STRENGTHENING THE INSTITUTIONAL CAPACITY OF THE ECONOMIC COMMUNITY OF CENTRAL AFRICAN STATES (ECCAS)

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

COMMUNAUTE ECONOMIQUE DES ETATS DE L'AFRIQUE CENTRALE

THE ECONOMIC COMMUNITY OF CENTRAL AFRICAN STATES

African Union Commission

NEPAD
TRANSFORMING AFRICA

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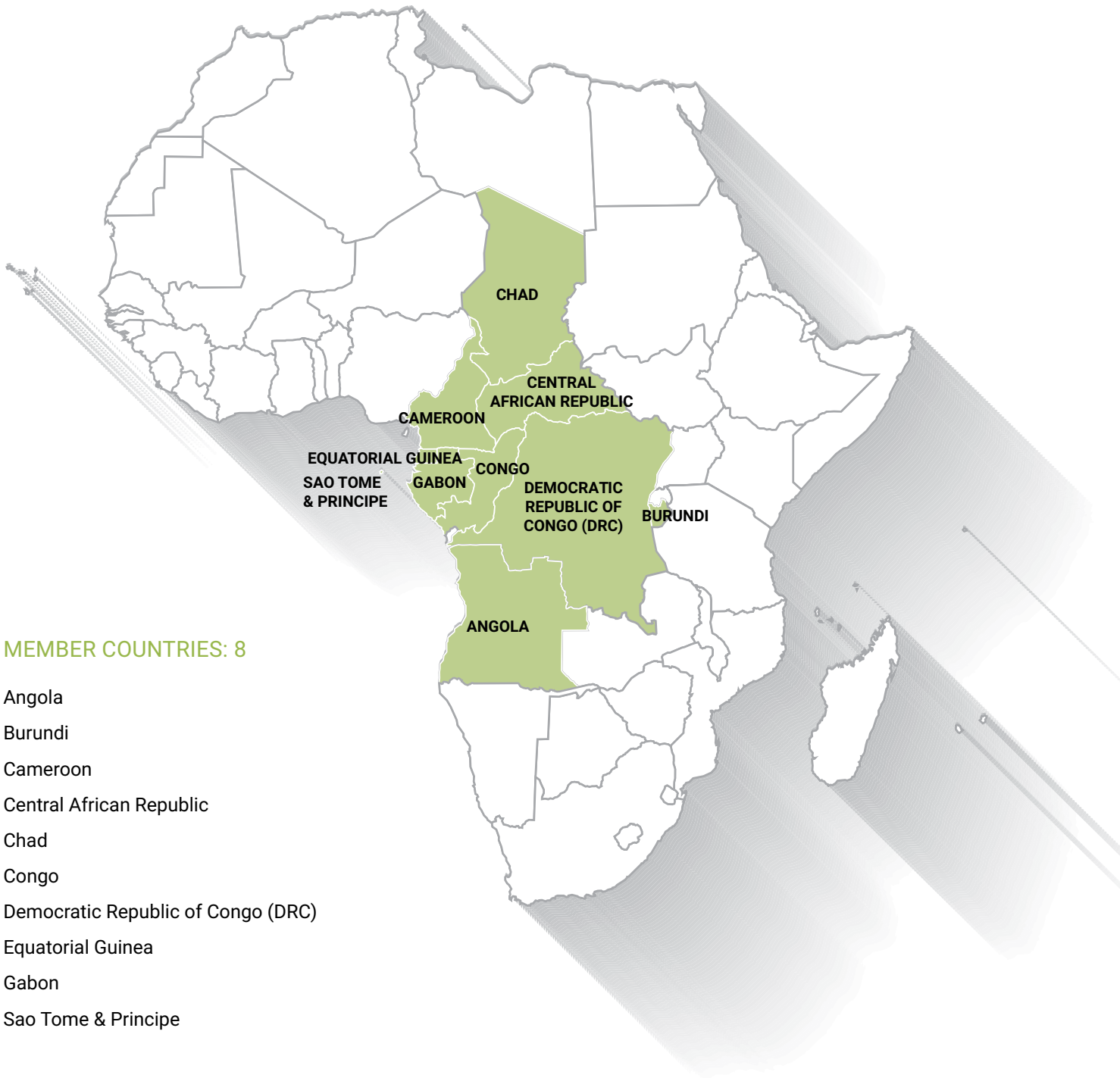## AFRICAN UNION CAPACITY DEVELOPMENT SUPPORT PROGRAMME TO RECs (M-CDP)

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CHAD

CENTRAL
AFRICAN REPUBLIC

CAMEROON

EQUATORIAL GUINEA

SAO TOME
& PRINCIPE

GABON

CONGO

DEMOCRATIC
REPUBLIC OF
CONGO (DRC)

BURUNDI

ANGOLA

MEMBER COUNTRIES: 8

Angola

Burundi

Cameroon

Central African Republic

Chad

Congo

Democratic Republic of Congo (DRC)

Equatorial Guinea

Gabon

Sao Tome & Principe

COMMUNAUTE ECONOMIQUE DES ETATS DE
L'AFRIQUE CENTRALE

THE ECONOMIC COMMUNITY OF CENTRAL AFRICAN
STATES

ACKNOWLEDGEMENTS

BRIEF HIGHLIGHTS

- **Established on 18 October 1983**
- **Fully functional in 1985**
- **Re-launched in 1998**
- **Member States, 10 countries**
- **Launched an FTA in 2004.**
- **Not yet a Customs Union.**
- **Intra-REC trade within ECCAS-CEEAC is less than 2%.**

Achievements

- Establishment of Peace and Security Council of Central Africa (COPAX).
- Capacity development of the multinational force of Central Africa (FOMAC)
- Establishment of the Central Africa Early Warning System (MARAC).

Main Challenges

- Human and institutional capacity reinforcement needed for the design and implementation of regional integration programs. Human capacity within ECCAS for early warning systems and disaster risk management is numerically inadequate for the scope of the programme
- Coordination of activities between ECCAS Secretariat and member states often not synchronized to achieve impact.
- Benefits of integration and achievements by ECCAS leaders not adequately communicated to citizens of member states so ECCAS not well known in its own region.
- Absence of systematic knowledge management system within the secretariat to support all divisional operations
- ECCAS is heavily dependent on development partners' funding thus projects are rarely funded to the full budget. Membership dues not paid so funding gaps are not addressed.
- ECCAS is yet to launch free movement of people and trade within their regions

Recommendations

Institutionalize a dedicated CD function and undertake a functional and institutional assessment with a view to strengthening the human and institutional capacity on the basis of mandate of each division.

Develop a Regional Integration Capacity Development framework to guide and support member countries to mainstream capacity development within their ministries and departments that have regional integration as part of their mandates. Also encourage member states to set up dedicated functions for regional integration and ECCAS-CEEAC integration programs.

Accompany ECCAS-CEEAC medium term strategies with a well-articulated capacity development plans as a key means of implementation of programmes.

Strengthen capacity of secretariat to coordinate activities with member states and to create linkages and synergy among programmes to ensure achievement of results.

Pursue a domestic resource mobilization strategy by urging member states to honour their commitments by implementing agreed principles for the payment of membership dues. Reinforce strategies for attracting investments into the region to support capacity development for the energy sector and other infrastructure projects.

Implement the network of Central African Parliamentarians (REPAC) by building the capacity of parliamentarians to reach out to citizens of ECCAS member states. Otherwise rationalize this initiative by harmonizing with the Parliament of the CEMAC (CEMAC-P).

Implement the protocol on the free movement of persons and goods which was adopted in January 2007 by enhancing the capacity for speedy implementation of PIDA in order to improve the infrastructure base for more connectivity among member countries.

Strengthen capacity for steering the CEMAC and ECCAS rationalization process by institutionalizing a permanent CEMAC/ECCAS coordination, exchange and validation mechanism for the harmonized monitoring of regional policies and programmes.

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ACRONYMS AND ABBREVIATIONS

ACBF	African Capacity Building Foundation
ADF	African Development Fund
APDev	Africa Platform for Development Effectiveness
AMU	Arab Maghreb Union
AU	African Union
CAADP	Comprehensive Africa Agriculture Development Programme
CDSF	Capacity Development Strategic Framework
CEMAC	Central African Economic and Monetary Community
CEMAC-P	Parliament of the Economic and Monetary Community of Central Africa
CEN-SAD	Community of Sahel-Saharan States
CET	Common External Tariff
CIC	Community Integration Contribution
CIDA	Canadian International Development Agency
COBAC	Banking Commission of Central Africa
COMESA	Common Market for East and Southern Africa
COMIFAC	Central African Forestry Commission
COPAX	Council for Peace and Security in Central Africa
DIPEM	Department in charge of Physical, Economic and Monetary Integration
DRC	Disaster Risk Reduction and Climate Change
ECA	Economic Commission for Africa
ECCAS	Economic Community of Central African States
ECOWAS	Economic Community of West African States
EU	European Union
FCD	Community Cooperation and Development Fund
FOMAC	Central African Multinational Force
FTA	Free Trade Area
GDP	Gross Domestic Product
GIRE	Integrated Management of Water Resources
IGAD	Intergovernmental Authority on Development

ITC	International Trade Center
MARAC	Central African Early Warning System
MIP	Minimum Integration Programme
M-CDP	AU Multi-Agency Capacity Development Support Programme to RECs
NEPAD	New Partnership for Africa's Development
NEPAD-IPPFF	NEPAD Infrastructure Project Preparation Facility
PACT II	Programme for Building African Capacity for Trade
PAP	Priority Action Programme
PAPS	Support Programme for Peace and Security in Central Africa
PARCI-ECCAS	ECCAS Institutional Capacity-Building Support Project of ECCAS (PARCI-ECCAS)
PDCT-AC	Central African Consensual Transport Master Plan
PEAC	Central Africa Power Pool
PIDA-PAP	Programme for Infrastructure Development in Africa – Priority Action Plan
PIU	Project Implementation Unit
PRSA	Regional Food Security Programme
PSC	Project Steering Committee
REC	Regional Economic Community
REG	Republic of Equatorial Guinea
REP	Regional Economic Programme
RIS	Regional Integration Strategy
RISP	Regional Integration Strategy Paper
RRC	Disaster Risk Reduction and Climate Change Adaptation
SADC	Southern African Development Community
UDE	Equatorial Customs Union
UDEAC	Central African Customs and Economic Union
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa

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Luanda Bay waterfront skyscrapers, Angola
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EXECUTIVE SUMMARY

The Capacity Development Mapping and Scoping Exercise is an integral part of the African Union (AU) Multi-Agency Capacity Development Support Programme (M-CDP) to Regional Economic Communities (RECs). It is part of the overarching AU institutional development process aimed at forging the necessary functional linkages among RECs and with other AU organs and institutions to enhance regional integration in Africa.

As methodology, interviews were held with key experts and functional divisions in the organization during a fact finding mission. All relevant documentation and information was provided by the respondents. The output of this assignment is this mapping and scoping report which provides an inventory of previous large scale efforts and related initiatives on capacity development; a summary of various CD strategies and processes; synthesis of approaches and methodologies of CD used; and a synthesis of findings, conclusions and recommendations.

ECCAS began functioning in 1985. In 1992, ECCAS entered a state of inactivity for several years. Financial bottlenecks largely hindered the proper functioning of the regional institutions and implementation of policies and activities. This was aggravated by the conflict proneness of the region and especially the engagement of some ECCAS members on opposite sides in the war in the Democratic Republic of Congo. At an extraordinary summit held in Libreville in 1998, ECCAS States convened to give new impetus to their cooperation and to re-launch the regionalization process. The mandate of ECCAS is to develop the physical, economic and monetary integration of the sub-region and to enhance the region's capacity to maintain peace, security and stability as well as capacity for analysis, policy intervention, entrepreneurial initiatives as well as communication and collective negotiation.[1]

Ten Central African countries are member states of ECCAS. These are: Angola, Burundi, Cameroon, Central African Republic, Chad, Democratic Republic of Congo, Republic of Congo, Equatorial Guinea, Gabon, and Sao Tome and Principe. The main institutions of the community are the Conference of Head of States and Government, Council of Ministers, Court of Justice, Secretariat, Consultative Commission, Technical Specialized Committee[2]. The Secretariat is made up

of a secretary-general appointed for four years and three deputies or assistant secretary-generals (ASGs) in charge of: 1) Citizens Integration, Peace and Stability; 2)Physical Monetary and Economic Integration and 3) Programme, Budget, Administration and Human Resources. The Central African Power Pool (PEAC/CAPP), the Central African Forestry Commission (COMIFAC) and the Regional Committee of Fisheries in the Gulf of Guinea (RCFGG) are considered as specialized agencies of ECCAS.

ECCAS 2025 Vision is to transform the region into a haven of peace, solidarity and balanced development where each citizen could move freely. The mission is to achieve collective autonomy, raise the standard of living of its populations and maintain economic stability through harmonious cooperation. The ultimate goal is to establish a Central African Common Market. Three priority strategic thrusts were adopted in 2007 for focus and implementation through to 2015: Peace, Security and Stability (COPAX); Infrastructure, including transport (PDCT-AC); Energy (CAPP), Water and ICTs.

Sector programmes have been designed to reinforce the vision with plans in five key areas: (i) capacity building, especially for the management of ECCAS; (ii) regional transport infrastructure development through PDCT-AC; (iii) the promotion of preferential agreements within ECCAS and the establishment of a common market in CEMAC; (iv) free movement of people and goods; (v) management of the Congo Basin through the COMIFAC Convergence Programme. The plans include protection of the environment as well as natural resource management.

The projects portfolio of ECCAS consists of twenty six projects, being undertaken since 2005. These are at various stages of implementation under the ECCAS strategic pillars of Peace Security and Stability, Infrastructure (Transportation and ICT); Energy and Water ; the Environment; Agriculture and Rural Development; Trade and Customs; Capacity development which is categorized as cross cutting and multi-sectoral. The total approved budget for the 26 initiatives is 167 004 792 998 FCFA.[3]

In spite of the above achievements, structural constraints together with inadequate regional infrastructure continue to be an obstacle to regional economic integration and have affected the efficiency, impact and visibility of ECCAS. The AfDB regional

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1   http://www.internationaldemocracywatch.org/

2   ECCAS Document: Treaty establishing the Economic Community of Central African States

3   Projects Portfolio since 2005, FINEX 19/12/13

integration Strategy Paper highlights weak institutional and human capacities, especially in the design of regional programmes. The limited cooperation between the co-existing institutions, ECCAS and CEMAC, affects the implementation of the regional integration agenda. Also, the absence of harmonization of standards hampers the free movement of persons and goods. The two regional organizations compete to lead regional integration efforts. ECCAS is the larger organisation and recognized by the African Union as the REC for Central Africa. CEMAC on the other hand is the older organisation and structured to make and implement decisions more quickly[4]. In addition, ECCAS has other general challenges which are as a result of inadequate productive capacity of member states; insufficient intra-and inter-regional trade; limited diversification of economies; inadequate circulation of people and goods; landlocked nature of several countries and the ensuing lack of interconnection between the capitals and the slow progress in the implementation of key infrastructure project[5].

Although ECCAS is responsible for coordinating NEPAD and the PIDA-Priority Action Plan in Central Africa, it faces several institutional, human, organizational and financial constraints. These can also be attributed to fundamental texts of the Treaty that do not adapt to the current mandate of the institution and to modern forms of management. The shortage of human resources and the absence of a performance-based human resource management system affect the effectiveness and efficiency of ECCAS. There is an imminent risk of burn out for most professionals in the ECCAS general Secretariat; whole units are manned by very few professionals. Even decisions on staffing the Secretariat and other in-house issues are highly centralised and have to be made by consensus of member states and this slows down effective decision making and implementation of activities. Another problem is the irregular payment of the Community Integration Contribution (CIC) by certain member states which undermines the capacity of ECCAS to fully meet its operational budget and exacerbates donor dependency. These challenges are further compounded by ECCAS having overlapping membership with the Central African Economic and Monetary Union (CEMAC) which replaced UDEAC. Chad, CAR, Congo-Brazzaville, Gabon, Equatorial Guinea, and São Tomé and Príncipe have dual membership in ECCAS and CEMAC, while Angola, Burundi, DRC also belong to the Common Market for Eastern and Southern Africa (COMESA). Angola and the DRC are also members of the Southern African Development Community (SADC).

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4   http://www.dailymaverick.co.za/

5   AfDB September 2012: Project Appraisal Report –PARCI- ECCAS

This issue of multi-adhesion puts a strain on some members' ability to pay their contributions to the budget of ECCAS thus reducing the organisation's capacity to implement its programmes fully.

ECCAS's projects portfolio is directed at addressing and resolving some of the above constraints to its capacity for effectiveness. Some of these programmes are the: i) Institutional support to the General Secretariat (PAI-SG); ii) Strengthening the Capacities of ECCAS Secretariat (RENFOR) (2005 – 2009); iii) Establishment of ECCAS Parliamentary network REPAC and the current iv) ECCAS- Institutional Capacity Building Support Project (PARCI-ECCAS 2013-2017) which has a broader scope.

Out of the four identified past and current CD initiatives, two respond to the cornerstone for transformational leadership: PAI-SG and RENFOR. Both initiatives sought to change the organisational chart of ECCAS. REPAC seeks to strengthen capacity of representation by parliamentarians through the network whilst PARCI-ECCAS has components for citizens' transformation by aiming to expand knowledge and appreciation of regional integration issues by citizens and thus gain greater visibility for ECCAS. PAI-SG and PARCI ECCAS have specific knowledge management dimensions through the development of capacity in statistical analysis and database management of individuals. PARCI-ECCAS supports the development of an enabling environment through the rationalisation of CEMAC and ECCAS.

A review of the major initiatives in ECCAS identifies six programmes other than the specific CD initiatives above as having capacity development dimensions. i) COPAX- strengthening capacity of multi-national force (FOMAC), MICOPAX, PAPSI & PAPSII; ii) Decentralisation of the Early Warning Systems – MARAC; iii) Institutional support to ECCAS for following up the establishment of PDCT-AC: Strengthening Capacity of Civil Aviation Authorities of member states; iv) Institutional support for preparation of Central Africa Regional water policy (GIRE); iv)Conservation of Ecosystems in Central Africa (ECOFAC) ;vii) Support for the value chain of saw dust processing in 5 countries of the Congo Basin; v)Comprehensive African Agriculture Development (CAADP): Capacity strengthening of member states' Phyto-sanitary institutions; vi) 3 year plan for Strengthening Disaster Risk Reduction and Climate Change. The foregoing initiatives have a strong inclination towards institutional support for ECCAS to perform its role. Four initiatives (i, ii, iv and vi) support individual competence development to deliver on the expected outcomes; three (ii, v, vi) deal with operational systems while all six have knowledge generation and

management features. With regards to the core values of capacity development, the PDCT-AC and the disaster risk management programme both have elements of leadership transformation – needing dedicated leadership at regional and national levels for effective implementation and building the capacity of capacity developers using Africa potential. The design of the disaster risk management programme strongly supports the current thinking on required elements for a capacity development programme well as the cornerstones of the CDSF. The scope covers governments, citizens, national systems, policy formulation and knowledge management. The analysis of the CD initiatives in relation to the CDSF gives an indication of the existing gaps relating to capacity development.

ECCAS is almost totally dependent on its external partners especially in light of member states not paying their contributions and ECCAS not applying any sanctions for non-payment. The organization has challenges to produce the counterpart funding for the approved initiatives. To date the largest proportion of funding is going towards efforts of Peace, Security and Stability at 100,941,172,483.00 CFAF. This is justifiable given that there are two post conflict states and a current conflict in CAR. The implementation of ECCAS-PARCI at 6,518,160,000.00 now representing the most specific capacity development initiative takes third place after the Environment with regard to resource distribution among strategic sectors.[6] Although there is an officer in charge of the Disaster Risk Management and Climate Change programme in ECCAS, the programme is not on the FINEX as having received funding for operations as at December 2013.

To address the capacity challenges, an institutional capacity assessment is required in order to identify capacity gaps within each division and recommending measures to strengthen the human and institutional capacity. This can be institutionalized through a dedicated CD function which can also be extended to member states by developing a Regional Integration Capacity Development framework to guide and support member countries to mainstream capacity development within their ministries and departments that have regional integration as part of their mandates. Within the framework of the M-CDP small projects could be implemented to support the analysis of capacity development and to develop skills for the conceptualization and implementation of initiatives that are responsive to capacity development needs.

Accompany the implementation of ECCAS-CEEAC medium term strategies with well-articulated capacity

development plans which then become the key means for achieving the expected results. Strengthen coordination capacity with member states by creating the necessary linkages and synergy among programmes to ensure ownership by all stakeholders.

Develop capacity to drive a domestic resource mobilization strategy and urge member states to honour their commitments by implementing agreed principles for the payment of membership dues. The domestic resource strategy could include strategies for attracting investments into the region to support capacity development for the energy sector and other infrastructure projects. At the political level, member states should pay their membership dues to ECCAS to reduce its reliance on external partners and the pressures of ceding sovereignty. A strong advocacy initiative should be part of the M-CDP to enhance civic awareness of ECCAS as a neutral entity for the development of the individual nation states in the grouping.

The network of Central African Parliamentarians (REPAC) needs to be made operational through capacity development interventions for parliamentarians of ECCAS member states. Also REPAC and the CEMAC Parliament (CEMAC-P) need to be rationalized as it will be difficult for either one to achieve its objectives alone. M-CDP could have a component that builds the capacity of the people's representatives to appreciate regional integration as the priority mechanism for achieving economic growth.

Enhance coordination capacity of secretariat for the speedy implementation of PIDA to improve the infrastructure base for more connectivity among member countries, needed for the free movement of persons and goods. Institute measures to hasten implementation of the protocol on the free movement of persons and goods which was adopted in January 2007.

Strengthen human capacity of the programme management unit for steering the CEMAC and ECCAS rationalization process. Also institutionalize a permanent CEMAC/ECCAS coordination, exchange and validation mechanism for the harmonized monitoring of regional policies and programmes

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6   ECCAS FINEX December 2013: Projects Portfolio since 2005,

TABLE 1: SUMMARY OF FINDINGS ON ONGOING INITIATIVES IN ECCAS

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects			Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status	Scope/Coverage	Planned	Realized		Financing Gap		Capacity Gap	Proposed Means of intervention
							REC	External				
I	INSTITUTIONAL DEVELOPMENT CAPACITY	• Adequacy • Effectiveness • Efficiency										
	• Organizational Structure	Structure did not respond to needs of organization	PARCI-ECCAS -design and implementation of a new organogram	Ongoing	Secretariat	6 500 000 000 FCFA	ECCAS	AfDB	Yes	Alignment of functions within secretariat	Initiative not addressing capacity needs of all divisions of ECCAS	Organisational and capacity development assessment of ECCAS required
	• Staffing and Skills Mix	Job designations overlap; inadequate qualified human resource	Assess existing skills set and match with strategic priorities	Proposed	Secretariat				Yes	Alignment of skills with results objectives	Inadequate resources to undertake HR assessment	Undertake HR assessment of each division and align with expected strategic outcomes
	• Management and Administration	Non-coherent systems	Develop and implement a new results based management system	Proposed	Secretariat				Yes	Improved efficiency and effectiveness of management system	Result based management systems not in place	Review operational systems to make more functional and light. Introduce results based management systems
	• HR Management	Stronger human resource management system	Development of appropriate HR policy based on transparency and accountability	Proposed	Secretariat				Yes	Proper match of skills set required for delivering results	Need for cross training in modern HR management systems	Cross train officials on modern HR management systems
	• Performance Management	No performance appraisal and management system in place	n/a								Need to boost HR management system to include performance management systems	Design CD project to address gaps
	• Strategic Planning	Inadequate capacity in planning and coordination	PARCI-ECCAS The legal and institutional framework of the GS is strengthened	Ongoing	Secretariat	6 500 000 000 FCFA	ECCAS	ADB	Yes	Ownership of programmes by member states and ECCA S officers	Key results need to be harvested and integrated into new plans.	Strong M&E required to draw key lessons for development of strategies for post 20-15

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects			Financing of Intervention					Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status	Scope/Coverage	Planned	Realized			Financing Gap		Capacity Gap	Proposed Means of intervention
							REC	External					
	• Resource Mobilization	Approximately 90% dependent on external partners	Develop strategies to reduce dependency	Proposed	Secretariat			Yes			Increased domestic resources	Funding gaps for programme implementation	Develop capacity of ECCAS in domestic resource mobilization through investment roundtables to be hosted by member states
II	SYSTEMS, PROCESSES, PROCEDURES AND PRACTICES CAPACITY	• Availability of Policy Framework and Operations Guidelines • Effectiveness • Efficiency											
	• Financial Management System	Internal control systems strengthened	Upgrade of financial and budget controls	Ongoing	Secretariat	6 500 000 000 FCFA	ECCAS	ADB		Yes	Upgrade of financial and budget controls; design and implementation of a new FMS	Need for state of the art systems	Increase in budget to acquire appropriate systems and train officers on it
	• Records Management System	Absence of an electronic database system	n/a		Secretariat						System required for knowledge management and M&E	Current system in place is rudimentary with no linkages to ongoing activities of officers	Expand scope of PARCI-ECCAS to address this through the provision of equipment and personnel to manage it
	• Communication System	No communications strategy in place	Develop and implement a communications strategy for ECCAS	Proposed	Secretariat					Yes	Need support for communications strategy to make all communication effective including website and other key information.	Urgent need of communication strategy to address all levels of communication within and outside ECCAS	Design and implement a communications strategy
	• IT System	No management information system to support operations and visibility	Assess to improve IT system	Proposed	Secretariat					Yes	Management and information system supported by a comprehensive IT system	Persisting challenges with information systems	AU support for comprehensive IT infrastructure is critical

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	M&E system not in place	Proposed							To impact efficiency of individual officers and Secretariat as a whole	Incoherence in activities being undertaken by officers in the secretariat	Establishment of an organization wide consolidated M&E system
III	KNOWLEDGE-BASED CAPACITY	• Existence of strategy and policy • Effectiveness of system • Efficiency of system • Utility of system										
	• Internal Knowledge Management System • Regional Knowledge Sharing Mechanisms	Utility of system is low Absence of regional knowledge sharing mechanisms	n/a							Enhanced efficiency and effectiveness of Secretariat	Information and knowledge management function need more personnel and information should be functional and linked to ongoing activities of secretariat and member states	Design of a robust knowledge management system anchored in the documentation and information management centres. Plug into regional and global knowledge sharing mechanisms

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects			Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status	Scope/ Coverage	Planned	Realized		Financing Gap		Capacity Gap	Proposed Means of intervention
							REC	External				
IV	PROGRAM DEVELOPMENT AND MANAGEMENT CAPACITY	• Program development &management • Coordination • Technical appraisal • M&E of program implementation										
	• Agriculture, Food and Nutrition Security	Coordination challenges	Programme for comprehensive agriculture Development in Africa (CAADP)	Ongoing	Secretariat and member states	2000000000 CFAF	ECCAS	AfDB	Yes	Reactivated CAADP programmes in member states,,	Absence of national resources to support programmes	Implementation of regional projects/ programmes is better coordinated and more effective
			Building the phyto-sanitary capacity of ECCAS member states	Ongoing	Member states	222 750 000 CFAF		FAO	Yes			
	• Infrastructure Development	Coordination support -limited interconnection of national transport and communication networks between Central African countries	Institutional and operational support to ECCAS for implementation and follow up of PCDT-AC	Ongoing	Secretariat	494 100 000 CFAF	ECCAS	ADB/ NEPAD	No disbursement as at end 2013		Undertake the related organisational actions.	The infrastructure projects in the PCDT Priority Action Plan are in an advanced stage of implementation
	• Infrastructure Development	Attracting public private partnerships (PPP) for PDCT	Development of a harmonized framework for PPP	Completed	ECCAS and CEMAC secretariats	EUR 193,500	ECCAS	EDF	No	Formulation of recommendations on necessary adjustments in order to develop a common regulatory framework defining the terms of public-private partnership in transport infrastructure	Undertake the related organisational actions.	Support the promotion of partnerships with specialized national and foreign companies in the ECCAS region

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects — Activity	Current Status	Scope/ Coverage	Financing of Intervention — Planned	Realized — REC	Realized — External	Financing Gap	Result of Intervention (Outcomes & Impact on REC Performance)	Capacity Gap	Proposed Means of intervention
	• Trade and Customs	Slow progress in customs union	Consolidation of the economic growth in the ECCAS area in the Central African region	Ongoing	Secretariat		ECCAS	ADB	Yes	The statistics unit of ECCAS is operational and the infrastructure and trade databases are available	Yes	Full implementation of harmonization of the CET of CEMAC/ ECCAS and of the common customs code
	• Industrialization	Weak industrialisation and processing of raw materials	N/A							Value added to raw materials under environmental protection framework	Absence of improved electricity grid interconnection between Central African countries	Support the development of an industrialization policy of ECCAS
	• Environment, Water Resources and Climate Change	Absence of regional water policy	Support to ECCAS for the preparation of a draft regional water policy for Central Africa	Ongoing		345 000 000 CFAF	ECCAS	ADB, NEPAD		Integrated management of the Congo Basin water resources is improved	No earmarked funding for implementation	Support for implementation of the policy

Support speedy implementation of environmental management policies

Inject resources for implementation at ECCAS level and in member states.

Boost human resource capacity to support implementation |
| | | Lack of capacity for Conservation of natural resources. | Support for the conservation of ecosystems of the Congo Basin (PACEBCo) | ECCAS and member states | | 22 400 000 000 CFAF | ECCAS and member states | ADB | | Congo Basin ecosystems an conservation against climate change is implemented, coordinated and monitored | | |
| | | Low capacity in disaster risk assessment, management, climate change adaptation and early warning systems on conflicts | Disaster Risk Management and Climate Change support | Ongoing | | | | UNDP | | | | |

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No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects		Scope/ Coverage	Financing of Intervention					Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status		Planned	Realized		Financing Gap			Capacity Gap	Proposed Means of intervention
							REC	External					
	• Social Development	Absence of a cohesive social development initiative	Support to the Lake Chad Basin Initiative								An embracing initiative in which all citizens of member states play an active role	ECCAS not visible in member states	Invest in media campaigns to make ECCAS more visible to citizens of member states
	• Regional Integration and Support to Member States	(iii) the promotion of preferential agreements within ECCAS and the establishment of a common market in CEMAC; (iv) free movement of people and goods; (v) management of the Congo Basin through the COMIFAC	COPIL – rationalisation of CEMAC and ECCAS	Ongoing	Secretariat	6 500 000 000 FCFA	ECCAS	AfDB			Intra-regional trade strengthened	Regional integration agenda has challenges for achievement	Design and ensure the smooth implementation of regional integration policies.
	• Private Sector Development	Too much focus on development of oil sector	ECCAS Central African Economic Integration Programme (PACIE) supported by the EU, the aim of which is to improve the business climate								Business environment is improved and foreign direct investment increased within ECCAS	Greater ownership by member-states	Development of the non-oil private and support to enterprise networks in the region
	• Peace and Security		COPAX Support to ECCAS for Peace and Security II (PAPS II)	Ongoing	Secretariat	7 819 007 440 CFAF	ECCAS	EU 10TH EDF			Peace and security consolidated to enhance economic integration		CD support to member states to choose to belong to only ECCAS to alleviate strain on resources. Replicate early warning system of successful RECs

Crane in the Port of Libreville, Gabon.
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1. INTRODUCTION AND CONTEXT

Rationale

The 2013 Capacity Development Mapping and Scoping is an integral part of the African Union (AU) Multi-Agency Capacity Development Support Programme (M-CDP) to Regional Economic Communities (RECs), 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 roll-out of the AU M--CDP.

The absence of regional documentation of the scope and types of previous and ongoing capacity development inventions in RECs has resulted in a series of ad hoc initiatives that are not serving the broader regional integration and development aspirations of the AU and RECs. Through consultation with stakeholders, a mapping analysis will result in the development of an evidence-based CD Implementation plan. The RECs CD programme is part of the overarching AU institutional development process aimed at forging the necessary functional linkages among RECs (AU building blocks) and with other AU organs and institutions towards enhancing regional integration in Africa. The mapping and scoping exercise will serve to: 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; plan for differentiated RECs at varying stages of regional integration; make CD a core mission of RECs for enhanced integration and establish long-term goals and working relations with stakeholders as follow-up.

Objectives

Identify 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.

Understanding of TOR and Methodological Approach

The approach to this exercise has been to lay out what has taken place within ECCAS with regard to capacity development as defined by current thinking on capacity development, using mainly the AU-NEPAD Capacity Development Strategic Framework (AU-CDSF)[7] as the frame of reference. This requires a review of what the stakeholders of ECCAS themselves consider to be capacity development initiatives and what this report assesses to be capacity development initiatives based on the approaches, strategy and content of the initiatives.

Study methodology and limitations

A scoping mission was undertaken to Libreville, Gabon from the 15th to 19th December 2014. The mission was made up of the reporting consultant, Ms Florence Nazare, Mr Jasson Kalugendo, Dr Sam Nyambi and Mr Bob Kalanzi. The mission was facilitated by Mr David Mbadinga of ECCAS. Interviews were held with key experts in the organization as well as functional divisions. All relevant documentation and information was provided by the respondents. Electronic questionnaires were administered. In the main the study was executed through secondary research that relied predominantly documents provided, on internet based sources and references. Internet based sources used were neither exhaustive nor updated. Specific deliverables for this assignment are a mapping and scoping report which provides an inventory of previous large scale efforts and related programmes/initiatives on capacity development at RECs levels; a summary of various CD strategies and processes; a synthesis of approaches and methodologies used; a synthesis of lessons learnt in terms of successes and failures vis-à-vis investments; areas of activity which an overarching framework and programme such as the MCDP ideally add value to and identifies key leverage points for MCDP and shortfalls to be avoided.

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7   AU-NEPAD CDSF, 2010 defines capacity development as "a process of enabling individuals, groups, organizations, institutions and societies to sustainably define, articulate, engage and actualize their vision or developmental goals building on their own resources and learning in the context of a pan-African paradigm"

2. INSTITUTIONAL SNAPSHOT OF THE ECONOMIC COMMUNITY OF CENTRAL AFRICAN STATES (ECCAS)

Central Africa's pivotal and strategic position makes it a potentially preferred transit zone between regions of the continent. The region abounds with huge highly valued oil, mineral and mining resources. Recently, proven oil reserves in the region are estimated at 31.3 billion barrels, representing 28% of the continent's total reserves. There is also huge agriculture, forestry and hydroelectric power potential. Climatic conditions and the availability of quality arable land favour agricultural development. It has the continent's largest hydro-electric potential. Actually, the immense water network density accounts for 60% of Africa's hydropower potential. In light of the abundance of these resources, there is need to develop the necessary human and institutional capacity as well as the enabling environment to bring these resources to use for the development and benefit of the citizens of the region in particular and the continent as a whole[8].

The leaders of the Central African Customs and Economic Union (UDEAC) agreed in principle to form a wider economic community of Central African states at a summit meeting in December 1981. ECCAS was established on 18 October 1983 by the UDEAC members and the members of the Economic Community of the Great Lakes States (CEPGL) comprising Burundi, Rwanda and the then Zaire, as well as Sao Tomé and Principe. Angola remained an observer until 1999, when it became a full member.

ECCAS began functioning in 1985. In 1992, ECCAS entered a state of complete inactivity for several years. While the financial bottlenecks largely hindered the proper functioning of regional institutions and implementation of policies and activities, the conflict proneness of the region and especially the engagement of some members on opposite sides in the DRC war paralysed the economic cooperation and exchange within the Community. At an extraordinary summit held in Libreville, ECCAS States convened in 1998 to give new impetus to their cooperation and re-launch the regionalization process[9]. Ten (10) Central African countries are member states of ECCAS: Angola, Burundi, Cameroon, Central African Republic, Chad, Democratic Republic of Congo, Republic of Congo,

Rwanda, Equatorial Guinea, Gabon, and Sao Tome and Principe.

The main institutions of the community are the Conference of Head of States and Government, Council of Ministers, Court of Justice, Secretariat, Consultative Commission and Technical Specialized Committee. The Secretariat is made up of one secretary-general appointed for four years and three deputies or assistant secretary-generals (ASGs) in charge of: 1) Citizens Integration, Peace and Stability; 2) Physical Monetary and Economic Integration; and 3) Programme, Budget, Administration and Human Resources. The ASGs are supported by technical directorates. The SG is also supported in the role by a financial comptroller, an accountant and a cabinet made up of specialized units.

At the 10th Ordinary Session of Heads of State and Government in Malabo in June 2002 leaders adopted the protocol related to the establishment of a network of parliamentarians of Central Africa (REPAC). Two other important outcomes of this meeting were the adoption of the rules of the Council of Peace and Security of Central Africa (COPAX), the Defence and Security Commission (CDC), Multinational Force of Central Africa (FOMAC) and the Early Warning Mechanism of Central Africa (MARAC). The COPAX entered into force during the 11th Conference in Brazzaville in January 2004. The Summit also adopted a declaration on the implementation of NEPAD in Central Africa as well as a declaration on gender equality.

Specialized agencies of ECCAS are the: i) Central African Power Pool (PEAC/CAPP) established in 2003. It is responsible for the implementation of energy policy, monitoring studies, construction of community infrastructure, organization of trade in electric energy and related services in the ECCAS region. It aims to exploit the huge hydropower potential of Central Africa to meet all forms of electricity demand within and outside the ECCAS via energy corridors and interconnected free power exchange markets by 2025;[10] ii) the Central African Forestry Commission (COMIFAC) became a specialized agency of ECCAS in 2007. It is the only authority for political, technical orientation, coordination, harmonization and decision making as

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8   AfDB: Regional Integration Strategy Paper 2011-2015

9   http://www.internationaldemocracywatch.org/

10   http://www.cubicglobe.com/PEAC/en/index.html

regards the conservation and sustainable management of the Central Africa forests ecosystem and savannas. In February 2005, COMIFAC elaborated and adopted, a Convergence Plan to improve the preservation and management of the Central Africa forests[11]; iii) Regional Committee of Fisheries in the Gulf of Guinea (COREP) became a specialized agency of ECCAS in 2008. It aims to: harmonize fisheries policies and legal frameworks of stakeholders; to define a concerted attitude towards the activities of foreign fishing vessels and give priority to the needs of the fishing vessels originating from member countries; preserve and protect aquatic ecosystems, both marine and inland waters; harmonize members' national regulations with a view to having a unified regulation for fishing and the control of fishing operations in the area covered by the Convention; assess the status of shared or trans-boundary stocks; collect, analyse and make available scientific data as well as information and techniques for fisheries and aquaculture[12].

ECCAS has been designated a pillar of the African Economic Community (AEC) and was recognized as the major economic community in Central Africa at the third preparatory meeting of its Economic and Social Council (ECOSOC) in June 1999. In 2007 ECCAS members adopted their strategic vision framework (Vision 2025), as well as the AEC Integration Strategic Plan. The 2009-2016 Minimum Integration Programme (MIP) is the

AU's general strategic framework for implementation of regional and continental integration by the RECs.

The medium (2015) and long term (2025) strategic thrusts of ECCAS also feed into the Vision 2063 of the African Union (Agenda 2063) which is a continuation of recent developments with renewed and invigorated efforts to catalyze development and strengthen African integration and unity. It aims to build upon achievements and draw lessons from earlier strategic planning efforts at the regional and sub-regional levels, including the Lagos Plan of Action, the Abuja Treaty and the NEPAD, to address new and emerging issues in the continent over the short, medium and long-term. Indeed, Agenda 2063's guiding principle is continuity of actions, drawing appropriate lessons, building upon what has worked in the past; and in brief making every effort to do things better[13].

Peace, Security and Stability (COPAX); Infrastructure, including transport (PDCT-AC), Energy (CAPP), Water and ICTs and The environment including management of the Congo Basin's Ecosystems (COMIFAC) were the three priority Strategic thrusts adopted in 2007, and on which the region was to focus its actions by 2015. These three pillars were supplemented by actions to strengthen the Customs Union and implement the Regional Food Security Programme (PRSA).

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11   http://www.comifac.org/

12   http://www.fao.org/fishery/rfb/corep

13   http://agenda2063.au.int/

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3. BROAD SCOPING OF CAPACITY DEVELOPMENT ACTIVITIES OF ECCAS

A total of twenty six major projects have been undertaken since 2005 in the major ECCAS strategic pillars of Peace Security and Stability, Infrastructure (Transportation and ICT); Energy and Water ; the Environment; Agriculture and Rural Development; Trade and Customs as well as Capacity development which is categorized as cross cutting and multi-sectored. The total approved budget for the 26 initiatives is 167 004 792 998 FCFA with a current disbursement rate of 1.39%[14]. This could be attributed to funding gaps related to counterpart funding from ECCAS. Persistent challenges with member states' contributions means that ECCAS is unable to implement its programmes and projects at full capacity. Out of the twenty six projects listed on the FINEX only three have been classified as specific to capacity development. The recently operational PARCI-ECCAS makes four out of 27 (14.8%). However analyses of other interventions indicate that there are other initiatives have capacity development elements.

3.1. Initiatives under Strategic Sectors of ECCAS

3.1.1.   Peace, Security and Stability

Member States have successfully established the Peace and Security Council of Central Africa (COPAX). Results of the work of COPAX since 2004 include the capacity development of the multinational force of Central Africa (FOMAC) and the establishment of the Central Africa Early Warning System (MARAC).

Central African states adopted a pact of non-aggression at the end of the fifth meeting of the UN Consultative Committee on Security in Central Africa held in Yaoundé (Cameroon) on 9 September 1994 by the military and ministers of Cameroon, Central African Republic, Congo, Equatorial Guinea, Gabon and Sao Tome et Principe. At a summit conference of the United Nations' Standing Advisory Committee on Security Questions in Central Africa which took place in Yaoundé on 25-26 February 1999, member states decided to create an organisation for the promotion, maintenance and consolidation of peace and security in Central Africa, called the Council

for Peace and Security in Central Africa (COPAX). Its technical organs are: i) The Central African Early Warning System (MARAC), which collects and analyses data for the early detection and prevention of crises; ii) The Defence and Security Commission (CDS), which is the meeting of chiefs of staff of national armies and commanders-in-chief of police and gendarmerie forces from the different Member States. Its role is to plan, organize and provide advice to the decision-making bodies of the community in order to initiate military operations if needed; iii)The Central African multinational force (FOMAC), which is a non-permanent force consisting of military contingents from Member States, whose purpose is to accomplish missions of peace, security and humanitarian relief. In line with the African Union plan for an Africa Standby Force by 2010, FOMAC will constitute the Central African brigade, or CENTBRIG.

In January 2000, Gabon hosted a regional peacekeeping exercise "Gabon 2000" with the objective of increasing the capacity of ECCAS states in the field of peacekeeping and conflict prevention and management. This exercise represented a direct application of the French RECAMP-concept (reinforcement of African peacekeeping capacities).

3.1.2.   Infrastructure, including transport (PDCT-AC), Energy (CAPP), Water and ICTs;

Limited infrastructure is the main constraint to more robust growth in Central Africa. The AU in partnership with the UNECA, AfDB and the NEPAD Planning and Coordination Agency, designed the Programme for Infrastructure Development in Africa (PIDA). This continent-wide initiative, which relies on regional projects and programmes, addresses the infrastructure gap which hampers Africa's competitiveness on the world market. ECCAS is recognized as the REC that should coordinate NEPAD and the Priority Action Plan of PIDA (PIDA-PAP) in Central Africa.

• **Road Transport**

The ECCAS implementation of the Central African Consensual Transport Master Plan (PDCT-AC) covers all transport infrastructures that support trade among the States. The road transport aspects have been launched and their completion will create the linkages

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14   ECCAS Document 2013: externally funded Projects Portfolio since 2005, FINEX 19/12/13

between the major trans-African corridors from West to East (Lagos-Mombasa) and North – South (Tripoli – Cape Town). This is also being implemented jointly with CEMAC in line with AU recommendation for the rationalization of RECs. The PCDT-AC was drawn up with the support of the UNECA.

To implement some priority projects that have been identified in the PDCT-AC, ECCAS is seeking to promote Public Private Partnerships (PPP) and thus benefit from advantages in terms of financing, risk management, knowledge transfer.[15]

• **Air Transport**

Another major pending initiative of ECCAS is the project for the implementation of the 2010 – 2015 Plan of Action for the improvement of air transportation in Central Africa. The project covers all 10 countries of ECCAS with expected outcomes for the establishment of the Regional Agency and Academy of Civil Aviation and strengthening the capacity of Civil Aviation Authorities of Member States to assume their responsibilities within the ECCAS air space. The initiative is a co-operation between the European Union and Central Africa. Beneficiaries are CEMAC and ECCAS with funding from the European Commission under the Regional Indicative Programme of the 10th EDF. Institutional support has been solicited from the AfDB. It has an estimated cost of FCFA 22 300 000.

• **Information and Communication Technology (ICT)**

Although not in the portfolio of ECCAS, a parallel but very important initiative in the region is the $215 million, ten-year Central African Backbone Program (CAB Program) funded by the World Bank. This program will support the countries of the Central African region in developing their high-speed telecommunications backbone infrastructure to increase the availability of high-speed Internet and reduce end-user prices. ECCAS General Secretariat is a beneficiary of the CAB Program which will also help countries harmonize the laws and regulations that govern the ICT sector to increase private sector investment and improve competition. The CAB Program brings much needed connectivity to Central Africa.

• **Energy Infrastructure and Water Resources Management**

The Central African Power Pool (PEAC/CAPP) has been

adopted by member states as the most appropriate institutional framework to stimulate cooperation and engage the political will to exploit the huge water resources of the region. Feasibility studies have been conducted for electricity inter-connectivity between the region and the rest of Africa.

• **Integrated Management of Water Resources (GIRE)**

A regional policy for water resources management was adopted in 2009. Undertaking programmes and facilities for the promotion of integrated water resources management (GIRE) is still in the pipeline. ECCAS ministers agreed in Brazzaville in 2006 to develop the institutional capacity of ECCAS to coordinate water resources management in the sub-region. It has also been mandated to make the Regional Water Policy operational. The project is cofounded by the African Water Facility, ECCAS and the NEPAD Infrastructure Project Preparation Facility NEPAD-IPPF. A study conducted for the creation of the Regional Centre for Water Resources Management was validated in 2012. The exact date of operation will depend on the signing of the decision by the incumbent Chair of ECCAS. This was expected at the Heads of States Summit in 2013.

3.1.3. Environment

For this strategic pillar, ECCAS is promoting sustainable resource management for effective economic contribution of natural resources to member states' budgets. Ongoing programmes are supporting the conservation of the ecosystem of the Congo Basin as well as conservation and regeneration of fragile ecosystems in Central Africa. The Ecosystems Conservation Support Programme (PACEBCo) is ongoing with funding from the AfDB.

• **Disaster Risk Reduction and Climate Change Adaptation (DRC)**

The regional strategy for the risk prevention, disaster management and climate change adaptation has been designed for attaining sustainable development and poverty reduction through the substantive reduction of the impact of disasters on people and their economic assets. The strategy and plan of action aim to promote decisive political commitment whilst the Yaoundé Plan of action for Central Africa (2012-2017) proposes concrete action for capacity development in the area of preparedness and response. Both instruments were validated and adopted in 2012. The project is being implemented with support from UNDP.

The 3 year plan (2013 – 2015) seeks to: improve

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15   http://www.bkp-development.com: Economic Community of Central African States (2010-11): Development of a harmonized framework for Public Private Partnership (PPP) for investment in the transport sector in Central Africa

political will of Governments by undertaking advocacy for inclusion of risk reduction in the national growth and poverty reduction strategies and the urgent creation of national disaster management platforms and where necessary policy formulation, and development of national strategies; improve the capacity for identification and evaluation of risks as well as developing early warning systems. For member states the priorities are : developing the capacity of governments in the identification, localisation and risks evaluation for the development of a mapping system of zones at risk ; the development and strengthening of methodologies and means for risk surveillance and the progressive establishment of early warning systems, knowledge management and practice : develop a repertoire of organisations like universities and research institutions which can accompany the process in Central Africa as well as promote collaboration amongst themselves. Member states priorities are to work with the media, universities and research institutions, undertake advocacy for governments to progressively include DRC in the education systems and work with local communities; reducing underlying risk factors- the plan will work to integrate sectoral and transversal areas in the environment which have implications for disaster risk management. For members states priorities include analyses of climate change impact on communities ; management of urban spaces (urbanisation plans) ; health sector, protection and improvement of infrastructure, social protection and strengthening mainstreaming of DRC in other sectors; Preparation of action plans by members states in the areas of human capacity for intervention, coordination mechanisms during emergencies, contingency plan as well as emergency response, simulation exercises.

3.1.4.   Trade Facilitation

This is the main pillar for achieving regional economic integration is to be achieved. Activities are all geared towards the creation of a common regional market and consequently together with other economic groupings achieve the African Economic Community. The Free Zone has been operational since 2004 and should result in a Customs Union and common external tariff. Other harmonisation efforts are underway for the extractive sector are being undertaken with the a view to achieving a common regional market. The European Union is supporting the Trade Facility; International Trade Centre is supporting the PACCIA II; whilst the CDE is providing support to the private sector.

The Programme for building African Capacity for Trade (PACT II) has supported the ECCAS Secretariat in promoting the regional coffee sector by increasing knowledge on high potential and value added coffee. PACT II raised awareness on the importance of the sector development for which regional cooperation is necessary to leverage benefits from a harmonized sector coffee strategy. The creation of a regional consultative framework encouraged exchange of experiences within the region and fostered regional collaboration. Activities focused on improving agro-processing in which women are traditionally engaged i.e. production, harvesting, transport and marketing. SMEs increased their knowledge of market standards, good practices and identified new business opportunities and partnerships. To facilitate that, the ECCAS coffee guide was developed and widely disseminated and small and medium enterprises from the coffee sector in Burundi, Cameroon and Gabon jointly promoted their products during the ECCAS Private Sector Trade Fair in Yaoundé, Cameroon.

3.1.5.   Agriculture, Food Security and Rural Development

The Comprehensive Africa Agriculture Development Programme (CAADP) is the main framework for initiatives under this strategic pillar of ECCAS. The formulation and adoption of a regional programme on food security for Central Africa (PRSA-CA); the formulation of a Common Agricultural Policy (PAC-CEEAC); the establishment of a Special Regional Fund for Agriculture Development (FSRDA) to facilitate small farmers' access to agricultural inputs as well as the formulation of a common phyto-sanitary regulatory framework are all underway.

3.2. Specific CD Initiatives

ECCAS has undertaken specific capacity development interventions aimed at resolving capacity challenges and to take the integration agenda forward. Key interventions identified during the mapping exercise are discussed for scope and depth in terms of capacity development as follows:

3.2.1.   ECCAS Capacity Development Project (RENFOR)

ACBF funded RENFOR to strengthen the institutional capacity of the General Secretariat. The project ended in 2009. The mid-term evaluation report by Sams Dine Sy in May 2009 states that the overall achievement of RENFOR was unacceptable due to the fact that the pre-project contextual analyses underestimated the capacity needs of the General Secretariat. It continues

that the secretariat had to deal with new expectations and demands without being given the requisite resources. It further indicates that the necessary institutional transformation identified four years prior: the revision of the treaty and multi-sectoral policies; the organogram; budget processes and internal controls were not addressed at the higher levels needed.[16]

3.2.2. Institutional Support to the General Secretariat (PAI-SG)

AfDB supported the PAI-SG in 2006 which led to the restructuring and development of a new organisational structure for the Secretariat. It also sought to develop the capacity of ECCAS to: (i)coordinate and facilitate the design, preparation and implementation of regional projects and programmes as well as their monitoring

and evaluation; (ii) support the rationalization of Central African RECs; (iii) provide support towards improving the business environment through the harmonization and dissemination of community standards, notably in banking and finance as well as investment laws; (iv) support the development of regional statistics, more specifically support to the ECCAS statistics unit; (v) support for transport facilitation programmes and simplification of customs procedures, and (vi) assistance in raising awareness on the importance of preserving biodiversity. An evaluation of the PAI-SG under the EU's 4-pillar audit revealed that huge capacity gaps persisted especially as regards review of the legal framework to facilitate decision making, monitoring of sector policies and results-based management.[17]

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16   Sams Dine Sy –Mid-term evaluation of RENFOR, May 2009

17   AfDB September 2012: PROJECT APPRAISAL REPORT: ECCAS Institutional Capacity Building Support (PARCI-ECCAS)

Aerial view of village in Chad
© Ecoimagesphotos | Dreamstime.com

3.2.3. Capacity Strengthening for Central African Parliamentarians Network (REPAC)

ACBF supported the formation of the Parliamentary network which was motivated by the member states' awareness that human rights need to be guaranteed in order to allow citizens to participate in decision making processes. REPAC is understood as a space for dialogue and consensus building for the population's representatives. Preparations to make the network operational have been ongoing for the past seven years. After the adoption of the REPAC Protocol, negotiations over financial support started with ACBF in 2005 and reached after two years. Following this agreement, a joint seminar on REPAC was organised in Bata in 2007 to gather the Central African national Members of Parliament and officially launch the preparation process.

Since 2009, an ECCAS coordinator has been nominated to bring the process to an end, develop annual work programmes, organise staff nomination and equipment of the Network's secretariat, and prepare for the first elections of regional deputies. Once established, REPAC shall be located in the city of Bata in Equatorial Guinea. Its 50 seats shall be filled by five deputies from each of the 10 Member States, elected for a period of five years by and among the national Parliamentarians. In November 2000, the first meeting of the network of Central African Parliamentarians was held in Luanda, Angola. In September 2001, the Human Rights and Democracy Centre held its first meeting in Libreville, Gabon.

3.2.4. The ECCAS Institutional Capacity Building Support Project (PARCI-ECCAS) 2013 - 2017

AfDB funds PARCI-ECCAS with some counterpart funding from ECCAS. Its objective is to promote regional integration in Central Africa by building ECCAS' institutional, human and operational capacity to implement regional programmes and the harmonization of sector policies. It aims to enhance performance in the preparation and implementation of regional infrastructure programmes. It also contributes to the improvement of intra-regional trade by supporting the streamlining of ECCAS and CEMAC sector policy initiatives. The project cost is UA 8.23 million, jointly financed by the AfDB (UA 7 million) and ECCAS (UA

1.23 million). Implementation is over a four-year period from 2013 to 2017.

PARCI-ECCAS is justified as a follow-up to PAI-SG especially for the capacity-building and rationalization of the Central Africa RECs. Terms of reference were prepared with joint financing from the Bank and Sub-regional Office for Central Africa of the UN Economic Commission for Africa (ECA/SRO-CA) in 2011. It supports capacity development for the implementation of regional infrastructure development programmes featured in the PIDA-PAP. It makes it possible to build ECCAS capacity for more effective monitoring-evaluation of integration programmes and the harmonization of sector policies.

Expected outcomes include the development of several types of knowledge management capacity, including the capacity to analyze and adapt the institutional framework of ECCAS, the development of a statistical tool for monitoring the implementation of regional infrastructure, and harmonization of the trade policies of ECCAS and CEMAC. The technical assistance provided for under the project promotes the transfer of knowledge to the institution through the deployment of counterpart experts. Lessons learnt from project implementation are expected to be disseminated through validation and dissemination of the studies produced internally within the secretariat and with member states. Human and technical capacity will be developed for implementation of regional infrastructure plans and programmes, preparation of the integration policy and programme, environmental management; non-oil private sector development as well as harmonization of the programme management team of ECCAS's FTA and that of CEMAC. Deliverables from implementation of the ECCAS-PARCI are increased ownership of regional projects by RECs and Member States; advanced rationalization of RECs, in particular, harmonization of the programme management of ECCAS and CEMAC; strengthening the sustainable management of the Congo Basin and its incorporation in investment projects; greater harmonization of community standards in the area of finance and investment legislation. Implementation of ECCAS-PARCI started in the last quarter of 2013 and therefore CD outcomes are not evident as at the preparation of this report[18].

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18   AfDB September 2012: PROJECT APPRAISAL REPORT: ECCAS Institutional Capacity Building Support (PARCI-ECCAS)

TABLE 2: PAST AND ONGOING CAPACITY DEVELOPMENT INITIATIVES

	Project(s)	Expected Results	Scope (region, Member state, secretariat)	Budget FCFA	Funders
Past Capacity Development Initiatives					
1	Institutional Support to General Secretariat (2005) PAI-SG	Upgrade of financial and budget controls; design and implementation of a new organogram	Secretariat		AfDB
2	Strengthening the Capacities of Secretariat of ECCAS (RENFOR) (2005 – 2009)	Institutional strengthening for ICT , education, environment and NEPAD implementation	Secretariat also extended to member states through workshops and some training	1 150 000 000	ACBF
3	Establishment of ECCAS Parliamentary network REPAC	Space for dialogue and consensus building for the population's representatives.	Member states		ACBF
Ongoing CD Initiatives					
4	ECCAS-Institutional Capacity Building Support Project (PARCI-ECCAS)	Consolidation of the economic growth in the ECCAS area in the Central African region Outcome 1: Implementation of regional projects/ programmes is better coordinated and more effective Output 1.1: The legal and institutional framework of the GS is strengthened Output 1.2: The operational and financial management mechanism of the General Secretariat is reinforced Output 1.3: The infrastructure projects in the PIDA Priority Action Plan are in an advanced stage of implementation Output 1.4: The statistics unit of ECCAS is operational and the infrastructure and trade databases are available Outcome 2: Intra-regional trade Output 2.1: Harmonization of the CET of CEMAC/ECCAS and of the common customs code are at an advanced level of implementation Output 2.2: The COPIL TS is operational. Capacity for steering the CEMAC and ECCAS rationalization process is strengthened Output 2.3: ECCAS has greater visibility. Output 2.4: The focal points, the NSA are sensitized to integration issues. Output 2.5: Greater ownership by member-states strengthened	Secretariat and member States	6 500 000 000 FCFA	ADB and ECCAS

4. BROAD OVERVIEW AND ANALYSES

ECCAS has institutional and human capacity challenges for the design of regional programmes and coordination capacity with regards to the implementation of the PIDA-PAP in Central Africa. Several institutional, human, organizational and financial constraints persist within ECCAS. Also some of the fundamental protocols of the organisation are not adapted to the current missions of the institution and to modern management. This is compounded by the shortage of human resources at the professional level and the lack of a performance-based human resource management system. There is an imminent risk of burn out for most professionals in ECCAS general Secretariat as whole units are manned by very few professionals. At the same time, there is a challenge in identifying well-trained and interested professional human resources.

Recent assessments of ECCAS by the AfDB finds that ECCAS must build its capacity to manage sub-regional projects and put in place a sound system for coordination of its activities. Also there is need for a multi-project procedural manual and appropriate accounting software, to avoid dysfunctions in the management of its projects and to facilitate reporting.[19] ACBF finds that ECCAS is characterized by the absence of comprehensive strategic plans, financial programming, and coherence in its annual regional plans. [20]

The continuance of a dual trade policy by CEMAC and ECCAS deprives economic operators and national governments of visibility by the global community on the trade potential of the region. Intra-regional trade within both CEMAC and ECCAS is very limited: 1% of total trade within Africa. The institutional capacity of COPIL which has the responsibility of delivery of the harmonisation roadmap under the ECCAS-PARCI project is inadequate and underscores the challenges ECCAS faces.

Furthermore, decisions on in-house Secretariat issues are highly centralised and have to be made by consensus among member states. This slows down processes especially with regards to implementation of activities and the capacity to coordinate and respond effectively. Often member states in conflict situations do not respond to requests for some decisions. ECCAS member states turn more readily to old and trusted bilateral relations to mitigate their security concerns and funding needs, thus generating a confused web of partnerships which are often inimical to ECCAS general secretariat obtaining is full budget to implement the full scope of regional programmes. Some partners are sometimes only willing to fund their preferred countries. ECCAS' capacity at resource mobilisation is low and is therefore unable to mobilize sufficient resources to fund its work. The low disbursement rate (1.3%) of externally funded projects could be attributed to ECCAS not being able to meet co-financing pre conditions for disbursement by some donor partners. Budgets are insufficient and unstable because of non-payment of dues by member states. In 2004 ECCAS leaders instituted a Contribution *Communautaire d'Integration* (CCI), a 0.7 percent tax on all imports emanating from third party countries. However, the scheme has taken off slowly, and is not yet operational in a number of countries.

With a view to providing support to address the foregoing challenges, the AfDB Central Africa Regional Strategy for 2011-2015[21] aims to reduce poverty through the development of regional infrastructure and institutional and human capacity building within ECCAS. It states inter alia that it is necessary to: (i) continue building capacity for greater ownership of multinational projects, (ii) enhance coordination with other partners in order to adopt joint funding programmes, and (iii) enhance selectivity for a better development impact in the region. PARCI-ECCAS has accordingly been designed to build the institutional and human capacity of ECCAS to facilitate implementation of regional infrastructure plans and programmes, integration policy and programme formulation, environmental management and development of the non-oil private sector as well as the harmonization of the Common External Tariffs of ECCAS's FTA and CEMAC's CU. It will support ECCAS to take ownership of the programmes and to efficiently manage the regional integration agenda. It is anticipated that building the capacity of ECCAS as indicated is essential for the coordination and the management of infrastructure to be undertaken under the PDCT and PEAC/CAPP.

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19   AfDB September 2011: Study of Interconnection of Electric Grids of ECCAS member countries: Completion Report

20   ACBF @2008: A Survey of the Capacity Needs of Africa's Regional Economic Communities :An ACBF Operations Research

21   AfDB 2011: Central Africa Regional Integration Strategy Paper (RISP)

4.1. Capacity Development initiatives and their alignment with the CDSF levels

The largest CD initiative ever undertaken in ECCAS is the current PARCI-ECCAS. It has a large scope in that much of the future actions of ECCAS in pushing the integration agenda are anchored in the deliverables of the project. It is expected to consolidate the economic growth in the ECCAS area through better coordination of regional projects and programmes for more effectiveness. The statistics unit of ECCAS becomes operational with infrastructure and trade databases available in order to promote intra-regional trade. Harmonization of the programme management units of CEMAC/ECCAS and of the common customs code are expected to be at an advanced level of implementation through the strengthening of capacity for steering the CEMAC and ECCAS rationalization process. It is also expected that ECCAS gains greater visibility through national focal points and the sensitization of non-state actors to integration issues and thus promote greater ownership by member states. The legal and institutional framework of the general secretariat is to be strengthened to facilitate decision making and implementation of activities. Also, the operational and financial management mechanism of the General Secretariat is reinforced so that the infrastructure projects in the PIDA Priority Action Plan move to an advanced stage of implementation. PARCI-ECCAS responds to all the levels of the strategic framework for effective capacity development ie: human, institutional, creating an enabling environment and putting in place appropriate systems.

All the past and current CD initiatives of ECCAS respond to the development of capacity at the institutional level namely, capacity development for better coordination and development of sector programmes, three of them respond to development of technical capacity of individuals or human level: RENFOR for ICT training at the general secretariat level and for member states, REPAC and PARCI-ECCAS; PAI-SG and PARCI-ECCAS target the development of capacity in statistical analysis and database management of individuals, REPAC aims at developing the capacity of parliamentarians in the region. Only the PARCI-ECCAS supports the development of an enabling environment through the rationalisation of CEMAC and ECCAS. PAI-SG and PARCI ECCAS have specific knowledge management dimensions. See table below for distribution of projects under the strategic levels for capacity development.

Landscape of the River Congo
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TABLE 3:   OVERVIEW OF CAPACITY DEVELOPMENT INITIATIVES AND THEIR ALIGNMENT WITH THE CDSF LEVELS

CDSF LEVELS	Human Individual	Institutional	Enabling Environments (Systems)	Knowledge
Institutional Support to General Secretariat (2005) PAI-SG	✓	✓		
Strengthening the capacity of the General Secretariat (RENFOR 2009)		✓		✓
Strengthening capacity of Central Africa Parliamentaries (REPAC)(2007 ongoing))	✓	✓		
PARCI/ECCAS (2012 ongoing)	✓	✓	✓	✓
TOTAL NUMBER OF PROJECTS IN CATEGORY	**3**	**4**	**1**	**2**

4.2. Other Initiatives with CD dimensions and which align with the CDSF levels

A review of the major initiatives in ECCAS identifies six programmes other than the specific CD initiatives discussed above as having capacity development dimensions. These are: 1) COPAX- strengthening capacity of multi-national force (FOMAC), MICOPAX, PAPSI & PAPSII; Decentralisation of the Early Warning Systems –MARAC; Institutional support to ECCAS for following up the establishment of PDCT-AC; Strengthening Capacity of Civil Aviation Authorities of member states; Institutional support for preparation of Central Africa Regional water policy (GIRE); Conservation of Ecosystems in Central Africa (ECOFAC). Support for the value chain of saw dust processing in 5 countries of the Congo Basin; Comprehensive African Agriculture Development (CAADP): Capacity strengthening of member states' Phyto-sanitary institutions and 3 year plan for strengthening Disaster Risk Reduction and Climate Change. All six have a strong inclination towards institutional support for ECCAS to perform its role. Three initiatives: COPAX, PDCT-AC and the DRC support individual competence development to deliver on the expected outcomes; PDCT-AC, CAADP and DRC deal with operational systems while all six have knowledge generation and management features. See table below for distribution of projects under capacity development strategic levels.

TABLE 4:   PAST/ONGOING INITIATIVES WITH CD DIMENSIONS AND THE CDSF LEVELS

	Past/Ongoing initiatives with CD dimensions	Human Individual	Institutional	Systems	Knowledge
1	COPAX- strengthening capacity of multi-national force (FOMAC), MICOPAX, PAPSI & PAPSII; Decentralisation of the Early Warning Systems -MARAC	✓	✓		✓
2	Institutional support to ECCAS for following up the establishment of PDCT-AC; Strengthening Capacity of Civil Aviation Authorities of member states;	✓	✓	✓	✓
3	Institutional support for preparation of Central Africa Regional water policy (GIRE)		✓		✓

	Past/Ongoing initiatives with CD dimensions	Human Individual	Institutional	Systems	Knowledge
4	Conservation of Ecosystems in Central Africa (ECOFAC). Support for the value chain of saw dust processing in 5 countries of the Congo Basin		✓		✓
5	Comprehensive African Agriculture Development (CAADP): Capacity strengthening of member states-Phytosanitary institutions		✓	✓	✓
6	3 year plan for Strengthening Disaster Risk Reduction and Climate Change (DRC)	✓	✓	✓	✓
	TOTAL NUMBER IN EACH CATEGORY	**3**	**6**	**3**	**6**

4.3. The CDSF Cornerstones and ECCAS CD initiatives

The following analyses uses the six cornerstones of the CDSF to assess which past and current CD initiatives take them into account. It also reviews the other major initiatives which have CD dimension and which address the CD.

The CDSF cornerstones emphasize leadership transformation, citizen transformation, evidence based knowledge and innovation, the use of African potential skills and resources; building the capacity of capacity developers, and integrated planning and implementation for results as the features for a successful capacity development initiative. Out

of the four identified past and current CD initiatives, two respond to the cornerstone for transformational leadership: PAI-SG and RENFOR. Both initiatives sought to change the organisational chart of ECCAS. REPAC seeks to strengthen capacity of representation by parliamentarians through the network whilst PARCI-ECCAS has components for citizens transformation by aiming to expand knowledge and appreciation of regional integration issues by citizens and thus gain greater visibility for ECCAS. Table 4 below shows the distribution of ECCAS CD initiatives under the six cornerstones for a strategic framework for capacity development:

TABLE 5: DISTRIBUTION OF ECCAS CAPACITY DEVELOPMENT INITIATIVES UNDER THE SIX CDSF CORNERSTONES

ECCAS CD INITIATIVES AND THE CDSF CORNERSTONES	Leadership Transforma-tion	Citizen Transforma-tion	Evidence Based Knowledge	Using Africa Potential skills and resources	Capacity of capacity developers	Integrated Planning and Imple-mentation for results
Institutional Support to General Secretariat (PAI-SG)	✓		✓	✓	✓	✓
Strengthening the capacity of the General Secretariat (RENFOR)			✓	✓	✓	
Strengthening capacity of Central Africa Parliamentaries (REPAC)	✓	✓			✓	✓
ECCAS Institutional Capacity building support (PARCI-ECCAS)		✓	✓	✓	✓	✓
TOTAL NUMBER IN CATEGORY	**2**	**2**	**3**	**3**	**4**	**3**

4.4. Initiatives that have CD dimensions and their alignment to the CDSF cornerstones

Three of the initiatives: COPAX- strengthening capacity of multi-national force (FOMAC), MICOPAX, PAPSI & PAPSII; Decentralisation of the Early Warning Systems – MARAC; Institutional support for preparation of Central Africa Regional water policy (GIRE) and the 3 year plan for Strengthening Disaster Risk Reduction and Climate Change (DRC) respond to leadership transformation in that they require commitment of leadership at the highest for implementation. MARAC and the Disaster Risk Reduction and climate change activities respond to the cornerstone of evidence based knowledge as this is critical for successful early warning systems. Peace building efforts involving citizens should positively transform the lives of citizens in the region. Also the Conservation of Ecosystems in Central Africa (ECOFAC)

and Support for the value chain of saw dust processing in 5 countries of the Congo expect positive impacts on the economic livelihoods of ECCAS citizens. COPAX, the PDCT-AC, CAADP and DRC programmes are, in the main using African potential skills and resources as much as practicable .Institutional support for ECCAS on the PDCT-AC building the capacity of capacity developers. All six programmes have indications of the cornerstone of integrated planning and implementation for results. The design for rolling out the DRC has indications of all the cornerstones of the CDSF. The scope covers governments, citizens, national systems, policy formulation and knowledge management. See table below for distribution of projects under the CDSF cornerstones.

TABLE 6:   INITIATIVES THAT HAVE CD DIMENSIONS AND THEIR ALIGNMENT TO THE CDSF CORNERSTONES

	Past/Ongoing initiatives with CD dimensions	Leader-ship Transfor-mation	Citizen Transfor-mation	Evidence Based Knowl-edge	Using Africa Potential skills and resources	Capacity of capacity developers	Integrated Planning and Imple-mentation for results
1	COPAX- strengthening capacity of multi-national force (FOMAC), MICOPAX, PAPSI & PAPSII; Decentralisation of the Early Warning Systems -MARAC	✓	✓	✓	✓		✓
2	Institutional support to ECCAS for following up the establishment of PDCT-AC; Strengthening Capacity of Civil Aviation Authorities of member states;				✓	✓	✓
3	Institutional support for preparation of Central Africa Regional water policy (GIRE)	✓					✓
4	Conservation of Ecosystems in Central Africa (ECOFAC). Suport for the value chain of saw dust processing in 5 countries of the Congo Basin		✓				✓
5	Comprehensive African Agriculture Development (CAADP): Capacity strengthening of member states-Phyto-sanitary institutions						
6	3 year plan for Strengthening Disaster Risk Reduction and Climate Change						
	TOTAL NUMBER IN EACH CATEGORY	**4**	**4**	**2**	**4**	**3**	**6**

5. OPPORTUNITIES FOR CURRENT AND FUTURE COLLABORATION AND SUPPORT FOR CAPACITY DEVELOPMENT AT ECCAS

A review of funding available for ECCAS programmes indicates that the largest proportion of funding is going towards efforts of Peace, Security and Stability at 100,941,172,483.00 CFAF. The implementation of PARCI-ECCAS at 6,518,160,000.00, representing the most specific capacity development initiative, takes third place after the Environment with regard to resource distribution among strategic sectors. The existence of elements of capacity development in other programmes, as discussed in the section above, indicates that importance is given to capacity development in ECCAS. Table below shows the available external and internal funding available for the strategic sectors.

TABLE 7:   FUNDING BY STRATEGIC SECTOR

	Strategic Sector	Donors	Approved funding (CFAF)
1	Peace, Security, Stability	UE, France, ECCAS, CAR	100,941,172,483.00
2	Environment	AfDB, UE,UFC	42,642,560,000.00
3	Infrastructure(Transport and ICT)	NEPAD-IPPF,AfDB.CEEAC/CEMAC	13,682,243,830.00
4	ECCAS institutional capacity building (PARCI)	AfDB	6,518,160,000.00
5	Energy and Water	AfDB, NEPAD-IPPF	3,352,487,450.00
6	Agriculture and Rural development		2,351,319,225.00
7	Multi Sectorial/Capacity Development	AfDB,ACBF,CEEAC	41,035,000.00
8	Trade and Customs Union[1]	International Centre for Trade (ICT)	

The Bank Group, the World Bank (WB), the European Union (EU), France, Germany, United Kingdom and the United Nations (UN) specialized agencies are the main development partners financing Central Africa's regional integration process. The following section which maps details of the funding areas of these donors gives an indication of funding and collaboration opportunities to be harnessed for capacity development in ECCAS.

The World Bank (WB) operations in Central Africa are focused on infrastructure and transport facilitation in the CEMAC region, energy (Inga Project), information and communication technologies (fibre-optic network project), institutional support to regional organizations and banks, demobilization of ex-combatants, environment (Congo Basin management) and capacity-building for BDEAC. Specifically for ECCAS, the African Development Bank (AfDB) supports Central Africa's regional integration through infrastructure, social, agricultural and capacity building operations. In April 2006 it provided an estimated US$4 million over 3 years to help strengthen the ECCAS General Secretariat so as to better enable it to lead regional integration efforts in Central Africa. It continues to play a role in all the major strategic programmes in ECCAS.

The European Union (EU) is the biggest donor, providing two different funding streams. The first is the EU Assistance Project in Conflict Prevention, part of the 9th European Development Fund (EDF) regional program, comprising € 4 million for general assistance to DIHPSS programming and coordination; establishing MARAC; capacity-building in political and diplomatic action; and strengthening of civil society and development of CSO-ECCAS cooperation. The second is the EU Peace Facility to the AU, which consists of a first tranche of € 7.5 million (including € 670.000 to ECCAS for MARAC and a liaison office in Addis), and a second tranche

of € 20 million of which € 2.5 million is for support to MARAC, the Regional Brigade and PLANELM - the regional military staff hub.

Under the 9th EDF, the EU lends technical assistance to CEMAC and ECCAS in: economic and trade convergence; negotiation of EPAs; reinforcement of customs services; improvement of the regional transit chain; creation of a common market; institution of an early warning mechanism, conflict prevention and political mediation mechanism; natural resource management; and natural disaster control. These operations continue under the 10th EDF. In September 2009, ECCAS and CEMAC signed a funding agreement with the European Commission for a Regional Indicative Programme (RIP) amounting to 165 million Euros under the 10th European Development Fund (EDF). The objective of this programme is the implementation of development projects including trans-border roads and railways and telecommunications infrastructure. The RIP also makes provision for a budget of 97 million Euros devoted to the trade and economic integration attendant to the Economic Partnership Agreement (EPA). In addition, 30 million Euros of the programme will fund resource management projects, while 15 million will be devoted to political integration projects, peace building and security. The EC also supports CICOS through the activities of the "Regional Implementation Centre" of the Central African Monitoring of Environment for Sustainable Development (AMESD) implemented by the African Union Commission and funded by the European Union (9th European Development Fund) to the tune of 21 million Euros (for the five sub-Saharan regions, namely CEMAC, ECOWAS, IGAD, IOC and SADC). The EU also supports various capacity-building programmes in higher education, science and technology and the development of regional research and skills development centres. With respect to the private sector, the European Investment Bank (EIB) intends to support the Central African States Development Bank (BDEAC) to refinance loans to private enterprises in the CEMAC area in the form of a Risk Sharing Finance Facility and the setting-up of business incubators.

France supports CEMAC in the areas of macroeconomic convergence, multilateral surveillance and in implementing the Regional Economic Program (REP) of CEMAC. It also supports ECCAS in peace and security and provides logistic support. In addition, it contributes to capacity-building for BDEAC. France also has a track record of supporting military interventions and peacekeeping operations in Central Africa and provides ongoing military support to ECCAS that includes peacekeeping training, the development of regional centres of excellence, and the deployment of a military adviser who is helping develop FOMAC's vision and capacity.

German Cooperation supports CEMAC and its member States within the framework of governance enhancement in the commodities sector and transparency in extractive industries. It also supports CICOS within the integrated water resources management (IWRM) framework

African Capacity Building Foundation (ACBF) provides institutional support to ECCAS in the areas of new information and communication technologies, trade and customs, agriculture and education and REPAC. It also supports CEMAC in the area of trade policy and multilateral trade negotiations. In May 2005, it provided a multi-year grant of US$2.3 million to reinforce ECCAS's institutional capacity, strengthen financial capacity, and bolster infrastructure, among other objectives. International Centre for Trade (ICT)   supports ECCAS in the area of institutional capacity-building for trade and the private sector.

There are also opportunities for domestic resource mobilisation from member states through the Central African States Development Bank (BDEAC) which is the development financing arm for CEMAC. It has a mandate for mobilizing financial resources in order to fund national and multinational projects contributing to the economic integration of the area, and promoting private sector development. The rationalization of CEMAC and ECCAS could expand the bank's operations to other member states of ECCAS. Another opportunity is for ECCAS to endeavour to collect the Contribution Communautaire d'Integration (CCI), which are domestic resources and which could fund ECCAS programmes to a considerable extent.

6. OBSERVATIONS AND RECOMMENDATIONS

In light of ECCAS programmes being for capacity development or having elements of capacity development, consideration could be given to creating a dedicated CD function at the general secretariat. A functional and institutional assessment could be undertaken of each division of the general secretariat to identify gaps with a view to strengthening the human and institutional capacity. As complement to this, a Regional Integration Capacity Development framework could be developed to guide and support member countries to mainstream capacity development within ministries and departments that have regional integration as part of their mandates. Also member states could be given incentives to set up dedicated functions for regional integration in general and ECCAS integration programmes in particular. Medium term strategies could be accompanied by well-articulated capacity development plans as a key means of implementation of programmes.

Coordination of regional programmes is identified as one of the capacity gaps of ECCAS and so there is need to strengthen capacity of secretariat to coordinate activities with member states. This can be done by establishing linkages and synergy among programmes to ensure a harmonized drive towards achieving results. Programmes need to make input into other programmes by strengthening the knowledge generation, information exchange and communication capacity within the general secretariat so that divisions do not work in silos.

A domestic resource mobilization strategy could be developed with BDEAC leading the strategy. Member states' capacity could be strengthened on how to attract domestic investments into regional infrastructure projects. Also strategies for attracting investments into the region to support capacity development could be reinforced for the energy sector. An incentive system to encourage member states to honour their commitments on the community integration levy could be developed to support generation of domestic resources. Whilst increased domestic resources will boost ECCAS capacity to implement its programmes, there is need to also rationalize external funding. A donors' roundtable could be organized to address issues of investment and funding of ECCAS' major initiatives like the PIDA and PEAC/CAPP. The absorption capacity of ECCAS will need to be improved by adopting a modern finance management system and addressing the management information system of the secretariat.

Implementation of the network of Central African Parliamentarians (REPAC) requires anchoring to a capacity development strategy to enhance parliamentarians' representative capacity to reach out to citizens of ECCAS member states. REPAC also needs to be rationalized by harmonizing with the Parliament of CEMAC (CEMAC-P). The CD strategy could include a component that builds the capacity of the people's representatives to appreciate regional integration as the priority mechanism for achieving economic growth. This rapprochement of the Parliamentarians is important for the enhancement of the visibility of ECCAS.

Capacity for steering the CEMAC/ECCAS rationalization process needs to be strengthened by institutionalizing a permanent CEMAC/ECCAS coordination, exchange and validation mechanism for the harmonized monitoring of regional policies and programmes. Joint communication campaigns involving the ECCAS and CEMAC general secretariats as well as national authorities could be undertaken periodically to explain the role, functions and complementarities of the two organisations.

The protocol on the free movement of persons and goods which was adopted in January 2007 needs to be implemented as a matter of urgency. The capacity outcomes required for the speedy implementation of PIDA to improve the infrastructure base for more connectivity among member countries need to be realized as soon as possible.

Within the framework of the M-CDP small projects could be implemented to support the analysis of capacity development using The Capacity Development Strategic Framework (CDSF) to develop the skills for the conceptualization and implementation of initiatives that are responsive to capacity development needs. Such a project will be cross cutting of all the priority and strategic sectors of ECCAS and will work for the application of "soft capacity development skills" to achieve results. This will be a new approach to programming of each new development initiative. ECCAS programme managers could be exposed to new concepts of capacity development through the provision of specific technical assistance sourced from NEPAD or other agencies.

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