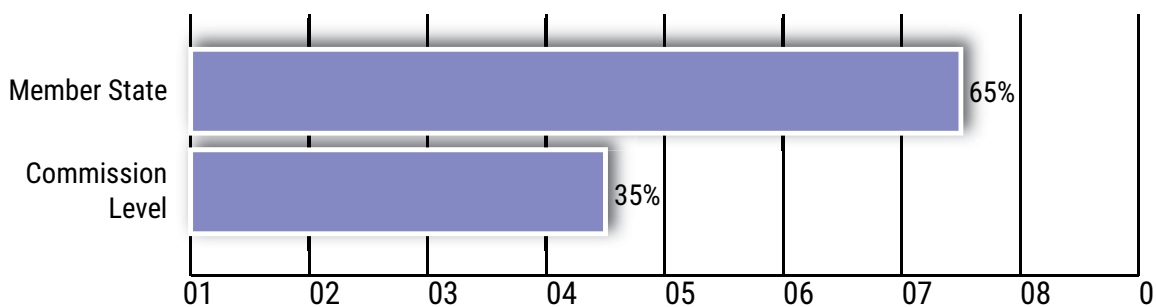
Figure 6.3: Focus of future CD activities



6.1.5. Targeted Level of Implementation (of some future CD activities)

Drawn from the information analyzed above and subject to the level of accuracy of information compiled, it does seem that a majority of CD interventions were targeted to help the Member States with 65%, and the Secretariat Level receiving 35%. This information fits well with COMESA's strategy of regional integration as the Member States will be the vehicle driving the policies and frameworks of implementing COMESA's Regional Strategic Plan documents towards a common market and custom union.

Figure 6.4: Future Targeted Level of Implementation⁴



4 Source: Snapshot institutional information about the REC

6.2. Relevance and prioritisation of CDSF key core values and cornerstones

6.2.1. Relevance and Prioritisation of CDSF Key Core Values for the Region

From the interviews it generally emerged that the Secretariat places a high degree of priority on the CDSF Key Core Values as seen in the table 6.1 below. COMESA through its Secretariat, Institutions and Member States

aim to foster transformation and regional integration by focussing on prioritising the key core values of the CDSF.

Table 6.1: Prioritisation of CDSF Key Core Values

Key core values CDSF	High	Medium	Low	Not Applicable
Change of mind-set and readiness for change	X			
Commitment to efficient and effective results focused service delivery	X			
Supremacy of performance and results	X			
Cultivating African potential	X			
Inclusive processes and equal opportunity	X			
Respect for diversity	X			
Collaborative leadership and citizen-centred action for development.	X			

6.2.2. Relevance and Prioritisation for Implementation of CDSF Cornerstones in the Region

COMESA places strong emphasis and agreement on the CDSF Cornerstones which are felt to be of high relevance to CD activities among member states in the region; this is reflected in the CD initiatives and

activities presented above in Chapter V above as the CD activities and initiatives focus on enhancing the capacity of COMESA to achieve regional integration through trade.

Table 6.2: Prioritisation for implementation of CDSF Cornerstones in the region

Cornerstones of the CDSF	High	Medium	Low	Not Applicable
Transformative leadership	X			
Citizen transformation	X			
Knowledge and evidence-based innovations	X			
Using African potential, skills and resources	X			
Developing the capacity of capacity developers	X			
Integrated planning and implementation for results	X			

6.2.3. Ranking on the need promoting CDSF Awareness

COMESA places a high degree on promoting awareness of the CDSF (Africa’s priorities on Capacity Development) both at the Commission level and among its Member States. This is reflected in the matrix below where the COMESA region receives most of the CDSF

Awareness, followed by COMESA Secretariat and Institutions. This bodes well with the CD focus areas of COMESA as shown graphically above with the member states/region receiving more than 60% of CD initiatives and activities.

Table 6.3: Promotion of CDSF Awareness

	Very important	Useful	Not priority
At the level of COMESA		X	
In the region	X		

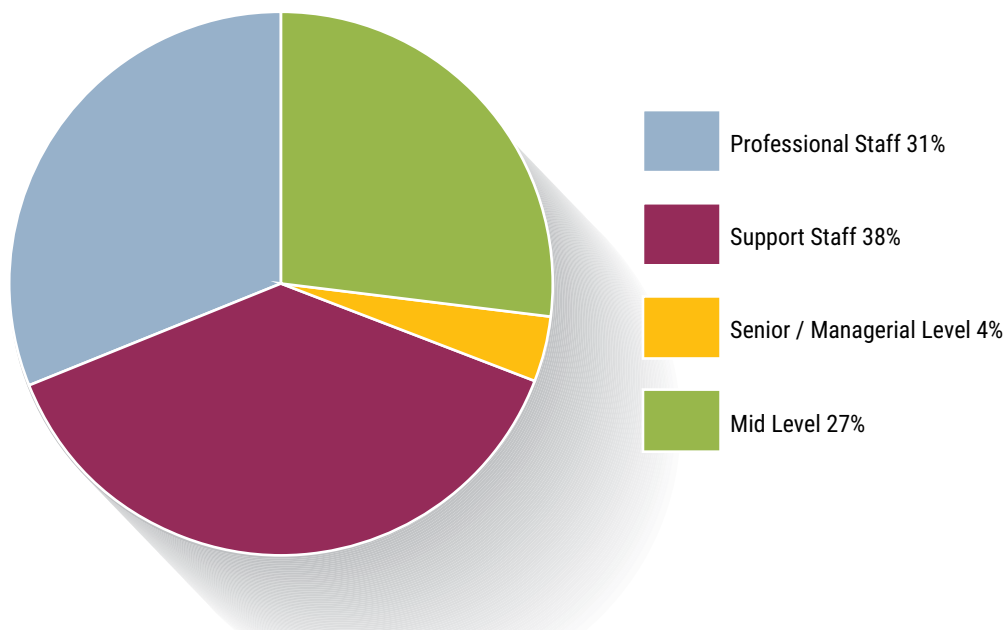
6.3. Human Capacity

6.3.1. Staffing Profile

The staffing level at COMESA as captured below shows that the professional and mid-level level staffing was about 58%, while the support staff was about 38%. At that time, there were approximately 105 established and 108 non-established positions at the Secretariat and 10 and 24 respectively at the COMESA institutions and agencies. This brings the total staff compliment to

247. Proposals have recommended that the Secretariat operates with a core staff establishment of 197 inclusive of its Institutions and Agencies. This will be 20% reduction in the overall staff numbers. Established positions are funded by Member States and the non-established posts were generally under donor support projects.

Figure 6.5: Current Staffing⁵

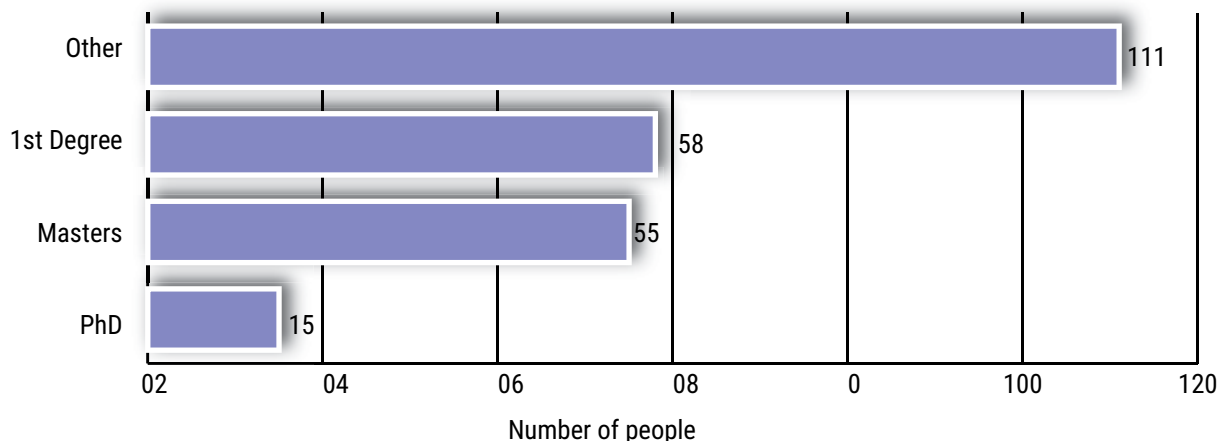


⁵ Source: Snapshot institutional information about the REC

6.3.2. Qualifications of Staff

In terms of the distribution of staff by level of qualification, more than three quarters of the staff have “other” qualifications (111) as compared to first degree (58) and master’s (55) and PhD (15).

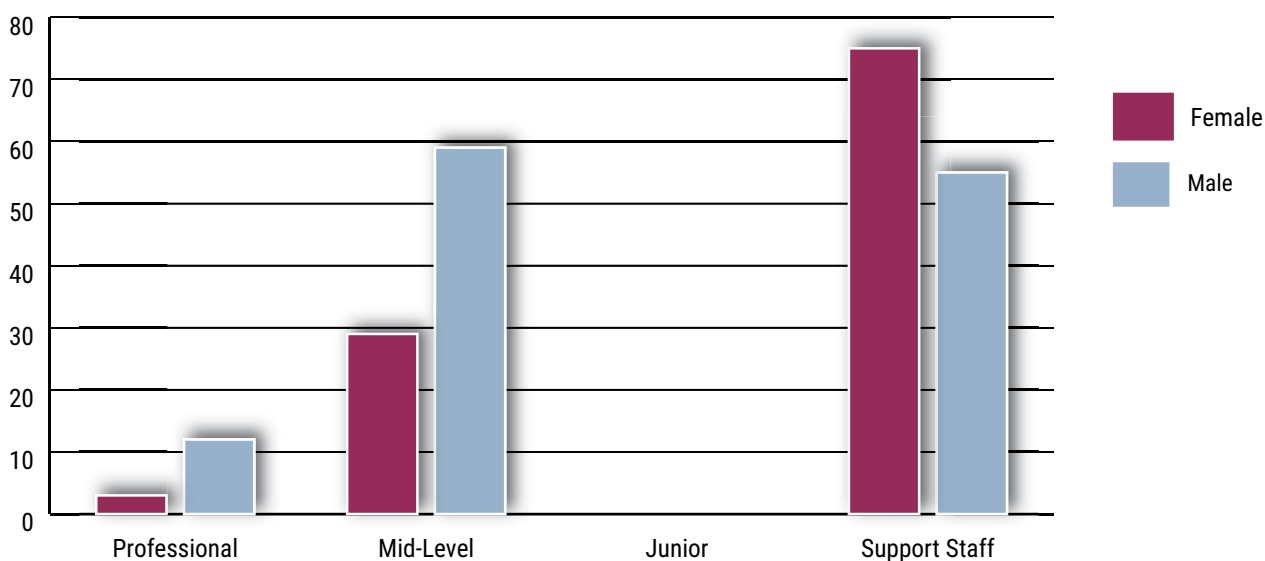
Figure 6.6: Skills and Qualifications



6.3.3. Gender Profile

Subject to the completeness of information on gender distribution numbers, it would appear from the graph below that the COMESA has more male employees than female employees. This patterns is as a result of the lack of opportunities for women in COMESA Member States. However, COMESA has implemented strategies to increase the number of women at its Secretariat and Institutions.

Figure 6.7: Gender Profile⁶



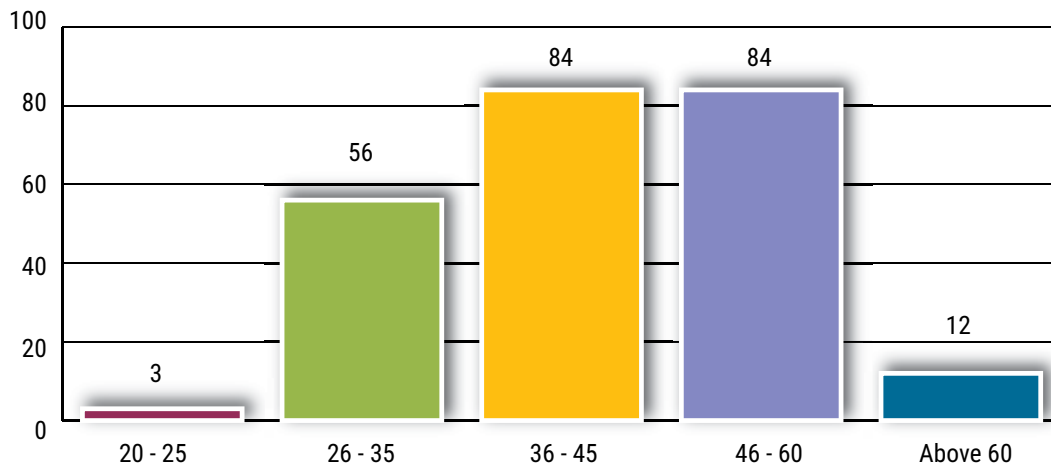
⁶ Source: Snapshot institutional information about the REC

6.3.4. Age Structure

The age structure in the staffing composition reflects a high concentration within the age group 36-45, as well as 46-60; from a capacity angle, the analysis of the age structure of an institution can be useful regarding policies and initiatives on training, career growth, institutional memory, and succession planning.

An organizational age structure such as the one that emerges below requires that attention is to be paid to staffing succession planning for those in the advancing age group; as well as enhanced training opportunities for those in the lower age groups. It can be deduced that the institution mainly employs people with experience.

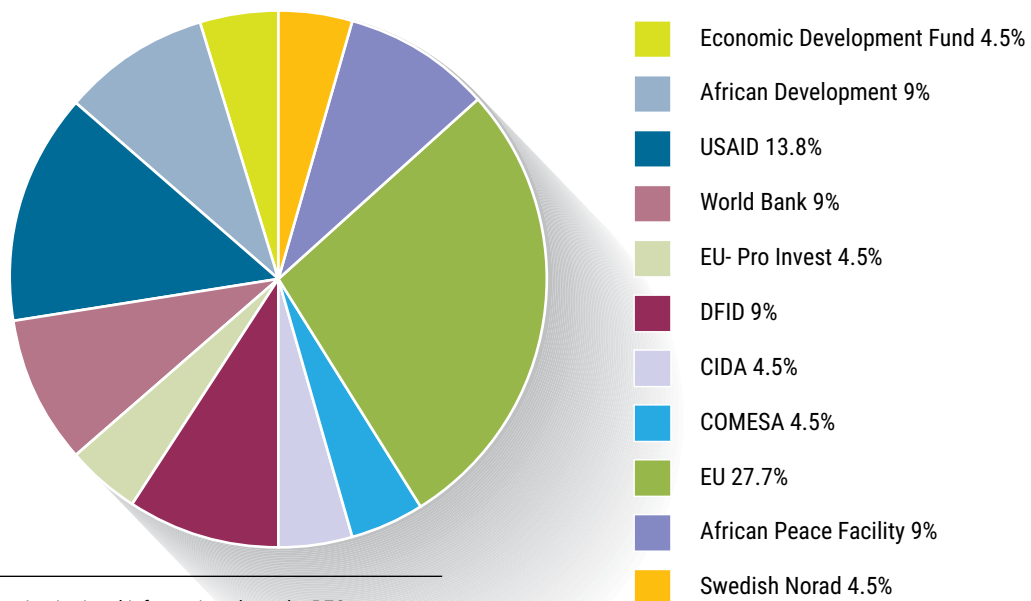
Figure 6.8: Age Structure⁷



6.4. Key Partners Supporting CD in the Region

Apart from funding by the COMESA Secretariat and Member States, majority of CD activities and initiatives are funded by external partners such as: USAID, COMESA, AfDB, EU, DFID, ACBF, World Bank, EU-Pro-Invest, DBSA, EU - 10th EDF, APSA, Sweden and NORAD.

Figure 6.9: Institutions Supporting Past and Present CD activities

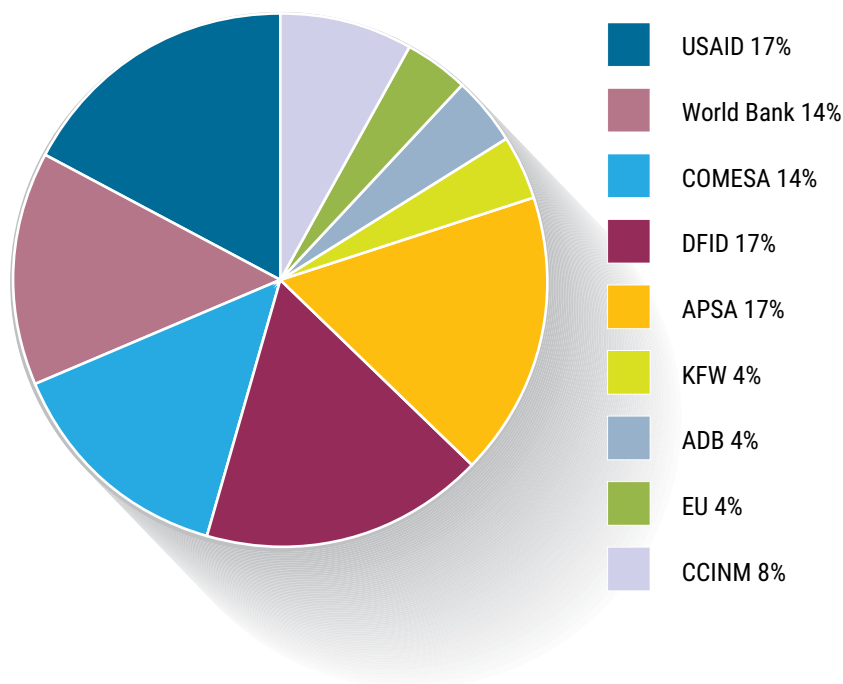


⁷ Source: Snapshot institutional information about the REC

COMESA's future CD activities and initiatives will be funded by mainly by COMESA Member States and international donors and partners. This information is derived from the data collected during the M & S

mission, which have been presented in the matrix above. The graph below indicates that most of the funding for CD initiatives and activities seems to come from external sources and donors.

Figure 6.10: Institutions supporting future CD activities



6.5. Other CD Strategies and Processes of COMESA

6.5.1. Secretariat Level Institutional Development

The COMESA Secretariat acts as the facilitator, coordinator, catalyzer, and often as a proactive initiator of integration programs. Its mission statement is "To provide excellent technical services to COMESA in order to facilitate the region's sustained development through economic integration" (COMESA, 2012). The main objective is to improve capacity of the Secretariat and coordinating ministries in Member States to enable them to fulfill their respective missions and support the development of COMESA Institutions. The main objectives for institutional support are to:

- Develop capacity of the Secretariat, COMESA Institutions, Member States and Coordinating Ministries consistent with the strategic priorities of the integration agenda;
- Build System and capacity for Monitoring and Evaluating COMESA programs and, Regional Integration indicators;
- Provide Legal advisory to Secretariat, COMESA Institutions, Member States and Coordinating Ministries;
- Provide support for the achievement of COMESA's objectives through the application of Information Systems and Technology integration, and promote the use and awareness of Information Technology;
- To provide independent and objective assurance on the adequacy of the Secretariat's (and its institutions') risk management, governance practices and internal controls in meeting planned objectives;
- Advocacy, awareness and publicity.

This is done through the following interventions:

- Legal and Institutional issues
- Information & Networking
- Resources Centre/Library
- Public Relations
- Administration
- Budget and Finance
- Internal Audit
- Strategic Planning
- Monitoring & Evaluation

6.5.2. Member States Institutional Reform

The COMESA Secretariat is assisting the Governments of Zimbabwe and Swaziland in elaborating, implementing and monitoring a bold Business Climate Reform programme, which will be articulated around four main components:

- Identifying immediate actions within the Business Climate Reform Road Maps for both countries and approve their implementation;
- Setting up Monitoring and Evaluation Mechanisms and Tools to ensure the timely and proper implementation of the Business Climate Reform Road Map and its action plans;
- Organising two Workshops (Zimbabwe and Swaziland) to discuss regional experiences and best practice in business climate reforms present, and to validate the proposals on the Business Climate Reform Road Map, the IT Business Climate Self-Assessment and Monitoring tools, and the National Steering Commission; and
- Communicating the Business Climate Reform Roadmap to all relevant stakeholders and parties concerned in the country.

Swaziland experienced one of the lowest growth rates in Sub-Saharan Africa (SSA). The government took steps to put the economy on a path of rapid and inclusive growth, through the approval of the Economic Recovery Strategy (ERS) in 2011, aiming to raise annual economic growth to 5% and create 30,000 jobs by 2014

(AfDB, 2013).

Similarly, since the inception of the Inclusive Government of Zimbabwe in February 2009, Zimbabwe has been recovering from a low economic base. The latest reports indicate that the economy is expected to grow by 4.4% and 5% in 2012 and 2013, and that the main contributing sectors will be agriculture and mining (African Economic Outlook, 2013). The establishment of the Short Term Economic Recovery Programme 1&2 helped to re-establish growth and stability. Zimbabwe is undergoing a major World Bank MDTF programme assistance in six sectors including improving climate for business and regulatory reforms.

According to the World Bank's Doing Business 2014 report, Zimbabwe's position slipped from 168 in 2013 to 170 in 2014 out of 183 countries (Doing Business, 2014). This slippage is associated with the persistent downside risks in the economy. A lack of clarity and policy uncertainties has also affected negatively on investment. The main areas of concern that are on the decline are: starting a business, dealing with construction permits, getting electricity, registering property, getting credit and protecting investors. Although the other areas have slightly improved, they are still among the lowest performers.

6.5.3. COMESA Collaboration with other Regional Key Communities

From interviews held with various focal persons at COMESA, it emerged that COMESA coordinates with other Regional Economic Communities and continental organizations in various CD activities. Below is a listing of some of the CD activities and initiatives that COMESA collaborates on with other institution and partners:

COMESA collaborates closely with:

- EAC, SADC, IGAD, IOC in information exchange, policy harmonization, trade and capacity building Tripartite FTA and Contribution Agreement;
- COMESA in private sector development and promoting regional economic integration towards an AEC;
- AUC in coordinating Pan African Tsetse Trypanosomiasis Eradication Campaign;
- AUC in capacity building in peace and security;

- Coordination with Cooperating partners such as DFID; EU; GIZ; Norway; Finland; USAID; World Bank and AfDB.

COMESA-EAC-SADC

- The Tripartite framework of co-operation and harmonisation of regional policies and programmes among (COMESA), (EAC) (SADC) was launched in 2001 between COMESA and SADC and later extended to include the EAC in 2005.
- The Tripartite framework was born out of a realisation that the regional integration processes of COMESA, EAC and SADC were similar and in some cases identical. With overlaps⁸ in the membership of these 3 RECs, it was seen prudent for the 3 RECs to co-operate and harmonise their trade, infrastructure and other regional integration programmes.

6.5.4. Science and Technology

Exponential growth in scientific and technical knowledge provides unique opportunities for Africa to solve its critical challenges related to meeting basic needs, participating in the growing economy, addressing ecological and climate change problems and improving governance. African leaders have, in recent years, been placing increasing emphasis on the role of science, technology and innovation. The main objective is to enhance Science and Technology among member states to build basic scientific and technological research to harness STI to advance industrial and economic development in the region

6.5.5. ACTESA Knowledge Portal

ACTESA's Operational Plan (2012-2016) identifies the need to "develop an online reference center in order to connect partners and stakeholders with regionally important documents and ACTESA training and awareness materials. A principal activity is to create an "Online Knowledge Portal" to be a storehouse for best practice information, knowledge sharing, publications, and discussions.

ACTESA and the Agro-Enterprise Learning Alliance

⁸ Of the 19 Member States of COMESA, 8 are also members of SADC and 4 are Partner States of the EAC. Of the 15 Member States of SADC, 1 is a Partner State of EAC.

have recently been engaged in discussions to establish the ACTESA Knowledge Portal, which will build on the achievements under the Markets Linkages Initiative where Danya International earlier developed a Knowledge Portal and this has not yet been transferred to ACTESA.

Within its core value of nurturing a strategic and inclusive partnership, regional KP will house ACTESA's and its Alliance partners interactive knowledge hub that will improve small holder farmers' access to domestic, regional and international markets. The innovative approaches for value addition and staple food markets expansion that ensures that smallholder farmers will be included into the regional knowledge portal.

6.5.6. Building Productive Capacity (Agriculture, Industry and Investment)

This Strategic Priority has seven (7) main interventions, namely (i) Implementation of the Agriculture program under CAADP; (ii) Simplified Trade Regime to facilitate Cross Border Trade; (iii) Cross Border Trade Associations; (iv) Standardization and Quality Assurance; (v) Development of the Private Sector; (vi) COMESA Business Council; and (vii) Cluster Initiative. 108. The activities of 2014 will focus on support to CAADP Implementation at country level; strengthening regional planning and policy formulation; facilitating monitoring and evaluation of regional strategic objectives; facilitating regional communication and information sharing; capacity building at the Secretariat, national and regional level; and strengthening regional partnerships. These strategic functions are also meant to operationalize the COMESA Agriculture Development Strategic Framework (2010-2014).

6.5.7. Statistical Capacity Building

Capacity building 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, 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.

Table 6.4: Statistical Capacity Building

Statistical Cluster	Countries that benefited from technical assistance from technical assistance and training
Merchandise and trade statistics	Burundi, Kenya, Congo DR, Zimbabwe
Harmonized Consumer price indices	Seychelles, Madagascar, Zimbabwe, Zambia, Djibouti, DRC, Mauritius, Rwanda, Egypt, Sudan, Ethiopia
Infrastructure Statistics	Djibouti, Rwanda, Ethiopia, Seychelles, All Member states for regional Workshops
National Accounts	Uganda, Kenya, Rwanda, Burundi, Madagascar, Ethiopia

6.5.8. Cross-Cutting Programmes

Crosscutting issues act as the crucial undergirding without which the achievement of the broader integration agenda would not be possible. They include the following multi-sectoral issues: (i) Gender, HIV&AIDS and other social sector issues; (ii) Climate Change; (iii) society's knowledge stock and human capital; (iv) cooperation and partnership and (v) Aid for Trade. The main strategies to be pursued are to strengthen collaboration at the national and regional level are to:

- Collaborate in resource mobilization for sustainability;
- Establish the status of implementation of cross cutting issues by undertaking a baseline survey to establish the status and magnitude of some of the new cross-cutting issues;
- Harmonize policy formulation for cross-cutting to accord with the regional integration vision;
- Enhance and promote the participation of the private sector, civil society and business communities in the regional integration agenda.

6.6. CD Challenges/Constraints

COMESA and its Member States have been grappling with institutional, political, economic and social challenges such as:

- Shortage of human capacity at the Secretariat to effectively carry out the programmes and activities of COMESA;
- COMESA requires support in strengthening its Monitoring and Evaluation Department, including implementation of the new M & E Policy. In addition, there is the need for strengthening of the M&E and Strategic Planning function;
- The M & E department requires support and assistance in terms of resources and support towards preparation of the next MTSP, for the years from 2015 onwards;
- COMESA requires assistance to ensure speedy and full implementation of the institutional transformation agenda and also to enhance the capacity in various areas, at the levels of the Secretariat, Institutions and Member States;
- COMESA Member States require urgent capacity building support and assistance on various trade, monetary issues, including Rules of Origin and Conformity Standards;
- There are some hitches in implementing the rules of origin under which goods produced within the COMESA member states are entitled to duty free or preferential treatment;
- The issue of non-acceptance by Member States COMESA certificates of origin even when these are authentic.

- COMESA Member States require capacity development programmes, activities and initiatives to accede to the FTA Resolution of the NTB;
- The Secretariat requires institutional and human capacity support to strengthen its human resources management system and practices and the development of a systematic staff growth plan; and
- COMESA requires assistance to develop a knowledge management strategy and system to foster exchange of expertise and learning among Member States.

6.7. Nature of CD Needs at COMESA

6.7.1. CD to Enhance the Transposition Agenda

COMESA is embarking on a process of transposition among Member States. Transposition is ensuring that policy and administrative measures are put in place to implement regional agreements, decisions, and protocols at national level. It involves giving force by a Member State to a Regional Commitment by passing appropriate Implementation, Application and Enforcement means by ensuring that policy and administrative measures are put in place to implement regional agreements, decisions, protocols at national level). Transposition at COMESA Member States is centred on four levels: legal and regulatory framework level, strategic policy level, planning level and operational implementation level.

COMESA's regional integration strategy is based on the setting up of regional policies aimed at transforming the region into a single market and facilitating the integration of its Member States into the global economy. Transposition of regional integration commitments into national development strategies is therefore without doubt an important exercise towards the success of regional integration. There is a need to strengthen the development of capacities at Member States level in order to enhance implementation of the COMESA agenda and decisions.

The capacity of Member States needs to be enhanced and supported in the following areas:

- Consolidating the COMESA Free Trade Area;
- Establishing the COMESA Customs Union;
- Preparing for the COMESA Common Market;
- Coordinating and harmonizing the strategies and priorities of the REC;

- Negotiations for better terms and conditions under the EPAs; and
- Operationalizing regionally owned instruments for development finance;

6.7.2. COMESA Secretariat

Capacity Development and strengthening at the level of Secretariat, includes paying continued attention to institutional, human capacity, and resources. In addition, the COMESA Secretariat carries a responsibility for leading the preparation of regional policies on various priority sectors (energy, agriculture, etc.) that ensures COMESA achieves regional integration through trade.

6.7.3. Medium Term Strategic Plan

The Medium Term Strategic Plan in addition focuses on addressing issues affecting the ordinary people such as poverty, public health, education, gender, children's welfare, equal opportunities, and international solidarity. Six Strategic (Priority) Areas that have been identified as key drivers are:

- Need to develop capacity of member states' negotiators to partake in regional and international trade talks and negotiations;
- Support for re-engineering of work processes and systems
- The Need to strengthen COMESA's Monitoring and Evaluation in the areas of MTSP, M & E Policy and Implementation through:
- M&E capacity and needs assessment at the COMESA Secretariat, Member States and COMESA Institutions can be undertaken through a participatory process that ensures the ownership of the findings.

- COMESA can put in place initiatives for capacity building for MS, and Institutions
- Member States should undertake their capacity needs assessment in order to identify capacity deficiencies in the implementation of COMESA M&E Policy.
- A Technical Committee to oversee Monitoring and Evaluation should be established by COMESA Policy Organs.

Table 6.5: COMESA Strategic Needs

NO	Strategic Pillar	CD Needs
1	Removing Barriers to Factor Mobility	<ul style="list-style-type: none"> • Removing Barriers To Factor Mobility • Elimination of Non-Tariff Barriers • Consolidate the Internal Market (FTA) • Operationalizing the Customs Union • Trade in Services • Protocol on the Free Movement of Persons • Sanitary and Phytosanitary Measures (SPS) • Cross border Trade/Simplified Trade Regime • Implementation of ASYCUDA • Other Trade issues
2	Building Productive Capacity for Global Competitiveness	<ul style="list-style-type: none"> • Regional Master Plans in Agriculture, Industry and Services • Comprehensive African Agricultural Development Program (CAADP) • Promotion Programmes for SMEs • Trade Information Desks
3	Addressing Supply-Side constraints related to Infrastructure	<ul style="list-style-type: none"> • COMESA Carrier License • Air Transport Liberalization Programme
4	Cross cutting issues	<ul style="list-style-type: none"> • Gender mainstreaming • Climate Change • Aid for Trade • Science and Technology • Intellectual Properties • Statistical development • COMESA Public Procurement

6.7.4. COMESA Institutions

At the level of COMESA's institutions, there is the need for CD support in various areas including the following:

- Implementation of the M & E Policy;
- Optimizing benefits to be derived from global initiatives such as Aid for Trade;
- Enhancing human capacity;
- Strengthening harmonised reporting systems;
- Greater sharing of information and knowledge products; and
- Undertaking of functional and institutional work processes and systems.

7. CONCLUSIONS AND RECOMMENDATIONS

7.1. Concluding/Strategic Observations

The CD mapping and scoping exercise provided a lot of opportunities to note the impressive volume of development/focused work of COMESA in the region. From this exercise, it is important to appreciate the professional engagement of the Secretariat in addressing a wide spectrum of issues, opportunities and challenges with respect to regional integration and trade agenda in the region. The tripartite arrangement is a unique arrangement that augurs well for the future of regional integration in Africa. Bringing three independently set up RECs to collaborate on regional integration and the trade policy and programmatic aspects and that this in fact can be an encouraging way forward for the African integration agenda.

Political commitment at the highest level among COMESA Member States is not in doubt. Bold decisions made over the years towards deeper integration can attest to this. The challenge appears to be the ability to take COMESA decisions through the legislative and or planning and resource allocation processes. Therefore a strategy to address these challenges could focus on capacity development and enhancing the political engagement. In general there exists a challenge of weak integration of regional programs into National Development Plans (NDPs) of Member States which has led to slow implementation.

The challenge, broadly defined, is one of capacity resources; specifically inadequate capacity “resources” in four interrelated dimensions of institutional, technical, financial and political. A closer analysis also reveals potential challenging points in the decision-to-action continuum that could be addressed as part of a comprehensive strategy for integrating Regional Commitments into NDPs. Where institutional structures exist, performance could be enhanced through greater coordination.

COMESA Member States have made some important progress in implementing decisions of the COMESA Council of Ministers and other regionally agreed instruments and protocols. From these successes, it is clear that deeper regional integration is being achieved as countries honour their commitments and more actively pursue the gains of regional freer trade,

regional cooperation and common socio-economic and geo-political development. The path towards a structurally transformed, modernized and globally competitive region has been taken and is being achieved a step at a time.

7.1.1. Technical constraints

The COMESA integration agenda in all its economic, social and political dimensions is broad, ambitious and complex. The range of skills, knowledge and experience required are often not readily available in all Member States and a formal mechanism for exchange of such expertise within members States is not in place. There is acute need for technical assistance to, among others, undertake in-depth studies, formulate policies, design and implement programs; and assess progress, impact and implications of programs and projects.

7.1.2. Financial constraints

Lack of financial resources is among the most frequently cited reasons (by Staff) for poor implementation of Council and Authority decisions. The COMESA Treaty (Article 150) anticipates this and provides for the establishment of a Special Fund to help compensate Member States for “special problems...and other disadvantages arising from the integration process”.

7.1.3. Tripartite Process

The tripartite arrangement is a unique arrangement that spurs way for future. Bringing three independently set up RECs to collaborate on the trade agenda and that this in fact can be an Interpol on a way forward for building integrated work with the RECs. on key thematic issues.

7.1.4. Funding for CD initiatives

The mapping discussions brought to light the fact that most of the funding for specifically designed CD initiatives and interventions come primarily from external partners. As indicated further below, this situation which gives room for concern (in terms of ownership) would need to be reviewed toward a more balanced CD funding formula.

At the time of writing the report, a good number of staff who are funded through external partner support as part of the CD agenda were likely not have their contracts renewed due to the expiration of contracts.

This poses a real threat to the sustainability of the organization and the continuity of work of key issues. Include closing paras to weave all the above together and infuse the CD initiatives

7.2. African core CDSF values in Capacity Development

The transformation character of Africa's development agenda in general and the successful implementation of the CDSF in particular requires strong political will and total commitment. The AU-NEPAD core values of African leadership and ownership are conditions that will create an enabling environment through broad-based capacities for good governance, peace, security and sustainable development. COMESA's CD activities reflect a good convergence with issues emphasized in some of CDSF cornerstones.

These corner stones, individually and collectively, will help enhance development effectiveness in Africa, and for the delivery of robust capacity outcomes. Each corner stone has a set of key elements, as captured below:

7.2.1. Integrated planning and implementation for results

Foster the development of planning and implementation capacities to achieve better integrated and coordinated systems for enhanced results.

7.2.2. Leadership transformation

Develop leaders at all levels of society (not just political) who are dynamic, strategic and capable of inspiring, driving and transforming Africa through results.

7.2.3. Citizen Transformation

Develop better engaged and empowered citizens with capacity to own the development agenda and demand greater accountability and transparency from state and non-state institutions.

7.2.4. Capacity of capacity developers:

Reorient, retain and reposition capacity developers to adapt to Africa's progressive agenda through performance-enhancing institutions.

7.2.5. Evidence-based knowledge and innovation

Develop and use knowledge-based and innovation-driven policy and decision making processes for effective development and learning.

7.2.6. Using African potential skills and resources

Mobilize, nurture and retain African human, institutional and financial resources for development transformation locally, continentally and globally.

Provide a discussion on why the above should be and draw on evidence from the interviews

7.3. Recommendations

Table 7.1: Recommendations for COMESA MCDP and other partners

Key Responsibility	Lead Responsibility by COMESA	Support by AU/NEPAD Multi Agency Team	Support by Others
Some Areas For Urgent Support in the Context of Capacity Development and Capacity Strengthening			
Support to enhance capacity development at the three levels of the Secretariat, Institutions and Member States	■	■	■
Support for a speedy and full implementation of the institutional transformation agenda.	■	■	■
Support to enhance capacity development at the three levels of the Secretariat, Institutions and Member States.	■	■	■
Support to strengthen COMESA's M & E including implementation of the new M & E Policy.	■	■	■
Support towards preparation of the next MTSP, for the years from 2015 onwards.	■	■	■
Harmonize planning, programming and reporting procedures among COMESA institutions – RIA, CCJ, FEMCOM, LLPI, CMI, and Competition Commission.	■	■	■
Recruitment of a team of professionals to manage the day to day activities of the transformation program.	■	■	■
Consider capacity enhancement and approaches for addressing the needs and challenges identified in Chapter VI, 6, 7 above.	■	■	■
Support to enhance human capacity: Various departments and units within the COMESA Secretariat structure identified the need for expanded human capacity and skill sets to enable them undertake the important and growing programmes and activities in which the commission is engaged. In addition to expanded human capacity the need for training and capacity building the area of soft skills as well as for refresher and new knowledge capacity development was also strongly highlighted.	■	■	■
Support for enhancement of systems and work processes: There is an opportunity and need to support the Secretariat commitment and work already engaged towards re-engineering its work processes and systems, including IT tools and systems, to new levels of the state-of-the-art and effectiveness	■	■	■
Support to enhance capacity development of member state's focal institutions and persons :These could include developing region-based capacity development models and a CD programme to enhance the capacity of member state's focal institutions and persons in the focus areas of the Commission's agenda	■	■	■
Other Emerging Areas For Strategic Strengthening Of The CD Agenda			
The need to promoting and institutionalize CD planning as a key function in COMESA: The relevance and opportunity for crystallizing and Institutionalizing a CD functional at the central level of the RECs Commission/Secretariat is becoming clearer.	■	■	
Possible establishment of ministries/departments for capacity development in Member States Consideration regarding possible/eventual establishment of ministries/departments in member states focusing on CD Strategic Planning and implementation A few African countries have in the recent past, recognised the central and pivotal role of capacity development and processed to creating specific ministries to handle that function.	■	■	

Key Responsibility	Lead Responsibility by COMESA	Support by AU/NEPAD Multi Agency Team	Support by Others
<p>The need for complementary/ alternative Funding models for CD: The need for an urgent targeted effort to 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. The next generation of CD collaboration will do well to identify creative pathways to addressing this challenge; including pursuing domestic resources mobilisation options. Here also the AU/NEPAD Multi-Agency team (expanded to include ADB, ACBF etc.), working together with the RECs, could engage support on this issue.</p>	■	■	■
Additional ways to promote CDSF implementation			
<p>Transformative Leadership: The current period of COMESA institutional transformation provides an opportunity to design a small project aimed at promoting, describing and institutionalising the core values of transformative leadership. With advocacy and training objectives, targeting the following key groups:</p> <ul style="list-style-type: none"> • Youth selection from the region • Citizens targeted groups • Civil service organisations and women networks • Decision makers and decision activators • Selections of political and community leaders <p>To design an initiate a small project consisting of CD/CDSF seminars and workshops involving the participation of selected educational institutions and other training entities working on issues that are central to the mandate of COMESA.</p>	■	■	
<p>Citizen Transformation: Design and promote grassroots focus awareness for change to promote understanding of awareness, ownership and participation in the keys of work for the Commission and Member States. Such a project could target the grassroots, defined to include the rural poor as well as the urban poor. It could also include the training of key grassroots groups to build exercise and channel effective demands for service delivery and involvement.</p>	■	■	
<p>Using African potential skills and resources: Design a small project aiming at establishing a COMESA roster of qualified/skilled Africans capable of contributing to advance the development agenda in the region in the areas of work for the Commission. Such a directory would aim to include both qualified skilled Africans from the region living on the continent and in the Diaspora.</p>	■	■	
<p>Promoting Awareness and knowledge on the CDSF: A small project to ensure overall promotion of the CDSF paradigms and key values as part of an overall thrust to promote mind-sets shifts that can help unlock Africa's capacity moments in the first decade towards Agenda 2063.</p>	■	■	
Framing the Next Generation of CD Collaboration in the Context of the Continental Institutional Architecture 2015-2025- Towards Vision 2063 African Agenda			
<p>Capacity in all its forms and dimensions often constitute the missing link in Africa's development efforts. Collaboration and support to enhance CD (including the institutional, policy, human capacity, system and processes, knowledge and innovation, etc.) represents a priority area of collaboration for the AU/NEPAD and the RECs. In order to better construct a forward focus vision for a continental institutional architecture to deliver on decade-phases of Vision 2063 African Agenda, it is proposed to consider setting up an AU/NEPAD CD Working Group. Such a Working Group could help to carpenter various out-of-the-box approaches on many aspects of the ways ahead. In constituting such a Working Group the involvement of select African CD practitioners could also be considered.</p>	■	■	

7.4. Matrix of Broad Mapping and Scoping Highlights: COMESA

Table 7.2: Matrix of Broad Mapping and Scoping Highlights: 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	Financing Gap		Capacity Gap	Proposed Means of Intervention
						REC	External				
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

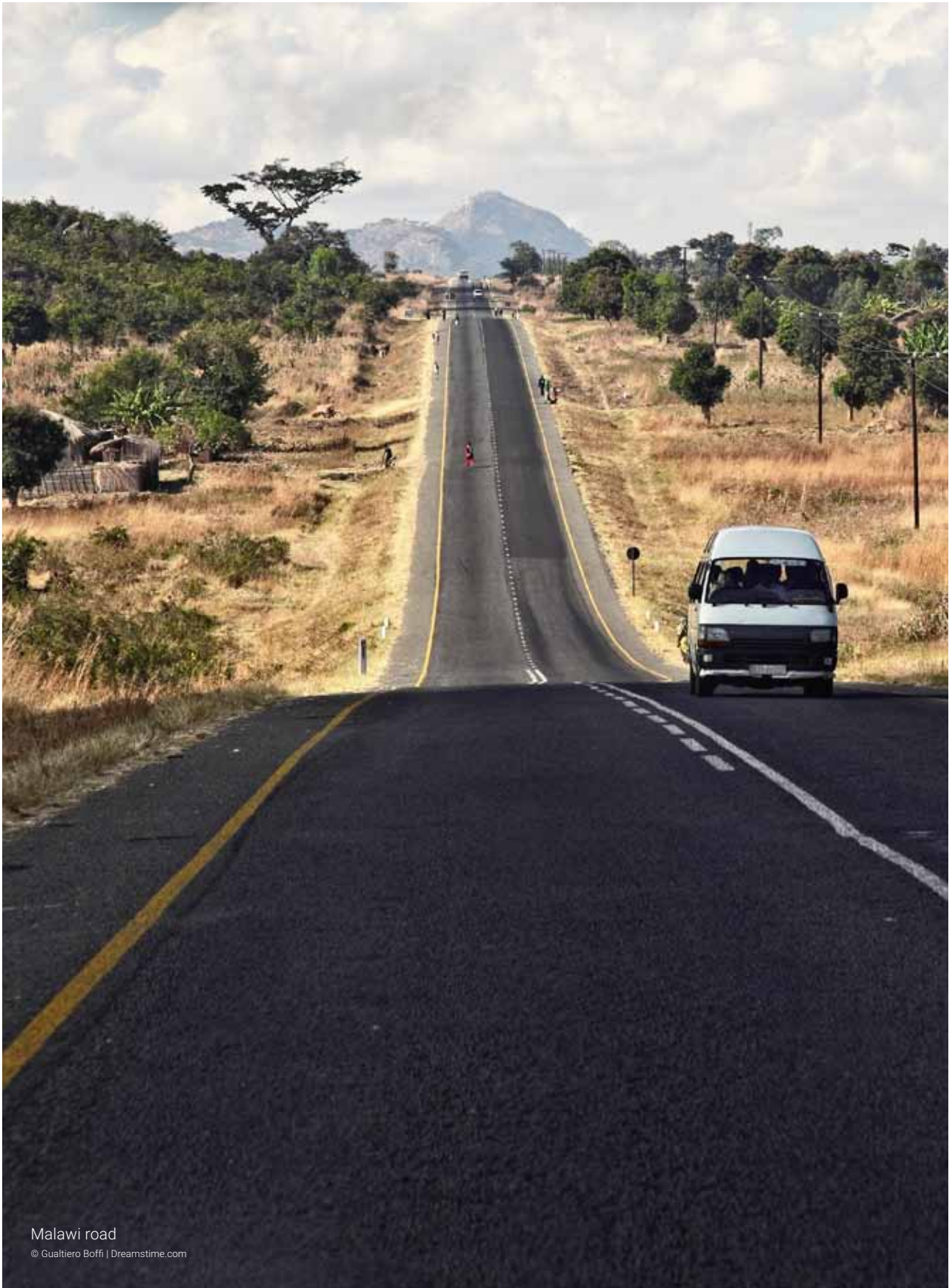
No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects		Scope/Coverage	Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status		Planned	Realized	Financing Gap	Capacity Gap		Proposed Means of Intervention	
						REC	External					
	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 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?
	Resource Mobilization	Efficiency	Training on resource mobilisation COMESAs 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

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				
	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 -Strengthen the alignment of national M&E systems with the MTSP M&E system for key regional priorities and outcomes.	Planned 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
	Communication System	Effectiveness	- COMESA has developed an On-Line Monitoring and Evaluation System. Staff training on a new intranet system to promote communication and collaboration for the staff.	Ongoing Ongoing	Secretariat	N/A	■	■	N/A	This system will allow COMESA Secretariat, member States and COMESA Institutions to report online on the various indicators	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										

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					
	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
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?

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				
	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 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 communities in order to decrease high risk sexual behavior 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		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 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



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ANNEXES

ANNEX 1: ROADMAP FOR ESTABLISHING THE TRIPARTITE FTA

January 2011 - January 2016: Activity Matrix

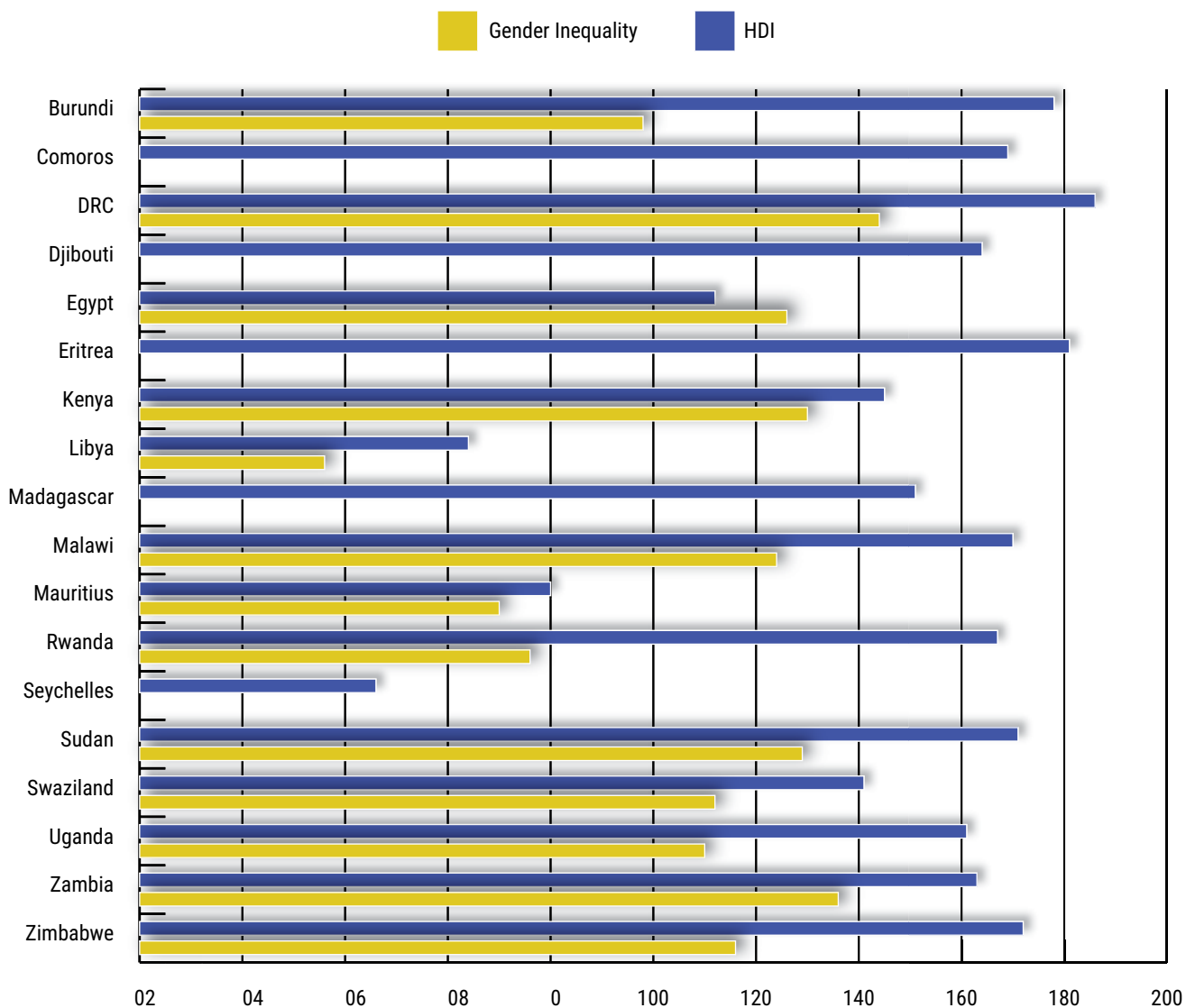
Thematic Area	Activity	Output	Responsibility	Time
Memorandum of Understanding	Signing of MoU establishing the Tripartite	Signed MoU	REC Chairs	By Jan 2011
Policy Organs Meetings to Launch TFTA Negotiations	Meetings of the Tripartite Ministerial Committee, Council and Summit	<ul style="list-style-type: none"> • Approve principles, processes and institutional framework; • Approve Roadmap with negotiation timeframes; • Official launch of the FTA negotiations and Declaration signed • Comprehensive publicity campaign initiated 	Member States with assistance of Tripartite Task Force	May-June 2011 On-going
Post-Launch Pre-Negotiations Preparations	Preparatory phase	<ul style="list-style-type: none"> • Information exchange, including applied national tariffs and trade data and measures • Adopt TORs and rules of procedure • Adoption of schedule of negotiations • Monitoring and evaluation mechanism established • National negotiating positions prepared for core FTA items 	Member States with assistance of Tripartite Task Force	6-12 Months
Negotiations	Commencement and completion of Phase I negotiations	Agreement reached on trade in goods	Member States with assistance of Tripartite Task Force	24-36 months
	Commencement and completion of negotiations on movement of business persons	Agreement reached on movement of businesspersons	Member States with assistance of Tripartite Task Force	24-36 months
	Review of progress in the FTA negotiations on Phase I	Revised roadmap	Ministerial Council	continuous
	Commencement of negotiations of Built-in Agenda under Phase II	Negotiations of Built-in Agenda commenced	Member States with assistance of Tripartite Task Force	After completion of Phase I
Finalisation of FTA Agreement and Entry into Force	Tripartite Summit	FTA Agreement on trade in goods approved by Summit and signed by Member States	Member States	At end of Phase I
Performance Monitoring	Monitoring and Evaluation	Monitoring and evaluation reports considered	Tripartite Council	continuous
Launch of the tripartite Free Trade Are signed June, 2015 in Sharma El Sheikh, Egypt				

ANNEX 2: HUMAN DEVELOPMENT INDEX

The composite statistics of life expectancy, education, standard of living and income indices.

2012 HDI Position	Name of Country	Gender inequality Index
178	Burundi	98
169	Comoros	
186	Democratic Republic of Congo	144
164	Djibouti	
112	Egypt	126
181	Eritrea	
145	Kenya	130
64	Libya	36
151	Madagascar	
170	Malawi	124
80	Mauritius	70
167	Rwanda	76
46	Seychelles	
171	Sudan	129
141	Swaziland	112
161	Uganda	110
163	Zambia	136
172	Zimbabwe	116

2102 HDI and Gender Inequality Figures



World Bank Doing Business Rankings 2013, out of 46 Countries (By Region: Sub-Saharan Africa) in descending order of performance and progress

Countries	Ease of Doing Business Ranking (Sub-Saharan Africa)
Mauritius	20
Rwanda	32
Seychelles	80
Zambia	83
Swaziland	123
Ethiopia	125
Kenya	129
Madagascar	148
Sudan	149
Comoros	158
Zimbabwe	170
Malawi	173
Eritrea	184
Democratic Republic of Congo	183

Source: World Bank Doing Business Report 2013

ANNEX 3: LIST OF PERSONS MET

Name	Position	Division
Sindiso Ngwenya	Secretary-General	COMESA
Anne Ndirangu	Monitoring and Evaluation Expert	Monitoring and Evaluation Unit
Mrs. E. Tembo	Director	Gender
Ahamada Andjouza	Social and cultural Affairs Officer	Gender
Talumba Banda	Gender and Social Development Expert	Gender
C. Miti	Climate Change Coordinator	Climate Change
Abu S Dafalla	Acting Director	Infrastructure
Mohamedain SeifElnasr	Energy Economist	Infrastructure
Mwangi Gakunga	Public Relations Officer	Public Relations
William Dothi	Monitoring and Evaluation Officer	Comprehensive Africa Agricultural Programme (CAADP)
Andrew Ngone	Expert	Standards and Quality Assurance (SQA)
Caesar Cheelo	Macroeconomic Adjustment Expert	
Sharon Ndlovu	Democratisation Officer	
Oita Etyang	Conflict Early Warning Data Analyst	
Joyce Kamau	Human Resources Expert	Administration
Xavier Bakunzi	Finance Expert	Budget & Finance
Muzinge Chibomba	Public Relations Assistant	Public Relations
Gabriel Masuku	Legal Officer and Intellectual Property Coordinator	Legal and Institutional Affairs



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