

STRENGTHENING THE INSTITUTIONAL CAPACITY OF THE ECONOMIC COMMUNITY OF WEST AFRICAN STATES (ECOWAS)



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



NEPAD AGENCY of the AFRICAN UNION
CAPACITY DEVELOPMENT DIVISION
JANUARY 2015

Published by the NEPAD Planning and Coordinating Agency
Midrand, South Africa

All rights reserved

No part of this book may be reproduced or transmitted in any form or by any means without prior permission of the publisher.

For additional information on the NEPAD Agency and this publication

Website: www.nepad.org / www.africa-platform.org

ISBN: 978-0-9946745-4-8



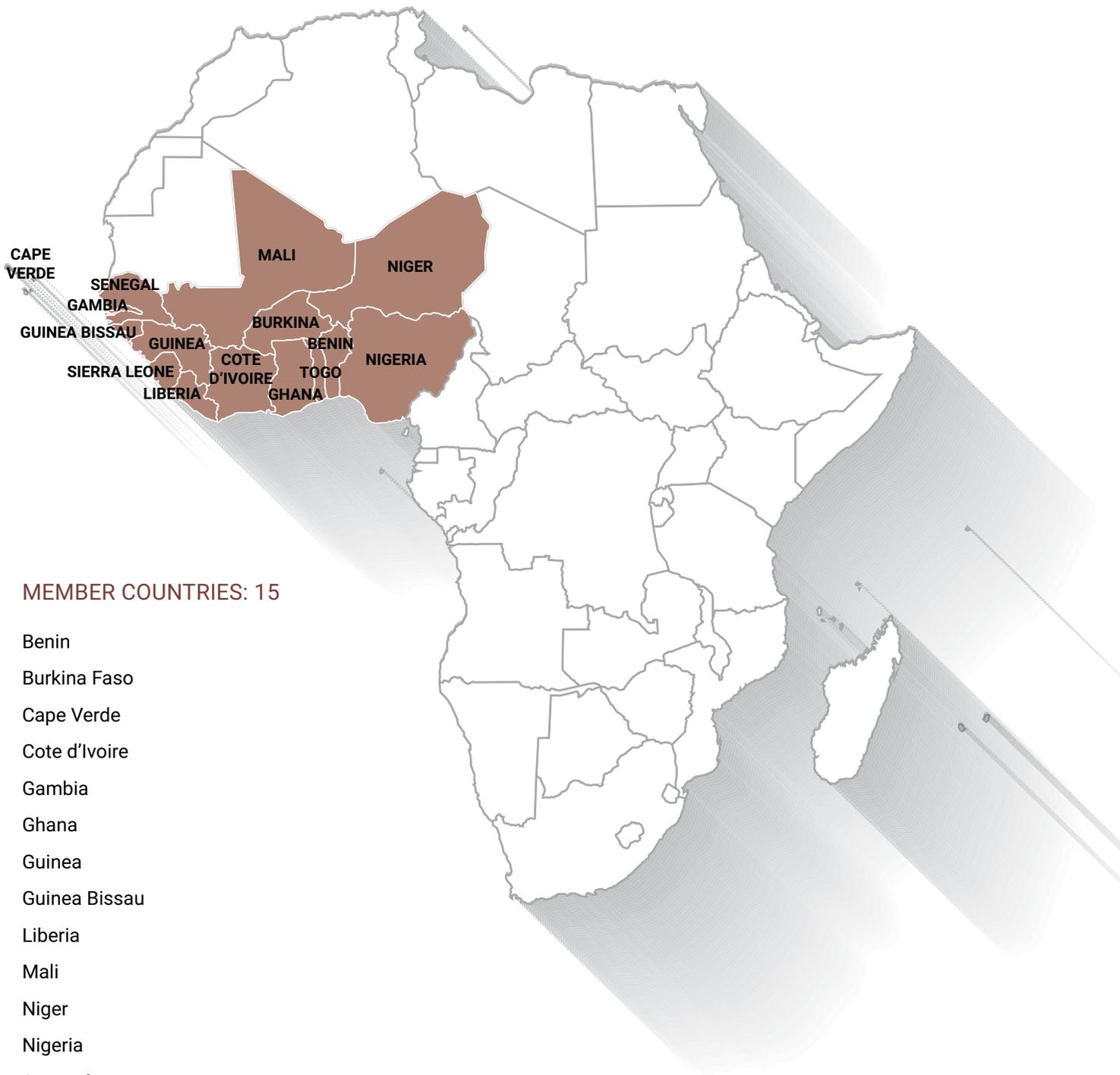
STRENGTHENING THE INSTITUTIONAL CAPACITY OF THE ECONOMIC COMMUNITY OF WEST AFRICAN STATES (ECOWAS)

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



African Union Commission





MEMBER COUNTRIES: 15

- Benin
- Burkina Faso
- Cape Verde
- Cote d'Ivoire
- Gambia
- Ghana
- Guinea
- Guinea Bissau
- Liberia
- Mali
- Niger
- Nigeria
- Senegal
- Sierra Leone
- Togo



ACRONYMS

ACBF	African Capacity Building Foundation
AfDB	African Development Bank
APDev	Africa Platform for Development Effectiveness
AQIM	Al-Qaeda in the Islamic Maghreb
AU	African Union
AUC	African Union Commission
BOAD	Banque Ouest Africaine de Développement
CCC	Community Computer Centre
CD	Capacity Development
CDP	Community Development Programme
CDSF	Capacity Development Strategic Framework
CCPIT	Council for Promotion of International Trade
CSOs	Civil Society Organisations
COMESA	Common Market for Eastern and Southern African
EBID	ECOWAS Bank for Investment Development
ECOWAP	ECOWAS Agriculture policy
ECOWAS	Economic Community of West African States
ECCDP	ECOWAS Commission Capacity Development Plan
ECDP	ECOWAS Community Development Programme
EEC	European Economic Community
EU	European Union
FEWACC	Federation of West African Chambers of Commerce and Industry
FEWAMA	Federation of West African Manufacturers Association
ECOWAS-FEBWWE	Federation of women and women Entrepreneurs
GDP	Gross Domestic Product
GTZ	Deutsche Gesellschaft für Technische Zusammenarbeit
HDI	Human Development Index
HSGIC	NEPAD Heads of State and Government Implementation Committee

ICT	Information Communication Technology
IFC	International Finance Co-operation
IFAD	International Fund Agricultural Development
JFA	Joint Financial Agreement
KPIs	Key Performance Indicators
JRAG	Joint Reflection Action Group
M & E	Monitoring and Evaluation
M & S	Mapping and Scoping
M-CDP	Multi Agency Capacity Development Program
MDGs	Millennium Development Goals
MTAP	Medium Term Action Plan
RMB	Result Based Management
NEPAD	New Partnership for Africa's Development
OECD	Organization for Economic Co-operation and Development
RPRSP	Regional Poverty Reduction Strategy Paper
RECs	Regional Economic Communities
RMTAA	Regional Medium Term Action Area
SIDA	SWEDISH International Development Cooperation Agency
UEMOA	Union Economique et Monétaire Ouest Africaine
UNDP	United Nations Development Programme
UNECA	United Nations Economic Commission for Africa
UNESCO	United Nations Educational Scientific, Cultural and Organization
UNHCR	United Nations High Commissioner for Refugee
UNIDO	United Nations Industrial Development Organization
UNOWA	United Nations of West Africa
USAID	Unites States Agency of International Development
WAHO	West Africa Health Organization
WAMZ	West Africa Monetary Zoning
WAPP	West African Power Pool

TABLE OF CONTENTS

ACRONYMS	iii
TABLES, FIGURES AND DIAGRAMS	vii
PART ONE	
EXECUTIVE SUMMARY	ix
PART TWO	
1. INTRODUCTION, RATIONALE AND OBJECTIVES	1
1.1. Context and Background	1
1.2. Objectives of the Mapping and Scoping	2
1.3. Rationale	3
1.4. The CD Mapping & Scoping Mission to ECOWAS	3
1.4.1. Mission Planning, Coordination and Participants	3
1.4.2. Overall Approach and Nature/Coverage of Discussions	4
2. ABOUT ECOWAS	5
2.1. Creation, Coverage and Overall Purpose of ECOWAS	5
2.2. Vision and Mission	5
2.3. Mandate and Focus Areas of ECOWAS	6
2.4. Key Thematic Goals for ECOWAS Programmes	6
2.5. Governance Structure	6
2.6. Organizational Structures of the ECOWAS Commission	7
3. DEVELOPMENT CONTEXT IN THE REGION	9
3.1. Political Development	9
3.2. Economic Development	10
3.3. Human Development	12
4. SOME EXAMPLES OF COMMENDABLE INITIATIVES/ACHIEVEMENTS OF ECOWAS	14
4.1. Initiatives and Achievements of ECOWAS	14
4.1.1. ECOWAS Institutional Reform	14
4.1.2. Regional Monetary Integration	14

4.1.3. Customs Union	14
4.1.4. Free Movement of People	14
4.1.5. Peace and Security	14
4.1.6. Competitive Investment Climate	15
4.1.7. Youths and Development	15
4.2. ECOWAS' Expanded Institutional Architecture	15
4.3. Capacity Development Challenges and Constraints	16
4.4. CD Needs	17
5. BROAD SCOPING ON CD ACTIVITIES OF ECOWAS	19
5.1. Highlights on Past and Current CD Activities of ECOWAS	19
5.2. Perspectives on Future CD Activities and Projects that have CD Dimensions	22
6. ANALYSIS AND FINDINGS	29
6.1. Analysis and Points Emerging From the Mapping and Scoping Exercise	29
6.1.1. Areas of Emphasis reflected in Current/past CD Activities	29
6.1.2. Areas of Emphasis for current and future CD Activities	29
6.1.3. Target Beneficiaries of CD Interventions	30
6.1.4. Target of Current/Future CD Beneficiaries	31
6.2. Relevance and Prioritisation of CDSF Key Core Values for the Region	31
6.2.1. Relevance and Prioritisation for Implementation of CDSF Cornerstones in the Region	31
6.2.2. Ranking on the needs of promoting CDSF Awareness	32
6.2.3. Strategic Planning Continuum	32
6.2.4. ECOWAS Strategic Pillars	33
6.2.5. Funding and Supporting Partners of CD Initiatives in the Region	35
6.3. Current Institutional Reform in ECOWAS	35
6.4. Select Highlights on CD Priorities Supports	35
6.4.1. Team Building and Leadership	36
6.4.2. Performance Management	36
6.4.3. Human Resources	36
6.4.4. Finance	36
6.4.5. Communication	36
6.4.6. Information Technology	36
6.5. Summary/ Clusters of Various CD Strategies and Processes at ECOWAS	36

7. CONCLUSIONS, RECOMMENDATIONS AND OPPORTUNITIES FOR CURRENT/FUTURE COLLABORATION/SUPPORT FOR CD AT ECOWAS	38
7.1. Collaboration and Support to Promote Awareness and Implementation of the CDSF Paradigm	38
7.1.1. The CDSF African Paradigm	38
7.2. Concluding Observations	39
7.2.1. ECOWAS Capacity Development Strategy:	39
7.2.2. Substantive volume and relevance of ECOWAS's areas of focus:	39
7.2.3. Prioritising capacity development:	39
7.2.4. Transformation and institutional development planning:	39
7.2.5. Funding for CD initiatives:	39
7.2.6. Best /promising CD practices:	39
7.2.7. ECOWAS specialized institutions and Principal organs:	39
7.3. Recommendations	40
REFERENCES	44
ANNEXES	45
Annex 1: Persons Met at ECOWAS Commission	45

TABLES, FIGURES AND DIAGRAMS

Tables

MATRIX OF BROAD MAPPING AND SCOPING HIGHLIGHTS: ECOWAS	xxi
Table 3.1 A selection of Human Development Indicators of ECOWAS Member States	12
Table 4.1 Description of Specialised Institutions within ECOWAS	15
Table 5.1 Matrix Presentation of Information on CD Activities and Projects with CD Dimensions	20
Table 5.2 Matrix presentation of Information on Future CD activities and projects with the projects CD Dimensions	23
Table 6.1 Prioritisation of CDSF Key Core Values	31
Table 6.2 Prioritisation for implementation of CDSF Cornerstones in the region	32
Table 6.3 Promotion of CDSF Awareness	32
Table 6.4 ECOWAS Strategic Goal	34
Table 7.1 Recommendation	40

Figures

Figure 3.1	Annual GDP of ECOWAS Member States (2008-2012)	10
Figure 3.2	Share of total ECOWAS Gross Domestic Product by Country, 2012	11
Figure 3.3	ECOWAS \$1.25/day poverty rate projections compared to Millennium Development Goals target, 1990-2015	13

Box/Diagrams

Box 1	Definition of Capacity and Capacity Development	2
Diagram 2.1	Organisational Structure of ECOWAS	7
Diagram 3.1	Representations of Post-Conflict States in ECOWAS	9
Diagram 3.2	Graphical representation of the least development and middle income countries	12
Diagram 6.1	Areas of CD Emphasis	29
Diagram 6.2	Key Current/Future CD Focus Areas of Emphasis	30
Diagram 6.3	Percentage Scope Target of CD Intervention	30
Diagram 6.4	Percentage Scope Target of Future CD Intervention	31
Diagram 6.5	Histogram of recent strategic planning at ECOWAS	33
Diagram 6.6	ECOWAS Strategic Pillars	34



PART ONE

EXECUTIVE SUMMARY

1. Introduction and Background

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

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

2. Objectives, approach and methodology of the survey

The objective of the Mapping and Scoping (M&S) exercise is to inform the development and implementation of the African Union Multi-agency CD Support Programme to RECs (M-CDP) as well as the development of an evidence-based CD Implementation Plan and Strategy. In addition, the exercise is intended to help determine the current extent, range and nature of CD activity in the RECs and thus explicitly highlight the value planned next steps including the undertaking of full systematic CD assessments or reviews towards implementation. In other words, the overall scoping has 3 main and broad objectives as follows:

- a. Ground truth key areas of AU CD Support to RECs and its Capacity Development Strategic Framework (CDSF) focusing on potential to enhance capacities for regional integration;

- b. 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; and
- c. 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.

The specific focus of the CD Mapping and Scoping is on the following:

- a. To gather information on major Capacity

- Development initiatives, interventions carried out, being undertaken or planned in the RECs;
- b. Identify main actors and partners supporting the intervention;
 - c. Map out the main areas of focus and assess impact based on stakeholder views;
 - d. Identify the key outstanding CD areas that have not been addressed: including institutional setup, policy, human resources, systems and processes, as well as, facilities;
 - e. Identify overall strengths and weaknesses in the RECs focusing on the capacity to deliver their core mandate and serve as the building blocks for regional integration;
 - f. To obtain suggestions and guidance from the RECs on how best to further enhance implementation of Africa's CDSF paradigm and any of the cornerstones as applicable in the RECs region;
 - g. To derive guidance from the RECs on how best the planned AU-Multi- Agency CD Support programme (M-CDP) could best support the RECs, and also some of the major CD initiatives of the RECs;
 - h. Identify the key areas of opportunity and the main barriers or challenges to developing a shared and integrated CD Strategy and Programme for RECs; and
 - i. Identify opportunities and make recommendations as to how the MCDP can, both in its first three years and beyond, contribute to improve capacity for regional integration.

The CD M&S mission was planned and coordinated by the NEPAD Agency with support from the Multi-Agency CD team (AUC, NEPAD, UNECA and UNDP). In this context a CD M&S mission to ECOWAS was undertaken in November 2013. The nature of the M&S exercise required that a flexible systems approach be used for information collection, consultation and analysis. A combination of desk reviews, questionnaire administration and strategic conversations with key ECOWAS management and staff was also undertaken.

3. Brief Highlights on ECOWAS

The Economic Community of West African States (ECOWAS) was formed through a treaty signed on 28 May 1975 in Lagos, Nigeria. It comprises of Benin, Burkina Faso, Cape Verde, Cote D'Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone and Togo. Its main aim is to promote co-operation and development in all fields of economic activities in Member States. In 1993, its mandate was broadened following a revision of its original treaty to take into account new challenges. In 2013, ECOWAS population was estimated at 319 million, with a GDP of US\$396 billion in the same year. The Commission made landmark progress in free movement of people – the ECOWAS Passport represents an outstanding example of a common regional travel document. Considered as one of the five pillars of the African Economic Community, the Commission's overriding objective is to establish a common market (by 2015) within the region through creating its own monetary union, characterised by a single currency and a common central bank.

ECOWAS has six thematic areas under which it operates and carries out its mandate. These thematic areas are:

- a. Promotion of good governance, justice and upgrading of the conflict prevention, management and resolution mechanism;
- b. Promotion of infrastructural development and a competitive business environment; Sustained development and cooperation in the region;
- c. Deepened socio-economic and monetary integration;
- d. Reinforcement of institutional capacity; and
- e. Strengthening of the mechanism for integrating ECOWAS into the global market.

The ECOWAS Commission, one of the Community Institutions, is headed by a President. He coordinates the activities of all the Community specialised institutions and is the legal representative of the institutions of the Community. He represents the Community in its external and international relations and is responsible for regional integration cooperation activities. To effectively perform its goals and achieve its objectives, the Commission has four principal

organs: The ECOWAS Commission, The Community Parliament, The Community Court of Justice and the ECOWAS Bank for Investment and Development.

ECOWAS is a regional economic community that is central to the development agenda in West Africa. The West African sub-region has been rife with political instability and insecurity over the years especially with the occurrence of civil wars, armed coup d'états and armed conflicts, which has threatened economic and social development. Presently, there is a varying degree of instability in the region with Mali, Guinea-

Bissau and Nigeria experiencing some levels of political instability and insecurity. The political climate of the sub-region has an adverse effect on the economic and social environment. However, the ECOWAS sub-region grew immensely post-2008 global recession with an average GDP growth rate of 6.0% from 2010-2012. In addition, the sub-region has taken considerable steps towards improving its human development index (HDI) as compared to decades ago, especially in areas of access to healthcare, primary education and sanitation facilities.

4. Commendable Practices and Achievements of ECOWAS'

ECOWAS has undergone remarkable development since its formation in 1975. These developments are attributed to the achievements and initiatives of ECOWAS both at the Commission and among its Member states. Below are some of ECOWAS's major achievements and initiatives:¹

- a. Currently undergoing an institutional reform process so as to design, organise and redress the Commission to achieve its mandate and stating the new theme of "ECOWAS of People";
- b. The Commission has been expanded from 9 commissioners to 15 commissioners in the spirit of working towards transforming the commission from ECOWAS of states to the ECOWAS of the people;
- c. Adopted the ECOWAS Community Development Programme (ECDP) strategy to accelerate the process of integration;
- d. Adopted a strategy to accelerate the process of integration so as to create a single regional market that is based on trade liberation, harmonisation of economic and financial policies as well as establishment of a common external tariff;
- e. Member States have made progress in the implementation of the Road Map document for the establishment of an ECOWAS currency in 2020;
- f. Formation of the West African Monetary Institute (WAMI) as part of the effects towards launching a common regional currency. It was initially designed to assist the non-CFA countries (Gambia, Ghana, Guinea, Liberia, Nigeria and Sierra Leone) to establish a West African monetary Zone which would merge with the CFA countries within UEMOA (Benin, Burkina Faso, Cote d'Ivoire, Guinea-Bissau, Mali, Niger, Senegal and Togo) to form a single West African currency;
- g. ECOWAS and UEMOA harmonised the programs of both institutions so as to accelerate the regional integration of economies in West Africa;
- h. Consolidation of the free trade area (fast tracked in 2000) to ensure effective implementation of the ECOWAS Trade Liberalization Scheme by Member States through:
 - the validation of approval requests by the National Approval Committees,
 - harmonization of legal texts on intra-regional trade, and
 - creation of a website for ECOWAS Trade Liberalization Scheme;
- i. Member States established an ECOWAS Monitoring Group (ECOMOG) and a 8,000 strong peacekeeping force to restore order, supervise national elections and organise interim government in the sub-region;
- j. The institutional reconstruction of the ECOWAS Fund within the framework of improved

¹ Some of these achievements were retrieved from ECOWAS's website: <http://www.comm.ecowas.int/sec/index.php?id=achievements&lang=en>

operational procedures (Friedrich-Ebert-Stiftung: 2011);

- k. ECOWAS Bank for Investment and Development (EBID) has approved a total of 182.1 million US dollars for the financing of 17 projects and also signed 11 infrastructure financing agreements;
- l. Member States finalised a strategy document for the Regional Poverty Reduction Strategy Paper (RPRSP), the importance of this is the unified aspect of the member states;
- m. Development of a resource mobilisation strategy in collaboration with EBID, UEMOA and BOAD in September 2013;
- n. Established a sub-regional passport to facilitate intra-regional travel of Member States for a maximum of 90 days, which is also recognised for international travel;
- o. A Travel Certificate was adopted to facilitate and simplify formalities governing the movement of people across borders of ECOWAS states;
- p. Early Warning System that is responsible for

monitoring sub-regional peace and security indicators in the region;

- q. Community development strategy ECOWAS youth volunteer programme (to actively engage young people in infrastructure development, environmental initiatives and other local development activities, and to serve as a forum for youth mobilization in times of crises and emergencies); and
- r. Set up well established specialised institutions and initiatives to carry out its mandate as listed below:
 - West African Health Organisation;
 - West African Monetary Agency;
 - West African Monetary Institute;
 - ECOWAS Youth & Sports Development Centre;
 - ECOWAS Gender Development Centre;
 - Water Resources Coordination Centre;
 - ECOWAS Brown Card; and
 - The West African Power Pool.

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

In order to achieve its mandate as set out in the Treaty, ECOWAS, through its Commission and multiple agencies has been engaged in various CD activities which have resulted in achievements and also inspired the Commission's present activities and its 2020 vision. The transformation of the Executive Secretariat into a Commission and the re-structuring of the ECOWAS Parliament, Community Court of Justice and the ECOWAS Bank for Investment and Development (EBID) are further evidences of the enduring nature of the institutional capacity building process.

ECOWAS has hinged its development process on building new capacities, honing existing ones, and adapting capacities. Thus, more attention is now being paid to the capacity requirements necessary for managing the priority programmes. These include the following:

- a. Customs (free trade area and common external tariff),
- b. Monetary (second regional currency and macro-

economic policy convergence),

- c. Energy (WAPP and Gas Pipeline Project),
- d. Consolidation of regional peace and security,
- e. As well as agriculture (ECOWAP within the context of food security, rural development and poverty alleviation).

ECOWAS institutions fulfil two separate but related mandates within the regional Community. The first is in the area of economic and monetary integration where, the institutions provide a forum and framework for sustainable economic development and poverty reduction. The second function focuses on political stability and the promotion of regional peace through dialogue and conflict resolution. For the Commission to remain on track to achieve these objectives, the organisation could assess/examine its structure to ensure that it remains relevant and is able to institute mechanisms that would ensure that the response to the changing environment remains proactive.

The above CD priority programmes are in line with ECOWAS CD strategies and processes as seen below. Some dimensions of the CD strategies that the ECOWAS Commission and Member States are undergoing and plan to undergo are highlighted below.

ECOWAS' CD Strategies emphasize:

- a. Implementing the ECCDP;
- b. Making capacity development initiatives and activities an integral part within the Strategic Planning Directorate;
- c. Using Result Based Management systems to transform the organisation to and "ECOWAS of People;"
- d. Conducting a broad institutional reform of the Commission;
- e. Prioritisation of capacity development needs and activities;

ECOWAS' CD Processes emphasize:

- a. Enhancing staff capacity through training to effectively perform tasks at the Commission;
- b. Good governance through leadership training and direction;
- c. Procurement of equipment to aid the Commission in actualisation and realisation of its vision;
- d. Coordinating with partners to enhance capacity building in the Commission and among its Member States;
- e. Development of an annual performance report on ECOWAS;
- f. Provide assistance to Member States through the Early Warning Systems;
- g. Training of Member States on accountability and transparency.

6. Additional Findings and Analysis

From the mapping and scoping mission exercise, the following areas of the Commission are facing challenges in the implementation of its mandate:

- a. Human resources,
- b. Finance,
- c. Information and communication technology, and
- d. Leadership and performance management.

The importance that ECOWAS attaches to Capacity Development (CD) is strongly reflected in the CD initiatives and strategies that have been developed. ECOWAS through its various specialised institutions have engaged in various CD activities and initiatives to foster development, growth and economic integration. Since 2002 ECOWAS Commission has prepared two land mark capacity development strategy/plans. The 2008-2010 plan focused on: development of a region-wide organizational system: incorporating partners and the general public, with capacity development seen as an integral part of strategic planning.

In addition to data from interviews, a review of essential ECOWAS documents reveals that ECOWAS is currently

undergoing an institutional reform process so as to design, organise and redress the Commission to achieve its mandate. Thus, the current CD activities of the Commission are driven by the monitoring and evaluation, strategic planning and human resources directorate.

Furthermore, current CD initiatives and activities are directed more towards human capacity (30%). Knowledge and information (20%), systems and processes (25%), CD policy environment (15%) and institutional strengthening (10%) as seen below makes up the rest:

- a. Establishment of an institutional reform secretariat;
- b. Implementing programmes on the institutional reform in the Human Resource department;
- c. Leadership & Teambuilding;
- d. Project management team to be identified and trained;
- e. Setting up CD initiatives and activities under the Monitoring and Evaluation department;

- f. Training on Reporting on Regional Program Performance;
- g. ECOWAS Peace CD Fund Activities;
- h. Provide assistance to Member States through the Early Warning Systems; and
- i. Strengthen the training pillars of the ECOWAS Standby Force and ECOWAS Institutions.

These current and past CD initiatives are targeted at the member state level (55%) and ECOWAS Commission and institutions (45%). CD initiatives and activities have been targeted to improve the capacity of member states with the aim of enhancing the capacity of member states to carry out the process of regional integration.

Future CD initiatives and activities are directed more towards human capacity (30%), institutional strengthening (28%), systems and processes (16%), CD policy environment (14%) and knowledge information (12%) in the areas below:

Highlights on Future CD Activities and Projects:

- a. Institutional Reform;
- b. Transformation from an ECOWAS of States to ECOWAS OF PEOPLE;
- c. Attraction and recruitment of qualified

personnel and regular people development;

- d. Survey on capacity gaps;
- e. Training program on Result Based Management;
- f. Leadership & Teambuilding;
- g. Facilitate good governance the strengthening democratic processes in the region;
- h. Strengthening of principles of good governance, anti-corruption, democracy, rule of law and human rights in the region
- i. Implementation of ECOWAS Commission Operational Plan and Monitoring & Evaluation Mechanism on drug control;
- j. Strengthening the anchorage and ownership of Regional development initiatives at Member States and Intergovernmental Organisations levels as stated in the ECCDP.

These future CD initiatives aim to target the member state level (60%) and the ECOWAS Commission and institutions (40%). This will lead to actually improve the capacity of member states and the Commission's institutions in their process of regional integration and also in line with their current strategic pillars which targets among others the transformation form an ECOWAS of States to ECOWAS of the People.

7. Capacity Development Challenges and Constraints

Given the above mentioned development environment of ECOWAS, the Commission is also faced with the following multiple challenges that are hampering it from fostering a process of regional integration:

- a. Challenges in the areas of institutional and managerial skills at ECOWAS and in Member States to perform programmes designed to enhance integration;
- b. Challenges in strengthening political commitment among Member States to support and provide total commitment;
- c. ECOWAS is facing some constraints in terms of funding for programmes and initiatives of;
- d. The multiplicity of intergovernmental organisations in the sub-region working on regional integration of economies constitutes a constraints to the Commission;
- e. Inadequate cross-border infrastructure constitutes a challenge that hinders regional integration;
- f. Weak institutional and human capacity; and
- g. Instability due to the socio-political crisis caused by Boko Haram in Nigeria and the presence of Al-Qaeda in the Islamic Maghreb (AQIM) in Mali.

8. Major areas of capacity needs facing the REC in the implementation of its mandate and present strategic Plan

- a. The ECOWAS Commission has undertaken a functional and institutional analysis and a change management or institutional reform. This undertaking is aimed at effectively realign structure to functions, improve capacity to deliver results through process re-engineering, strengthen team building, and promote participatory work planning and implementation, among others, in order to enhance institutional growth as the Commission expands from 9 to 15 commissioner departments;
- b. There is a CD gap to Strengthen and reform systems, processes and practices in the areas of performance management, human resources management, financial management, and information and communication technology application;
- c. The ECCDP attention needs focus on both the needs of the Commission and the member states as they relate to the implementation of the Commission's programmes, protocols and practices;
- d. 11 of the 15 ECOWAS member states are still in the least developed countries category and the remaining four as middle income which makes implementing CD programmes and activities a challenge in terms of human and institutional capacity.
- e. The need to employ effective staffing to perform strategic planning and M&E functions to support a results-oriented transformation process in the operations of the Commission;
- f. There is a challenge in developing a robust knowledge management system;
- g. A challenge to strengthen the Human Resources Directorate to promote team building, leadership development and continuous learning;
- h. It will be recommended to the Commission to develop a programme to support member states, especially ECOWAS focal institutions and persons; and
- i. Another area of challenge is a continuous exploration on innovative instruments for the mobilization of domestic and regional resources in support of ECOWAS programmes.

9. Conclusion

The CD Mapping and Scoping exercise provided a lot of opportunities to note the impressive volume of development /focused work of ECOWAS in the region. These range from the well-known peace and security interventions to policies and programme development in various priority development sectors, including the strategic drive towards monetary harmony and free movement of people and goods within the region. Capacity development is clearly a priority concern in the overall work of ECOWAS, as can be seen from the successive capacity development plans that have been developed in the recent past as well as the number of CD activities and initiatives undertaken and planned. Going forward, the Commission in pursuing its vision of EOCWAS of People, a 40%-60% share of capacity development interventions could be explored: 40% for the Commission and 60% for the member state to ensure implementation of agreed programs. In this

context, however, some areas of challenge include the need to upscale (at both the Commission and Member States levels) the planning and expanded funding of CD interventions and initiatives.

In the context of the Commission's work and demonstrated commitment to capacity development, it is timely for the AU/NEPAD Multi-Agency CD programme and ECOWAS, to jointly design modular programmes to promote and implement the core values and corner stones of the African CDSF paradigm for capacity development. This modular programme will contribute to solve some of the CD needs, challenges and constraints faced by the Commission.

The mapping discussions brought to light the fact that most of the funding for specifically designed CD initiatives and interventions come primarily from external partners. This situation, which gives room

for concern (in terms of ownership) would need to be reviewed towards a more balanced CD funding formula.

The current process for comprehensive institutional reform reflects the commitment of the governance and organizational structures of ECOWAS towards institutional transformation and growth. As this CD-

driven transformation process is at its early stages, it presents a timely opportunity for collaboration and support, particularly through the AU/NEPAD Multi-Agency CD initiative. In addition, some bold decisions need to be made by Member States to support this process towards the comprehensive integration of the region.



Ghana Fields - African Rural Landscape
© Afrm2003 | Dreamstime.com

10. Recommendations

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

No.	AREA OF RECOMMENDATION	LEAD RESPONSIBILITY BY ECOWAS	SUPPORT BY AU- MULTI AGENCY TEAM	OTHER PARTNERS
1	Support for ECOWAS Commission in continuing with the implementation of ongoing capacity development activities.	■	■	■
2	<p>Support to the current ECOWAS institutional reform process: As highlighted in earlier portions of this report, ECOWAS is engaged in a major institutional reform process, which amongst many outcomes, includes an expansion from a Commission built around 9 Commissioner Departments to an expanded set-up of 15 Commissioner Departments.</p> <p>This institutional reform is to be buttressed by a redesigned institutional structure, and re-engineered work processes.</p> <p>ECOWAS has expressed interest for participation and support through the AU/NEPAD Multi-Agency CD programme, including in the following 3 dimensions:</p> <ol style="list-style-type: none"> Joint reflection on institutional design and set-up options being propose; Contribution towards the design and elaboration of a comprehensive CD plan to underpin and accompany the institutional reform; and To support and contribute toward the actual implementation of the reform process. 	■	■	■
3	Support in conducting a functional and institutional review to strengthen systems and processes, and very importantly rebrand the organization, under its new theme of “ECOWAS of People”	■	■	■
4	<p>Support for select priority work areas: Apart from the areas for CD collaboration/support identified, a need has been highlighted for urgent strengthening for the work of some key departments to drive the institutional reform agenda process and implementation. These are summarized below. In the Interim ECCDP, three Directorates have been identified as critical sectors for support to drive institutional performance in the interim. These are Strategic Planning, Human Resources, and Monitoring and Evaluation Unit.</p> <ol style="list-style-type: none"> The plan to implement the institutional transformation program from the office of the Vice President confers on the programme, the high leadership visibility it deserves and the authority to carry the whole of ECOWAS staff along. Vice President office could be supported, for the transformation programme through Strategic Planning and other key departments. The Human Resources Directorate views the development of a learning management system at the Commission as its major capacity need. A major component of this system is the team building and leadership training. The directorate also requires capacity building in its performance management process and practise. The M & E Unit forms part of core directorates necessary for the improvement of the overall institutional performance. Enhancing its capacity will strengthen the institution accountability and establish knowledge and learning mechanism on the reform. This would be accomplished through the introduction of a sound M&E system. The immediate capacity development actions include training of stakeholders in result-based M & E. 	■	■	■

No.	AREA OF RECOMMENDATION	LEAD RESPONSIBILITY BY ECOWAS	SUPPORT BY AU- MULTI AGENCY TEAM	OTHER PARTNERS
5	<p>The need to promote and institutionalize CD planning as a key function in the RECs:</p> <p>The relevance and opportunity for crystallizing and institutionalizing a CD functional at the central level of the RECs Commission/Secretariat is becoming clearer. Such a CD planning function, located as a unit or an individual at an appropriate place in the organogram would enable better institutionalisation of CD promotion at the levels of both the Commissions as well as the Member States.</p> <p>Consideration could also be given in exploring the possibility of establishing a Regional Integration Capacity Development Department or Division as a distinct entity at Director's level. The CD focal or Department could bring coherence to capacity development programmes and take responsibility for implementing the ECOWAS CD Strategy and Action Plans that are prepared to support the implementation of the Commission's Medium Term Action Plans.</p>	■	■	■
6	<p>Support for enhancement of systems and work processes: There is an opportunity to support the Commission's commitment and work already engaged towards re-engineering its work processes and systems, including IT tools and systems, to new levels of the state-of-the-art and effectiveness.</p>	■	■	■
7	<p>Promoting and supporting the Community Strategic Framework (CSF) 2016-2020: the Regional Strategic Plan (RSP), 2011-2015, currently implemented by Community Institutions/Agencies would come to an end in 2015. ECOWAS has commenced the preparation of a successor plan that would be couched as a strategic framework. It has been creatively christened the Community Strategic Framework (CSF) 2016-2020 with the genuine intention of ensuring that Community aspirations are taken into consideration right from the design stage.</p>	■	■	■
8	<p>Support to enhance human capacity (hard skill sets and "soft" skills): Various departments and units within the ECOWAS Commission structure identified the need for expanded human capacity and skill sets to enable them undertake the important and growing programmes and activities in which the commission is engaged.</p> <p>In addition to expanded human capacity the need for training and capacity building the area of soft skills as well as for refresher and new knowledge capacity development was also strongly highlighted.</p>	■	■	■
9	<p>Support to enhance capacity development of member state's focal institutions, organised civil society and persons: These could include developing region-based capacity development models and a CD programme to enhance the capacity of member state's focal institutions and persons in the focus areas of the Commission's agenda.</p> <p>Structures on the ground such as the National Unit, in the case of ECOWAS, must be fully capacitated in both hard and soft issues to, not only identify areas of urgent attention for program design, but the management and monitoring of such programs at the regional level. Cohesion, a cardinal tenet in the ECOWAS Vision 2020 can only be maintained and sustained by these member state structures.</p>	■	■	■

No.	AREA OF RECOMMENDATION	LEAD RESPONSIBILITY BY ECOWAS	SUPPORT BY AU- MULTI AGENCY TEAM	OTHER PARTNERS
10	<p>Consideration Regarding Eventual Establishment of Ministries/Departments Focussing On Capacity Development, CD Strategic Planning and Implementation:</p> <p>A few African countries in the recent past have recognised the central and pivotal role of capacity development and proceeded to create specific ministries to handle that function. It might be useful in the ECOWAS region for individual Member States, with support of ECOWAS, to reflect and decide on the timeliness and usefulness to provide focus on the CD function, through the establishment of such ministries/departments. In this context, the AU-NEPAD Multi Agency CD Support programme could support the reflection and decision making on this issue.</p>	■	■	■
11	<p>The Need for Complimentary/ Alternate Funding Models for CD: The need for an urgent targeted effort to design sustainable and ownership-driven funding arrangements for a demanding African CD agenda in the continent, for the RECs and the AU/NEPAD, is becoming compelling and urgent. The next generation of CD collaboration will do well to identify creative pathways to addressing this challenge; including pursuing domestic resources mobilisation options. Here also the AU/NEPAD Multi-Agency team (expanded to include ADB, ACBF etc.), working together with the RECs, could engage support on this issue.</p> <p>Given the urgency and challenge of securing funding for CD activities, it may be useful for the AU/NEPAD and the RECs to constitute a small Joint Reflection Action Group (JRAG) to tackle the issue of funding for CD and to propose immediate and long-term options of approach.</p> <p>ECOWAS is a model for creative funding of regional programs. Through the instrumentality of the Community Levy, ECOWAS has a model that works. It is recommended however that some proportion of the inflow from the Community levy be devoted to CD activities. The Community levy is not the ultimate source of funding. Other funding sources would need to be pursued, particularly funding from development partners but in a sustainable manner. One that would ensure that the programs are those agreed within the RECs multi-year strategic framework or plan.</p>	■	■	■
12	<p>An important area of CD is a more vigorous platform for private sector engagement. A Private Sector Infrastructure Champion Initiative (PSICI) could be considered.</p>	■	■	■
13	<p>Transformative Leadership: The current period of ECOWAS institutional transformation provides an opportunity to design a small project aimed at promoting, describing and institutionalising the core values of transformative leadership; with advocacy and training objectives, targeting the following key groups:</p> <p>Youth selections from the region</p> <p>Citizens targeted groups</p> <p>Civil society organisations and women networks</p> <p>Decision makers and decision activators</p> <p>Selections of political and community leaders</p>	■	■	
14	<p>Enhancing the Capacity of Capacity Developers: To design an initiate a small project consisting of CD/CDSF seminars and workshops involving the participation of selected educational institutions and other training entities working on issues that are central to the mandate of ECOWAS.</p>	■	■	

No.	AREA OF RECOMMENDATION	LEAD RESPONSIBILITY BY ECOWAS	SUPPORT BY AU- MULTI AGENCY TEAM	OTHER PARTNERS
15	<p>Citizen Transformation: Design and promote grassroots focus awareness for change, to promote understanding of awareness, ownership and participation in the key areas of work for the Commission and Member States. Such a project could target the grassroots to build, defined to include the rural poor as well as the urban poor. It could also include the training of key grassroots groups to build, exercise and channel effective demands for service delivery and involvement.</p>	■	■	
16	<p>Using African potential skills and resources: Design a small project aiming at establish an ECOWAS Directory of qualified/skilled Africans capable of contributing to advance the development agenda in the region in the areas of work for the Commission. Such a Directory would aim to include both qualified skilled Africans from the region living on the continent and in the Diaspora.</p>	■	■	
17	<p>Promoting Awareness and knowledge on the CDSF: Design a small project to ensure overall promotion of the CDSF paradigms and key values as part of an overall thrust to promote mind-sets shifts that can help unlock Africa's capacity moments in the first decade towards Agenda 2063.</p>	■	■	
18	<p>Framing The Next Generation of CD Collaboration In The Context Of The Continental Institutional Architecture To Deliver On The Vision 2063 African Agenda: The next generation CD collaboration should enjoy a wider consultation both at the design and implementation stage. The mapping and scoping exercise clearly revealed that ECOWAS and other RECS are considering similar steps towards institutional capacity strengthening. Some may be ahead but all are heading in the same direction. This is indeed fulfilling. The call for the use of African skills and resources comes at the appropriate time. It is important for the Strategic Planning Directorate to work with NEPAD agency to establish a skill bank for ECOWAS in order to advance the integration and development agenda. ECOWAS citizens in the Diaspora should also be encouraged to transfer their skills to resident Community citizens in a well-designed Diaspora skill transfer program.</p> <p>Capacity in all its forms and dimensions often constitute the missing link in Africa's development efforts. Collaboration and support to enhance CD (including the institutional, policy, human capacity, system and processes, knowledge and innovation, etc.) represents a priority area of collaboration for the AU/NEPAD and the RECs.</p> <p>In order to better construct a forward focus vision for a continental institutional architecture to deliver on decade-phases of Vision 2063 African Agenda, it is proposed to consider setting up an ECOWAS, AU/NEPAD CD Working Team. Such a Working Team could help to carpenter various out-of-the-box approaches on many aspects of the ways ahead. In constituting such a Working Team the involvement of select African CD practitioners could also be considered.</p>	■	■	

MATRIX OF BROAD MAPPING AND SCOPING HIGHLIGHTS: ECOWAS

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects		Scope/Coverage	Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status		Planned	Realized	Financing Gap	Capacity Gap		Proposed Means of Intervention	
						REC	External					
I	<ul style="list-style-type: none"> • INSTITUTIONAL DEVELOPMENT CAPACITY • Organizational Structure 	<ul style="list-style-type: none"> • Adequacy • Effectiveness • Efficiency 	Establishment of an institutional reform secretariat	Ongoing	Commission	✓	✓	N/A	Improved efficiency of the Commission when the institutional reform is complete	Institutional Strengthening	Redesigned institutional structure, and re-engineered work processes Expansion from a Commission built around 9 Commissioner Departments to an expanded set-up of 15 Commissioner Departments	
	<ul style="list-style-type: none"> • Staffing and Skills Mix 	Efficiency	Assessment of the levels of professional staff in all ECOWAS Institutions	Ongoing	Commission	✓		N/A	Increased the number of staff at the Commission	Human Capacity	Training and capacity building in the area of soft skills as well as for fresher and new knowledge capacity development	
	<ul style="list-style-type: none"> • Management and Administration 	Efficiency	Good governance through leadership training and direction	Ongoing	Commission	✓	✓	N/A	On completion of the Institutional Reform, impact will aim to improve the work of the Commission	Institutionalize CD planning as a key function in ECOWAS -Implement the ECCDP	CD planning function, located as a unit or an individual at an appropriate place in the organogram	

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				
	• HR Management	Efficiency	Team building and leadership training	Ongoing	Commission	N/A	✓		N/A	Increase efficiency	Capacity gap in the area of soft skills	Development of a learning management system Training and capacity building in the area of soft skills as well as for fresher and new knowledge capacity development
	• Performance Management	Efficiency	Information System-based Performance Management System to be purchased and implemented -Development of an annual performance report	Ongoing	Commission	N/A	✓	✓	N/A	Measuring the technical and behavioural competencies of staff in relation to their duties and function within the organisation.	Implementation of a results based management system	Capacity building in its performance management process and practise
	• Strategic Planning	Efficiency	Making CD activities part of the monitoring and evaluation department	Ongoing	Commission	N/A	✓	✓	N/A	Alignment of monitoring and evaluation and capacity development of the Commission in the Department of the Vice President	Insufficient staff at the strategic planning department	Increase human capacity skills mix in the M&E programme. Develop a CD strategy and initiatives / interventions both at the level of the Commission, as well, as the member states.
	• Resource Mobilization	Efficiency	Workshop and Training of staff on alternative source of funding	Ongoing	Commission/Member State	N/A		✓	N/A	Consolidate partnerships with donors	Alternate Funding models for CD	Design sustainable and ownership-driven funding arrangements for a demanding African CD agenda in the continent, for the RECs and the AU/NEPAD, is becoming compelling and urgent

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				
II	SYSTEMS, PROCESSES, PROCEDURES AND PRACTICES CAPACITY	<ul style="list-style-type: none"> • Availability of Policy Framework and Operations Guidelines • Effectiveness • Efficiency 										
	• M&E System	Availability of Framework and Operational	Enhance the institutional capacity of the M&E department	Ongoing	Commission	N/A	✓	✓	N/A	RBM aims to increase productivity	Capacity gaps in the areas of accountability	Strengthen the institution accountability and establish knowledge and learning mechanism Training of stakeholders in result-based M & E
	• IT System	Availability of policy framework and guidelines	Procurement of equipment to aid the Commission	Ongoing	Commission	N/A	✓	✓	N/A	Improved the technology and work processes of the Commission	Capacity gaps in the IT system	Training and capacity building in technology and work processes
	• Financial Management System	Availability of Framework and Operational	Training on accountability and transparency	Ongoing	Commission and Member State	N/A		✓	N/A	Provide accountability	Capacity gaps in accountability	Training and capacity on accountability
	• Communication System	Availability of Framework and Operational	<ul style="list-style-type: none"> • Upgrade all Communication systems • Internal and External Communication process 	Ongoing	Commission	N/A	✓	✓	N/A	Improved communication systems	System integration and design	Training and capacity building in the new communication processes

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects		Scope/Coverage	Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status		Planned	Realized	Financing Gap	Capacity Gap		Proposed Means of Intervention	
							REC	External				
III	KNOWLEDGE-BASED CAPACITY	<ul style="list-style-type: none"> Existence of strategy and policy Effectiveness of system Efficiency of system-Utility of system 										
		<ul style="list-style-type: none"> Existence of strategy and policy 	Ongoing	Commission Level	<ul style="list-style-type: none"> Develop IT tools and systems Develop an information and knowledge management systems 	<ul style="list-style-type: none"> ✓ 	<ul style="list-style-type: none"> ✓ 	N/A	N/A		Capacity gaps in knowledge systems	Implementation and development of an IT system
IV	PROGRAM DEVELOPMENT AND MANAGEMENT CAPACITY	<ul style="list-style-type: none"> Program development and management Coordination Technical Appraisal M&E of Program implementation 										
		<ul style="list-style-type: none"> Program development and management 	Ongoing	Member State	Strengthen research capacity among farmers in Member States	<ul style="list-style-type: none"> ✓ 		N/A	N/A	Promote sustainable farms through strengthening research capacity	Policy and strategy on agricultural research in the region	Strengthen research capacity through regional workshops, seminars and conferences
		<ul style="list-style-type: none"> Technical Appraisal 	Future	Commission/Member State	Training and capacity enhancement of member states.	<ul style="list-style-type: none"> ✓ 		N/A	N/A	Development of a comprehensive energy policy	Strategy on competitive energy for the region	Implementation of the comprehensive energy policy through training and capacity with the West African Power Pool
	<ul style="list-style-type: none"> Trade and Customs 	<ul style="list-style-type: none"> M&E of Program implementation 	Ongoing	Commission/Member State	Develop and implement trade capacity building initiatives	<ul style="list-style-type: none"> ✓ 			Capacity building in long term decision making tool in the trade sector in the region	Capacity gaps within the trade and customs department	Training and capacity building through workshops, seminars to Member States	

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						
	<ul style="list-style-type: none"> Industrialization 	<ul style="list-style-type: none"> Program development and management 	Develop a training mechanism through workshop, conferences, seminars, etc.	Ongoing	Member State	N/A	✓	✓	N/A	Implementation and actualisation of a regional competition policy	Capacity Gap	Training and capacity building on competitiveness	
	<ul style="list-style-type: none"> Social Development 	<ul style="list-style-type: none"> Coordination M&E of Program implementation 	Strengthen Drug Law Enforcement capacity and coordination in the Region Empower the ECOWAS Staff, members of national Inter-ministerial Committees, law enforcement officers, and leaders of civil society organisations	Ongoing	Commission/Member State	N/A	✓	✓	N/A	Coordination efforts to implement and enforce drug policies in the region	Capacity Gap	Provide training and capacity building to staff in the institutions and member states -Workshops and seminars to strengthen drug enforcement laws in the sub-region	
		<ul style="list-style-type: none"> Program development and management 	Develop the Commission's capacity to mainstream issues on gender into ECOWAS policies, objectives, projects and institutions	Ongoing	Commission	N/A		✓	N/A	Increase the Commission's capacity on gender mainstreaming	Capacity Gap	Integration of gender based policy into projects and programmes	Capacity building workshops and seminars to strengthen and implement gender policies in the region
		<ul style="list-style-type: none"> Program development and management 	Facilitate the development and adoption of Youth Development Policies and Strategic Action Plan in member states	Ongoing	Commission/Member State	N/A	✓	✓	N/A	Development of a comprehensive Youth Action Plan	Capacity Gap	Design and development of a Youth Action Plan	Capacity building workshops and seminars to develop and implement the policy on youth development the sub-region

No.	Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	Ongoing Capacity Development Programs and Projects		Scope/Coverage	Financing of Intervention				Result of Intervention (Outcomes & Impact on REC Performance)	Input for RECs CD Strategy, Program and Implementation Plan, 2015-2030	
			Activity	Current Status		Planned	Realized	Financing Gap	Capacity Gap		Proposed Means of Intervention	
						REC	External					
	<ul style="list-style-type: none"> Regional Integration and Support to Member States 	Program development and management	Develop and adopt a regional exchange rate mechanism in collaboration with the West Africa Monetary Agency	Ongoing	Commission/Member State	✓	✓	N/A	Enhance the capacity of the Commission to establish a single currency zone	Integration implementation and mechanism in the Commission and among member states	Engage with political leaders to foster regional integration by continuously cultivating political support at the highest level.	
		<ul style="list-style-type: none"> Technical Appraisal M&E of Program implementation 	Facilitate implementation of the harmonised migration policies and procedures across member states	Ongoing	Commission/Member State		✓	N/A	Enhance the capacity of the Commission to coordinate the policy on free movement of people			
	<ul style="list-style-type: none"> Private Sector Development 	Program development and management	<ul style="list-style-type: none"> Develop the structure and map of the Private Sector in ECOWAS Promote Public-Private Partnership development 	Ongoing	Commission		✓	N/A	Enhance the capacity of the Commission to coordinate and promote private sector development in the region	Synergy between the public and private sector	Inclusion of the private sector in the region through seminar consultations, workshops and meetings	
		Program development and management	Provide training assistance within the Conflict Prevention Management	Ongoing	Commission	✓		N/A	Strengthens the capacity of the Commission to respond to insecurity in the region	Capacity gaps to implement conflict prevention mechanisms in the region	Training and capacity building within the Peace and Security department	
	<ul style="list-style-type: none"> Peace and Security 	Coordination	Strengthen the training pillars of the ECOWAS Standby Force, ECOWAS Institutions, Member States and Civil Society Organizations for the prevention and resolution of conflicts in the region	Ongoing	Commission/Member State	✓	✓		Strengthens the capacity of the Commission to safety and security in the region	Capacity gaps to implement conflict prevention mechanisms in the region	Training and capacity building within the Peace and Security department	

PART TWO

MAPPING AND SCOPING OF CAPACITY DEVELOPMENT INITIATIVES AND INTERVENTIONS OF ECOWAS

1. INTRODUCTION, RATIONALE AND OBJECTIVES

1.1. Context and Background

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

Capacity therefore matters in the development agenda. Without stronger capacities, post-conflict countries and fragile states cannot become capable entities. In addition, low and middle income countries cannot absorb mobilized resources to accelerate growth and competitiveness to catch up with the developed countries if capacity is not strengthened. Similarly, resource-rich African countries cannot transform their natural resources into assets for growth, development and well-being of their populations and thus own their development processes. African countries are diverse in their development needs, but the common denominator among them is weak capacity. Capacity development is therefore an imperative for development in Africa and needs to be put at the core of activities of development stakeholders, including governments, development

partners, the private sector as well as civil society. Capacity development is critical to future national and regional prosperity. Africa's transformation requires effective national and regional institutions, capable states and an engaged non-state sector.

The continent including the African Union (AU), has prioritized, amongst other issues, capacity development and enhancement at all levels, including its key institutions such as the Commission, NEPAD, Regional Economic Communities (RECs) and Organs in advancing Africa's renewal. To support the AU's capacity development objective towards realizing Africa's transformation through system-wide capabilities, the 14th Assembly of the AU of February 2010 endorsed the Capacity Development Strategic Framework (CDSF), as Africa's policy reference and paradigm to address today's capacity constraints of the continent.

The CDSF is built on six strategic cornerstones, which are capacity development priorities as defined by Africans. These priorities include leadership and citizen transformation, unlocking African potential, skills and resources for development. The central focus of the CDSF is to achieve better development results by enhancing the capacities of capacity developers and institutionalizing integrated approaches and evidence-based knowledge and innovation systems for continuous learning and improvement. The Framework is adaptable to varied political and socioeconomic contexts and will be further enriched on the basis of experiences and lessons shared from implementation. Capacity development in the development context is more than just training and short courses.

BOX 1 DEFINITION OF CAPACITY AND CAPACITY DEVELOPMENT

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

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

Capacity Development: "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."

(Source: AU-NEPAD CDSF, 2010)

1.2. Objectives of the Mapping and Scoping

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

Overall, the exercise is intended to help determine the current extent, range and nature of CD activity in the RECs and thus explicitly highlight the value planned next steps including the undertaking of full systematic CD assessments or reviews towards implementation. The summary of mapping findings which will include existing capacity focus gaps will be accessible to any institutions or partners wishing to contribute to CD in RECs as a launch point for further CD work, thus promoting greater coherence. In other words, the overall scoping has 3 main and broad objectives as follows:

- a. Ground truth key areas of AU CD Support to RECs and its Capacity Development Strategic Framework (CDSF) focusing on potential to enhance capacities for regional integration;
- b. 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; and
- c. 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.

The specific focus of the CD Mapping and Scoping is on the following:

- a. To gather information on major Capacity Development initiatives, interventions carried out, being undertaken or planned in the RECs;
- b. Identify main actors and partners supporting the intervention;
- c. Map out the main areas of focus and assess impact based on stakeholder views;
- d. Identify the key outstanding CD areas that have not been addressed: including institutional setup, policy, human resources, systems and processes, as well as, facilities;
- e. Identify overall strengths and weaknesses in the RECs focusing on the capacity to deliver their core mandate and serve as the building blocks for regional integration;
- f. To obtain suggestions and guidance from the RECs on how best to further enhance implementation of Africa's CDSF paradigm and any of the cornerstones as applicable in the RECs region;
- g. To derive guidance from the RECs on how

best the planned AU-Multi- Agency CD Support programme (M-CDP) could best support the RECs, and also some of the major CD initiatives of the RECs;

- h. Identify the key areas of opportunity and the main barriers or challenges to developing a shared and integrated CD Strategy and Programme for RECs; and
- i. Identify opportunities and make recommendations as to how the MCDP can, both in its first three years and beyond, contribute to improve capacity for regional integration.

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

The 2013 Capacity Development Mapping and Scoping is an integral part of the AU Multi-Agency Capacity Development Support Program to the RECs (M-CDP), which is coordinated by the NEPAD Agency and AUC. The purpose of the Mapping and Scoping exercise is to provide value-added practical and strategic guidance to the full rollout of the AU M-MCP.

1.3. Rationale

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

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

- Phase 1 – CD mapping and scoping exercise
- Phase 2 – CD Implementation Plan and Strategy
- CD assessment (as necessary per REC) –

Institutional Development Action Programme

- Phase 3 – Full Implementation.

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

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

1.4. The CD Mapping & Scoping Mission to ECOWAS

1.4.1. Mission Planning, Coordination and Participants

The CD Mapping and Scoping (M & S) mission to ECOWAS was planned and coordinated by NEPAD with support from the Multi-Agency CD team (AU/NEPAD,

UNECA and UNDP). In this context a CD M & S mission to ECOWAS was undertaken in November 2013.

Participating in the M & S working visit to ECOWAS were focal persons of the Multi-Agency Team: Florence Nazare (Overall Coordinator, NEPAD), Bob Kalanzi

(NEPAD), Jacob Gyamfi-Aidoo (UNDP) and Jean-Yves Adou (AU).

To undertake this mission, the Multi-Agency partners put together a team of CD practitioners to undertake the mapping and scoping work. The team for the work at ECOWAS was composed of the following persons: Samuel Nyambi, Peter Ewang, Lawrencina Adams and Jason Kalugendo.

1.4.2. Overall Approach and Nature/ Coverage of Discussions

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

A four day consultative process of individual discussions with a representative cross-section of ECOWAS staff took place in November 2013. Prior to these discussions a preparatory briefing meeting was held with the participation of the Multi-Agency team partners.

The M & S team used two sets of questionnaires. The first was a general questionnaire shared with the heads of departments and program managers at ECOWAS on:

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

The second was a questionnaire requiring institutional snapshot information on ECOWAS in terms of mandates, key focus areas, organisational and staff.

The M & S analysis reflected in the body of this report has drawn largely on the individual interview conversations with concerned ECOWAS staff that met with the team during the mission, as well as information emerging from documents reviewed.

The desktop review of strategic documents provided the team with in-depth understanding of strategic directions and policies of ECOWAS. Various documents were consulted including the following:

- a. ECOWAS Commission Strategic Plan 2011-2015;
- b. The Medium Term Action Plan 2011-2015;
- c. The Regional Medium Term Action Area 2011-2015;
- d. The 2013 Annual Work Programme of the ECOWAS; and
- e. ECOWAS Commission Capacity Development Plan 2011-2015.

The M & S mission undertook substantive discussions with a wide range of ECOWAS officials and staff. As can be seen from the list attached, this included the Strategic Planning, External Affairs, Monitoring and Evaluation, Early Warning, Peace Fund, Governance and Democracy, Peace and Security, Information Technology, Human Resources, Administration/ Finance, Conference Services.

The Mapping and Scoping team also had the opportunity to discuss and obtain guidance from the Vice President of ECOWAS. ECOWAS highlighted information on some of their CD interventions, activities and initiatives, which have been carried out, as well as on-going or planned. They also shared information on areas of critical CD support needs. The team also took note of mention of recent exercises touching on capacity issues in the context of ECOWAS, including the recent work by the ACBF as well as their capacity development planning process (ECOWAS Commission Capacity Development Plan-ECCDP).

2. ABOUT ECOWAS

2.1. Creation, Coverage and Overall Purpose of ECOWAS

The Economic Community of West African States (ECOWAS) was formed through a treaty signed on 28 May 1975 in Lagos, Nigeria. It comprises of Benin, Burkina Faso, Cape Verde, Cote d'Ivoire, Gambia, Ghana, Guinea, Guinea-Bissau, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone and Togo.

Its main aim is to promote co-operation and development in all fields of economic activities in Member States.

The Treaty also established the ECOWAS Commission to take charge of the affairs of the Region. ECOWAS mission is to promote economic integration in "all fields of economic activity, particularly industry, transport, telecommunications, energy, agriculture, natural resources, commerce, monetary and financial questions, social and cultural matters...."²

² Information retrieved from ECOWAS Website

2.2. Vision and Mission

ECOWAS Secretariat was transformed into a Commission in 2006 to provide greater institutional capacity. June 2007 was another milestone for ECOWAS where Member States adopted a vision for the Region (ECOWAS Vision 2020). The vision statement is as follows:

"To create a borderless, peaceful, prosperous and cohesive region, built on good governance and where people have the capacity to access and harness its enormous resources through the creation of opportunities for sustainable development and environmental preservation."³

Following this vision, the mission of ECOWAS is stated as follows:

"To coordinate all activities leading to the promotion of cooperation and integration among member states in order to raise the living standards of its people by enhancing their capacity to access and harness resources, maintain political and economic stability, through the pursuance of sound economic management and good governance, and adopting dialogue as a means of fostering relations among member states."⁴

The Regional Strategic Plan (2011-2015) adopted in 2010 has outlined six priority goals:

- a. Priority 1: Promote Good Governance and Upgrade the Conflict Prevention, Management, and Resolution Mechanism;
- b. Priority 2: Promote a Competitive Business Environment;
- c. Priority 3: Sustained Development and Cooperation in the Region;
- d. Priority 4: Deepen Economic and Monetary Integration;
- e. Priority 5: Reinforce Institutional Capacity; and
- f. Priority 6: Strengthen the Mechanism for Integration into the Global Market.

The Commission has also completed its own Strategic Plan (2011-2015) to align its activities with these six goals. This plan is further elaborated in the Commission's Medium Term Action Plan (MTAP, 20011-2015). The MTAP sets out the projects and activities of individual Departments and Directorates and their relationship with the broad goals of the organization. These developments would encourage a greater focus on performance and end results. The ECOWAS Commission Capacity Development Plan (ECCDP) has been developed to support the MTAP (2011-2015).

³ Regional Medium Term Action Area. p.4

⁴ Adapted from the ECOWAS Commission Capacity Development Plan

2.3. Mandate and Focus Areas of ECOWAS

In 1993 ECOWAS's mandate was broadened following a revision of its original treaty to take into account new challenges. It expanded its mandate to include issues of common economic, socio-political and cultural policies, as well as the aim of creating a monetary union. Considered as one of the five pillars of the African Economic Community, the Commission's overriding objective is to establish a common market within the region through creating its own monetary union, characterised by a single currency and a common central bank.

ECOWAS focus areas include:

- Agriculture, Environment and Water Resources;
- Human Development and Gender;
- Infrastructure;
- Macro-Economic Policy;
- Political Affairs, Peace & Security;
- Trade, Customs and Free Movement.

2.4. Key Thematic Goals for ECOWAS Programmes

ECOWAS has six thematic areas under which it operates and carries out its mandate. These thematic areas are:

- Promotion of good governance, justice and upgrading of the conflict prevention, management and resolution mechanism;
- Promotion of infrastructural development and a competitive business environment;
- Sustained development and cooperation in the region;
- Deepened socio-economic and monetary integration;
- Reinforcement of institutional capacity;
- Strengthening of the mechanism for integrating ECOWAS into the global market.

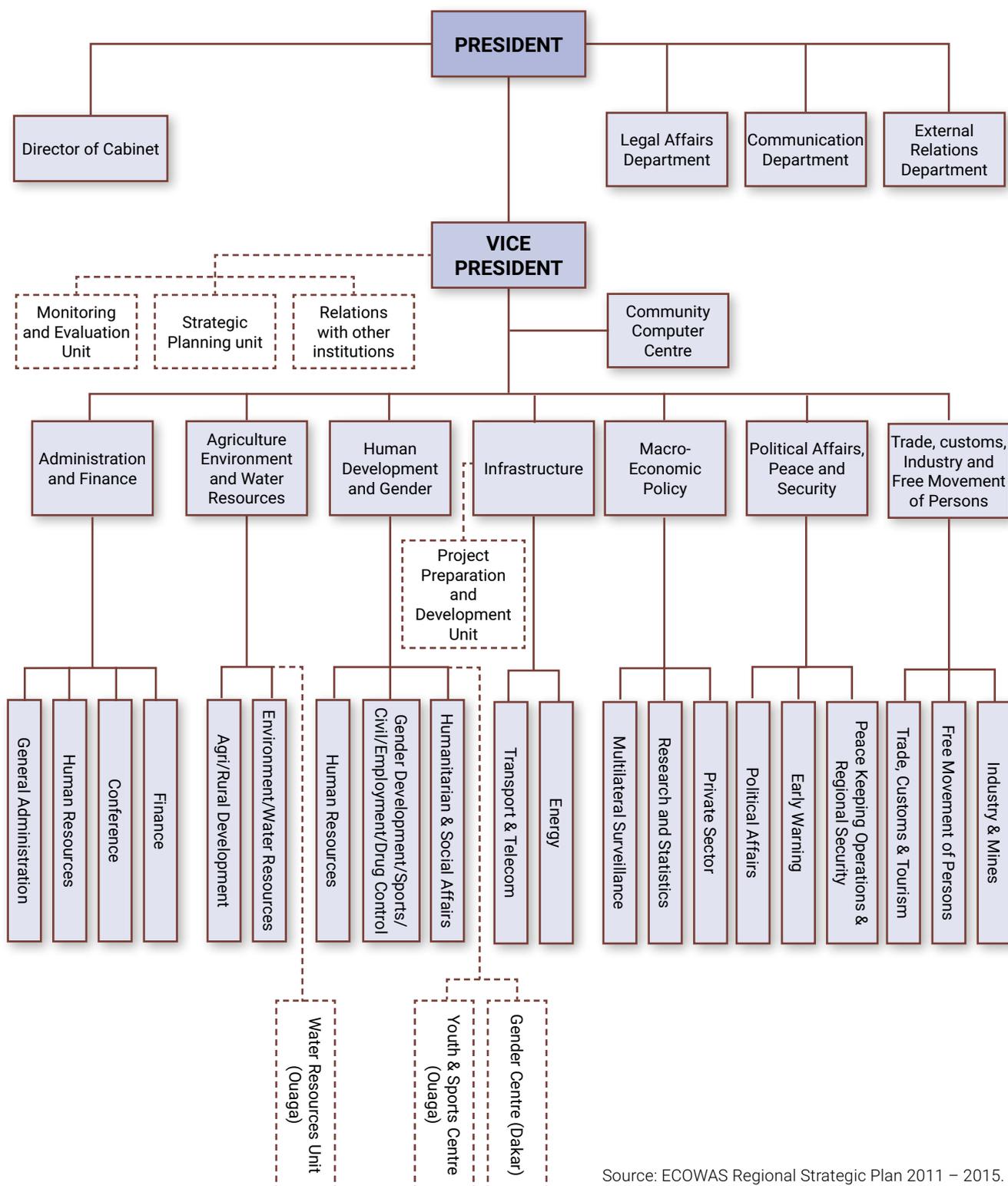
2.5. Governance Structure

The principal institutions, namely, the ECOWAS Commission, the Community Parliament and the Community Court of Justice and other specialised institutions and agencies are responsible for translating decisions into planned and implementable programmes that would support regional transformation. Thus the governance structures of ECOWAS are:

- The Community: headed by the Heads of State and Governments;
- The "Commission", one of the Community Institutions, is headed by a President. He is also the Chief Executive Officer of the Community as a whole. He coordinates the activities of all the Community institutions and is the legal representative of the institutions of the Community. He represents the Community in its external and international relations and is responsible for regional integration cooperation activities;
- The Community Parliament: a non-legislative assembly that issues advisory opinion to the Heads of State and Governance and the Council of ministers;
- The Community Court of Justice: the mandate of the court is to ensure the observance of law and principles of equality and the interpretation of the provisions of the revised Treaty along all other subsidiary legal instruments adopted by the community;
- ECOWAS Bank for Investment and Development: contributing to the achievement of the community by supporting projects to create infrastructure for regional integration or other development projects in the public and private sectors.

2.6. Organizational Structures of the ECOWAS Commission

DIAGRAM 2.1 ORGANISATIONAL STRUCTURE OF ECOWAS



Source: ECOWAS Regional Strategic Plan 2011 – 2015.



View of Bamako and the Niger River in Mali
© Thomas Dutour | Dreamstime.com

3. DEVELOPMENT CONTEXT IN THE REGION

ECOWAS is a regional economic community that is central to the development agenda in West Africa. ECOWAS, is one of Africa’s flagship RECs, it deserves credit for surviving numerous political, security and socio-economic distractions. The region is home to Africa’s largest economy (Nigeria) and also represents an example of democracy in Africa with stable democratic elections, the rule of law and human rights. However, some countries in the region are post-conflict states that characterised by weak infrastructure, human

and social disparities, extreme poverty, limited human resource capacity and weak institutions.

Therefore the Commission’s activities are geared towards economic development of its member states and it is seen as the building block of the African Union Commission, as well as central to the strategy for implementing the NEPAD. The development context in West Africa and the region are discussed under the areas of political, economic and social.

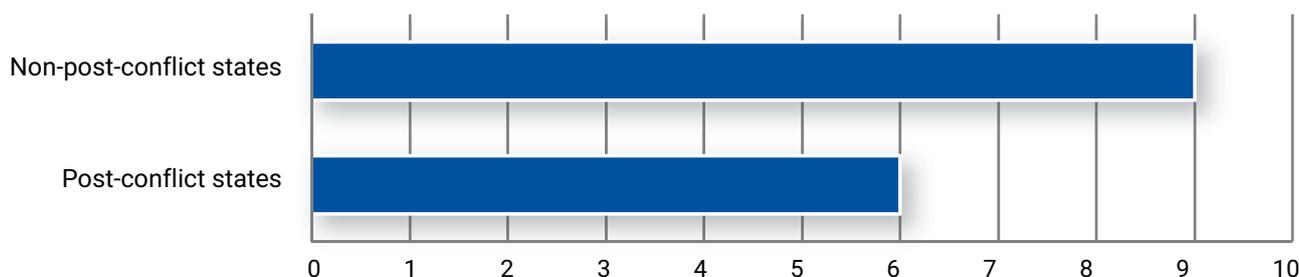
3.1. Political Development

Security is a prerequisite for sustained economic and social development in Africa. To this end, social and economic development cannot be achieved without maintaining peace and stability in the region. West Africa has been dogged by political crises and insecurity from civil wars, armed coup d’états and armed conflicts. Pockets of those crises still persist while new ones have erupted despite the organisation’s best efforts in collaboration with partners. Indeed, the fragile political stability in the region has been rendered more vulnerable and volatile by a new wave of security challenges including terrorism, piracy, human and drug trafficking and other transnational organised crimes (Ejime, 2014). This political instability and insecurity has threatened economic and social development in West Africa. At present, there is a varying degree of instability in the region. Through its institution,

ECOWAS, the region has strict adherence to a principle of zero-tolerance for ascension to power other than through democratic means and has ensured that all its 15 Member States are governed by democratically elected governments (Ejime, 2014).

Conflict and post-conflict situations carry serious implications on the issues of capacity and its development. These situations generally lead to huge erosions, loss or migration of capacity. In the ECOWAS region, 6 of the 15 Member States can be classified under conflict/post-conflict (Cote d’Ivoire, Guinea, Guinea-Bissau, Liberia, Mali and Sierra Leone (Kuerschner, 2013)). It is therefore important to underscore that the overall CD agenda in the region deserves even greater attention and resources, given the challenge of conflict and post-conflict situations.

DIAGRAM 3.1 REPRESENTATIONS OF POST-CONFLICT STATES IN ECOWAS⁵



⁵ This diagram is developed from the above assertion that 6 of the 15 ECOWAS member states can be classified under post-conflict.

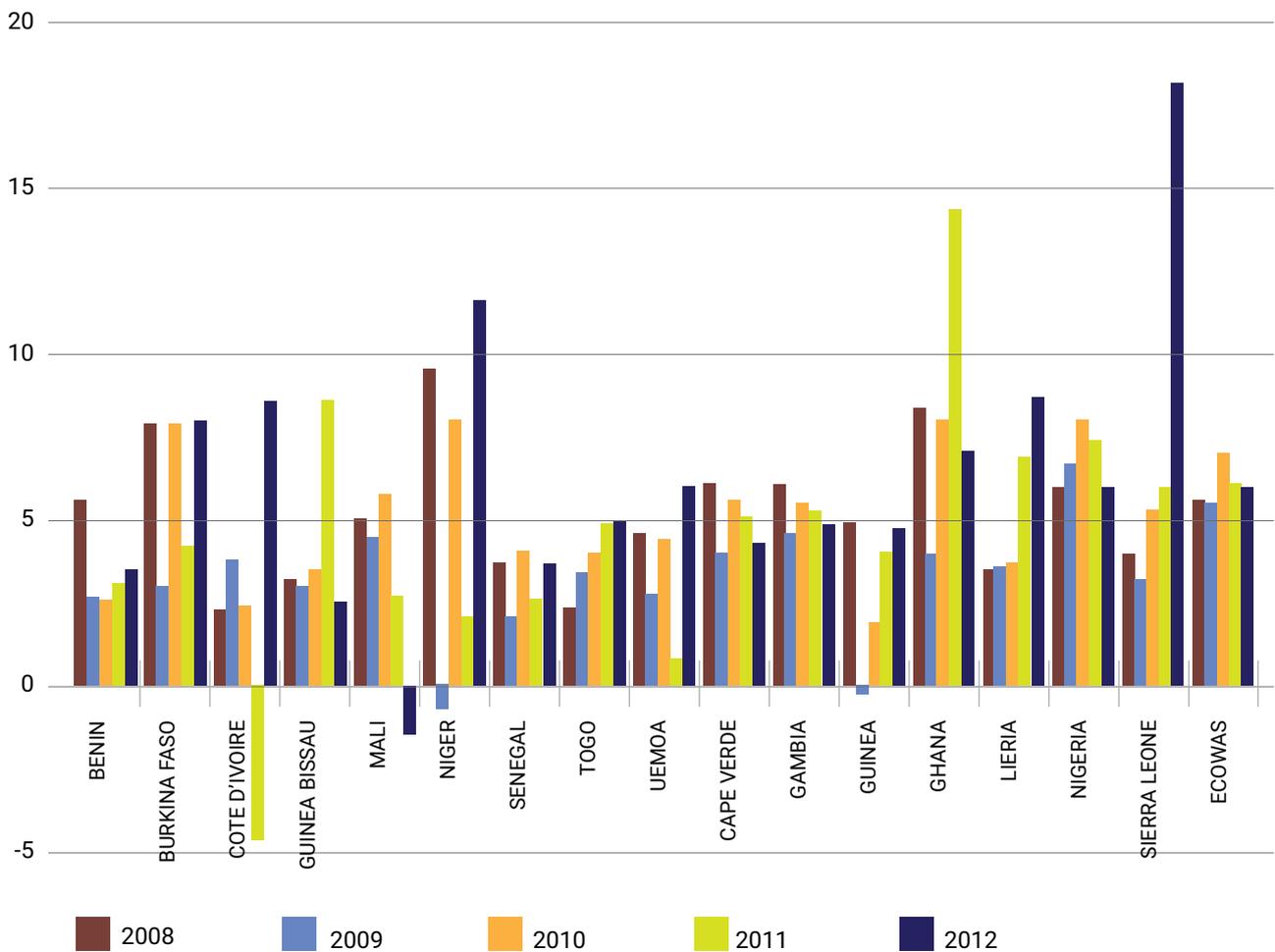
3.2. Economic Development

In 1993, the statute binding ECOWAS was revised during the Abuja Treaty (1993) from a Secretariat to a Commission. The change was vital in accelerating the process of integration and establishing an economic and monetary union to stimulate economic growth and development in the region. The region has continued to see improvements in economic growth over the last five years. With an estimated population of 319 million and a combined GDP of over USD 390 billion, the ECOWAS region accounts for 4.5% of the world's population (Mo Ibrahim, 2014). However, the ECOWAS region has great opportunity for growth and development as three out of the 40 African Challengers (ECOBANK, Dangote Group

and UBA) identified by the Boston Consulting Group are in the ECOWAS region (ECOWAS, 2012).

The global economy is becoming increasingly competitive with investment capital searching for locations that promise optimum returns for manageable levels of business risks and this is changing the economic landscape of West Africa. With three of the fastest growing economies for the year 2013/14, the region presents an opportunity for development (SANews 2014). The ECOWAS region experienced the highest growth rate as compared to the other African regions despite the challenges facing economic development in West Africa.

FIGURE 3.1 ANNUAL GDP OF ECOWAS MEMBER STATES (2008-2012)



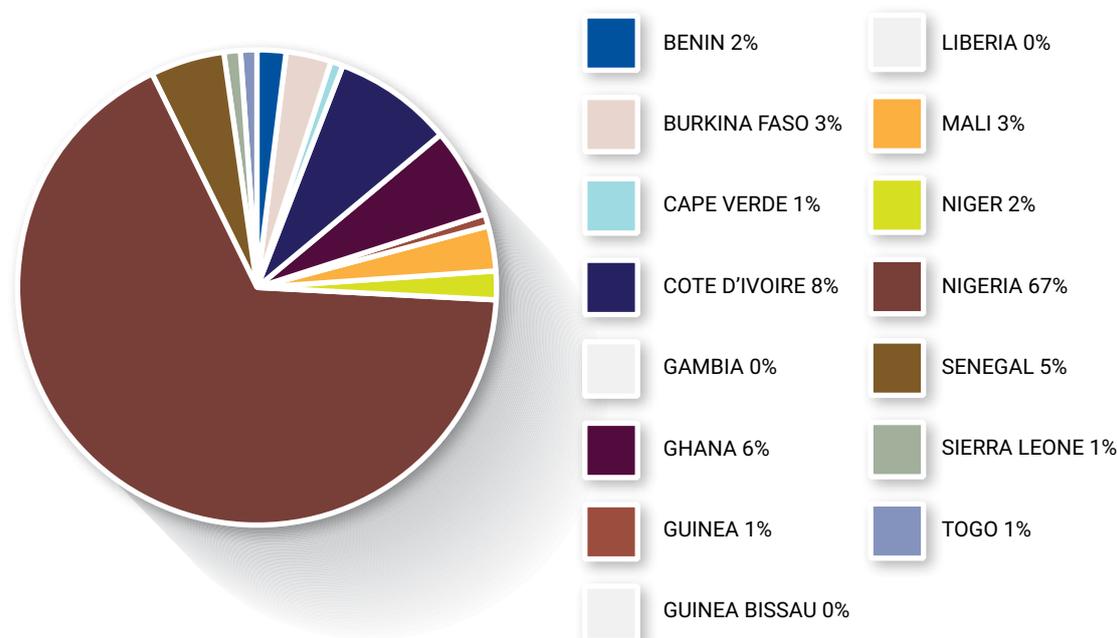
Source: UNECA, 2014

From the above figure, the annual GDP of ECOWAS member states grew between 2010 and 2012. The ECOWAS sub-region as a whole achieved an average of 6.0 percent between 2011 and 2012. In addition, several countries achieved significant growth rates of 6 percent and more in 2012; such as Sierra Leone (18.2%), Niger (11.6%), Liberia (8.7%), Cote d'Ivoire (8.6%), Burkina Faso (8.0%), Ghana (7.1%) and Nigeria (6.0%). This growth in the region stems from the increase in demand for natural resources, an improved agricultural

production and high rainfall for the 2012/2013 season and an increase in investment in the mobile and telecommunications.

The figure below is the share total of ECOWAS GDP Member States for 2012. Within the region, Nigeria (67%) makes up the large share of GDP followed by Cote d'Ivoire (8%), Ghana (8%), and Senegal (5%). Nigeria, Cote d'Ivoire and Ghana boast high GDPs as a result of export in petroleum products.

FIGURE 3.2 SHARE OF TOTAL ECOWAS GROSS DOMESTIC PRODUCT BY COUNTRY, 2012



Source: UNECA, 2014

However, despite this positive economic outlook of the ECOWAS sub-region, eleven (Benin, Burkina FASO, Guinea, Guinea-Bissau, Gambia, Liberia, Mali, Niger, Senegal, Sierra Leone and Togo) out of the fifteen Member States in ECOWAS still fall under the Least Development Countries, with the remaining four countries (Cape Verde, Cote d'Ivoire, Ghana and Nigeria)

under the Middle Income Countries (Source United Nations 2014). As seen in the graphical representation below, the predominance of LDCs in the ECOWAS region, underscores both the importance and challenge in the roles which ECOWAS is currently tackling in a committed and promising manner.

DIAGRAM 3.2 GRAPHICAL REPRESENTATION OF THE LEAST DEVELOPMENT AND MIDDLE INCOME COUNTRIES



Source: United Nations 2014

3.3. Human Development

Human development serves as a reference for social and economic development. Human development is usually assessed using parameters such as poverty reduction, primary education, gender disparity and infrastructural development. By using these parameters, a human development index provides (HDI) a composite of several indicators such as life expectancy, educational

attainment and income indices. Africa recorded the second highest growth in the HDI behind South Asia in the last ten years.

Despite this performance in the HDI, the region has made progress as compared to decades ago and this is attributed to access to good healthcare services, improved sanitation facilities and primary education.

TABLE 3.1 A SELECTION OF HUMAN DEVELOPMENT INDICATORS OF ECOWAS MEMBER STATES

Countries	Human Development Index Rankings (2012)	Gender inequality Rankings(2012)
Benin	166	135
Burkina Faso	183	131
Cape Verde	132	-
Cote d'Ivoire	168	138
Gambia	165	128
Ghana	135	121
Guinea	178	-
Guinea-Bissau	176	-
Liberia	174	143
Mali	182	141
Niger	186	146
Nigeria	153	-
Senegal	154	115

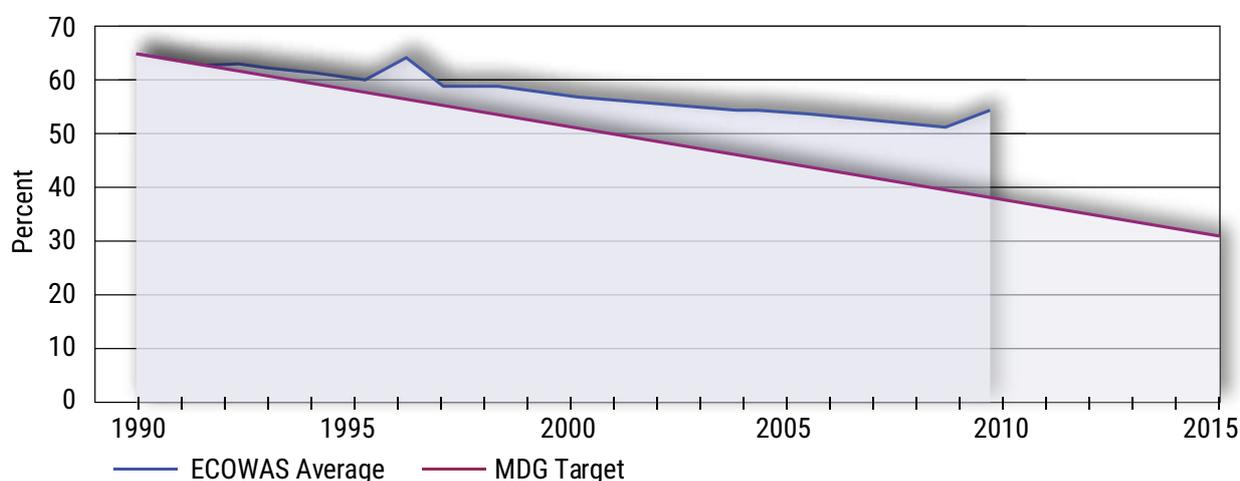
Countries	Human Development Index Rankings (2012)	Gender inequality Rankings(2012)
Sierra Leone	177	139
Togo	159	122

Source: UNDP Human Development Report 2013

The African Development Bank (AFDB) in 2013 described West Africa as the fastest growing region in Africa between 2013 and 2014 with growth rate of between 6.7 percent and 7.4 percent. This is reflected in the regions performance on the United Nations

Millennium Development Goals Target. From figure 3.2 below, ECOWAS as a REC has performed considerably well in reaching the set target by 2015, although the poverty rate is not declining at a faster speed.

FIGURE 3.3 ECOWAS \$1.25/DAY POVERTY RATE PROJECTIONS COMPARED TO MILLENNIUM DEVELOPMENT GOALS TARGET, 1990-2015



4. SOME EXAMPLES OF COMMENDABLE INITIATIVES/ACHIEVEMENTS OF ECOWAS

4.1. Initiatives and Achievements of ECOWAS

ECOWAS has undergone remarkable changes in its 39 years of existence. Since the signing of the ECOWAS Treaty in 1975, the Commission and sub-region has registered significant success in achieving its objective of promoting regional cooperation and integration. Furthermore, ECOWAS has performed remarkably well in promoting peace and security, trade and free movement of people and goods in the region. Below is a non-exhaustive listing of some of the recent initiatives and achievements of ECOWAS.

4.1.1. ECOWAS Institutional Reform

Following the transformation of the organization from an Executive Secretariat to a Commission in 2007 and consistent with the spirit of inclusiveness and the region's Vision 2020 for a citizen-oriented Community, and stating the new theme of "ECOWAS of People". ECOWAS is currently undergoing an institutional reform process so as to design, organise and redress the Commission to achieve its mandate. Furthermore, number of Commissions, which coordinates the activities of all the Community institutions has been enlarged from nine to 15. This is part of ongoing institutional reform with the number of directorates/ departments under each Commissioner now more manageable, better-focused and result-oriented.

4.1.2. Regional Monetary Integration

ECOWAS has adopted a strategy to accelerate the process of integration so as to create a single regional market that is based on trade liberation, harmonisation of economic and financial policies as well as establishment of a common external tariff. The Commission has made progress in the harmonisation of economic and financial policies of Member States within the frame of the ECOAS Multilateral Surveillance Mechanism as well as in the implementation of the Road Map document for the establishment of an ECOWAS currency in 2020. In addition, the Commission formed the West African Monetary Institute (WAMI) as part of the effects towards launching a common regional currency. It was initially designed to assist the non-

CFA countries (Gambia, Ghana, Guinea, Liberia, Nigeria and Sierra Leone) to establish a West African monetary Zone which would merge with the CFA countries within UEMOA (Benin, Burkina Faso, Cote d'Ivoire, Guinea-Bissau, Mali, Niger, Senegal and Togo) to form a single West African currency.

4.1.3. Customs Union

ECOWAS has consolidated the Free Trade Area to ensure effective implementation of the ECOWAS Trade Liberalization Scheme by Member States towards attaining a customs union. This was achieved through the validation of approval requests by the National Approval Committees, harmonization of legal texts on intra-regional trade, and creation of a website for ECOWAS Trade Liberalization Scheme. Furthermore, ECOWAS member states are moving towards adoption of the ECOWAS Common External Tariff; harmonisation of direct and indirect taxes; and fiscal transition programme and the directives governing its implementation.

4.1.4. Free Movement of People

ECOWAS created a regional flagship Protocol on Free Movement which includes a sub-regional passport to facilitate intra-regional travel of Member States for a maximum of 90 days. This flagship Protocol on Free Movement makes ECOWAS the only REC in the continent with a visa-free regime. The Community is undertaking a review of the Protocol so as to remove impediments to seamless implementation of the Protocol with the aim of abolition of the residency permit for its citizens. In addition, a Travel Certificate was created to facilitate and simplify formalities governing the movement of people across borders of ECOWAS states. Having this document in possession exempts the holder from filling in the ECOWAS immigration and emigration forms.

4.1.5. Peace and Security

ECOWAS has created an Early Warning System to monitor sub-regional peace and security indicators, including humanitarian, political and other human security issues

under the guidelines of conflict prevention in the region. Recognising that early warning involves the inclusion of state and non-state actors, ECOWAS collaborates with Civil Societies such as the West African Network for Peace Building. ECOWAS during the civil wars in Sierra Leone and Liberia established an ECOWAS Monitoring Group (ECOMOG) and an 8,000 strong peacekeeping force to restore order, supervise national elections and organise interim government in the sub-region.

4.1.6. Competitive Investment Climate

The Community has completed the draft ECOWAS Investment Policy, finalised a report on ECOWAS investment Climate Indicators, established the West

African market Integration Council and an Investment Guaranty Mechanism for the region, with the aim of developing a competitive and enhanced regional investment climate for private sector development.

4.1.7. Youths and Development

The Commission, through one of its institutions, ECOWAS Youth and Sports Development Centre run a successful youth volunteer programme. The capacity building programme is to empower ECOWAS youths with a wide range of vocational training and professional skills to enable them find or main gainful employment and sustainable standard of living.

4.2. ECOWAS' Expanded Institutional Architecture

The ECOWAS Commission has set up specialised institutions to effectively carry out its missions. These specialised institutions play a significant role in fostering growth and development in the sub-region. The specialised institutions through expanded and

diversified capacity focus on the technical work in various thematic and sector areas of the Commission. To better appreciate the capacity buttressing role of these institutions, the institutions are summarised below.

TABLE 4.1 DESCRIPTION OF SPECIALISED INSTITUTIONS WITHIN ECOWAS

Name of Institution	Background and Formation	Function of Organization	Country situated in
West African Health Organisation	Adopted in 1987, besides the Heads and Government adoption of the Protocol creating the ECOWAS organization	To attain the highest possible standard and protection of health for the people of West Africa, through means of harmonising the policies of Member states for a collective strategic combat against health problems	Burkina Faso
West African Monetary Agency	Established in 1996 as an autonomous specialised agency monitoring, coordinating and implementing the ECOWAS Monetary Cooperation Program.	The main function of the West African Monetary Agency is to engineer towards the creation of the ECOWAS single currency	Sierra Leone
West African Monetary Institute	Began operations in 2001. Saddled with the responsibility of facilitating the actualization of the single monetary union of the West African Monetary Zone.	Monitoring of quantitative convergence criteria that will facilitate trade integration, financial sector integration, payments system development and statistical harmonisation	Ghana
ECOWAS Youth & Sports Development Centre	A permanent institutional framework within the community through which youth and sporting activities can be developed and promoted in order to ensure youth commitment in the integration process set up in 2004	The Centre is to initiate, develop, coordinate, monitor and implement programmes concerning youth and sports development within the Community	Burkina Faso

Name of Institution	Background and Formation	Function of Organization	Country situated in
ECOWAS Gender Development Centre	Set up in 2003	Establish, develop, facilitate, coordinate and follow up on strategies and programmes aimed at ensuring that women are well incorporated within the framework of objectives of the ECOWAS Treaty	Senegal
Water Resources Coordination Unit	Established in 2004 as the water department of ECOWAS	The objective is the promotion of Integrated Water Resources Management practices, the coordination and follow-up of the Regional Action Plan in order to permit the West African countries to have an operational IWRM Action Plan at their disposal in accordance with ECOWAS statutes, policies and programmes	Burkina Faso
ECOWAS Brown Card	Developed as a compulsory Insurance cover for third party liability against accident involving vehicles travelling across the West African sub-region. It covers death, medical expenses, bodily injury & material damage	To cover unlimited liability for personal injuries and property damage arising from the use of his motor vehicle while in Benin Republic since insurance against these liabilities are made compulsory under the law of Benin Republic.	Nigeria
The West African Power Pool	Conceptualised in 2006 with regards to promoting the power supply in the West African sub region	Ensure promotion and development of national power generations and transmission facilities. Along as coordinate the power trade between ECOWAS Member states	Benin

4.3. Capacity Development Challenges and Constraints

Despite the successes made by ECOWAS in promoting regional integration and development, the Commission is encountering numerous problems in achieving its objectives. Some of these problems are: political instability and bad governance among member states in the sub-region, lack of infrastructure and

diversification of economies, limited or absence of road, telecommunications and energy infrastructure, the irregularity in the payment of financial contributions to the institutions, the lack of inclusion of the private sector in the development agenda and increase in sub-regional threats posed by various rebel movements



Adobe village near lake in Burkina Faso
© Joaquin Alvarez | Dreamstime.com.

and groups.⁶ More recently, ECOWAS and the sub-region have been grappled with numerous political and financial challenges that hinder regional integration such as:

- Insufficient institutional and managerial skills at ECOWAS and in Member States to perform programmes designed to enhance integration;
- Strengthening the political commitment among Member States to support and provide total commitment;
- Funding for programmes and initiatives of ECOWAS;

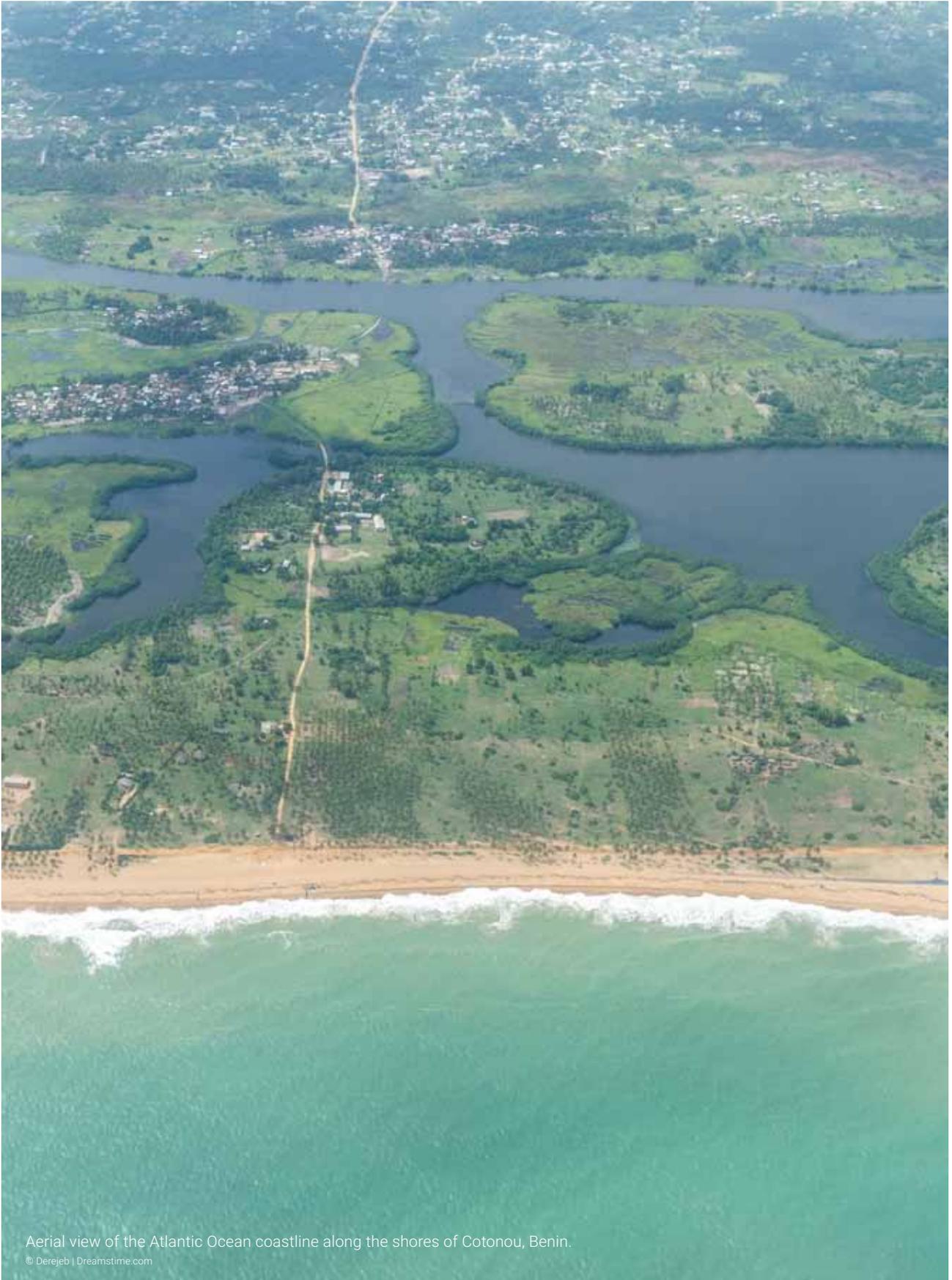
⁶ ECOWAS 2011. Achievements and Prospects.

- Multiplicity of intergovernmental organisations in the sub-regional working on regional integration of economies;
- Inadequate cross-border infrastructure that hinders regional integration;
- Weak institutional and human capacity; and
- Instability due to the persistence of the socio-political crisis in Nigeria and Mali.

These challenges and constraints, if not addressed by the Commission in common accord with member states, could further handicap and jeopardise the progress already made in promoting regional integration and development.

4.4. CD Needs

- a. The ECOWAS Commission to undertake a functional and institutional analysis and a change management or institutional reform to effectively realign structure to function, improve capacity to deliver results. To this end, the Commission requires support to engineer its system, strengthen team building, and promote participatory work planning and implementation, among others, in order to enhance institutional growth as the Commission expands from 9 to 15 commissioner departments;
- b. ECOWAS Community requires support to strengthen and reform its systems, processes and practices in the areas of –performance management, human resources management, financial management, and information and communication technology application;
- c. The ECCDP attention focus can reflect both the needs of the Commission and the member states as they relate to the implementation of the Commission’s programmes, protocols and practices. This involves engaging all stakeholders to ensure resources are mobilised to successfully implement the activities and programmes in the ECCDP;
- d. There is the need to beef up the capacity of the Strategic Planning Directorate to perform strategic planning and to support a results-oriented transformation process in the operations of the Commission;
- e. The Community requires assistance and support to develop a robust knowledge management system which could include defining a knowledge-based management strategy and policy document across ECOWAS Commission and its institutions;
- f. The Human Resources Directorate could be strengthened with additional staff, training, workshops and seminars to promote team building, leadership development and continuous learning;
- g. The Community requires support to develop programmes to support member states, especially ECOWAS focal institutions and persons. This could include strengthening institutional and managerial skills as well as human capacity at the Community, its institutions and in Member States to perform programmes designed to enhance integration; and
- h. Domestic resource mobilization for CD programmes and initiatives is a challenge for ECOWAS. The Commission requires support to cultivate continuous exploration on innovative instruments for the mobilization of domestic and regional resources in support of ECOWAS programmes. This could include promoting political commitment among Member States to support and provide greater funding and commitment.



Aerial view of the Atlantic Ocean coastline along the shores of Cotonou, Benin.
© Derejeb | Dreamstime.com

5. BROAD SCOPING ON CD ACTIVITIES OF ECOWAS

5.1. Highlights on Past and Current CD Activities of ECOWAS

Capacity development is defined as “a process of enabling individuals, groups, organizations, institutions and societies to sustainably define, articulate, engage and actualize their vision or development goals building on their own resources and learning in the context of a pan-African paradigm.” To this end, ECOWAS through its commission and multiple agencies have engaged in various CD activities to achieve its mandate. Six important designed principles still influence capacity development at ECOWAS up till today. They include: capacity development based on a long term integrated and systematic approach; a *participative approach* that encourages as many key stakeholders as possible to take part in this process; organizational transformation that supports business units with influence over decision-making and good leadership; prioritization based on the Commission’s needs assessment; and an effective performance management, in a results-based framework.

From the summary discussions undertaken as well as information contained in documents provided, this section presents an indicative (non-exhaustive) listing

and examples of various CD interventions, activities, initiatives carried out or being undertaken. This information gathered in a matrix format is presented below. This is followed by a similar matrix with examples of similar CD activities or initiatives foreseen in the near future.⁷

From M&S analysis conducted at ECOWAS, it was found that past and current CD activities targeted the following dimensions as seen in the matrix below:

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

⁷ Given the challenge in questionnaire completion and returns, most of the information summarised in this report is based on the constructive discussions that took place or the highly informative documents provided.



Moored Fishing boats, Ghana
© Atosan | Dreamstime.com

TABLE 5.1 MATRIX PRESENTATION OF INFORMATION ON CD ACTIVITIES AND PROJECTS WITH CD DIMENSIONS⁸

CD Activity/project/ programme	Directorate	CD Focus	Scope (Commission Level, Member State/Region)	Major Activities	Budget	Funders	Status (current or Ended)
Establishment of an institutional reform secretariat	Vice President	<ul style="list-style-type: none"> Institutional Strengthening, Human Capacity Systems and Processes Knowledge/Information CD Policy Environment) 	Commission Level	In three phases: Phase 1 is the Architecture, Phase two is the Business Processes and Third Phase is Implementation	N/A	N/A	Ongoing
Establishment of an institutional reform secretariat	Strategic Planning	Institutional Strengthening	Commission Level	Procurement of a consultant to design the Secretariat	N/A	N/A	Current?
Capacity Building Gaps	Strategic Planning	Institutional Strengthening	Commission Level	Inventory and Assessment of existing equipment	USD 28,000	N/A	
Project management team to be identified and trained	Human Resource	Institutional Strengthening	Commission Level	Identification of staff to be trained and training site.	USD 340,000	N/A	Current?
Performance Management	Human Resources	Institutional Strengthening	Commission Level	Information System-based Performance Management System to be purchased and implemented. The PMS should be easy to use for the measuring of the technical and behavioural competencies of staff in relation to their duties and functions within the organisation			
Capacity Building Gaps Assessment of the levels of professional staff in all ECOWAS Institutions	Strategic Planning	Human Capacity	Commission Level	Procurement of Consultant	USD 28,000	N/A	Current?
Learning Mgt Systems-Teambuilding and Leadership training	Human Resources	Human Capacity	Commission Level	Workshops (4) for Commissioners and Directors (in 2 batches each) on Leadership and Teambuilding.	UA 44,304	N/A	Current?
Learning Mgt Systems-Teambuilding and Leadership training	Human Resources	Human Capacity	Commission Level	Subject Matter Expert to be sourced and workshops to hold within the ECOWAS region			

⁸ The CD activities in this matrix are derived from text documents provided by ECOWAS as well as discussions from key focal persons from the Commission

CD Activity/project/ programme	Directorate	CD Focus	Scope (Commission Level, Member State/Region)	Major Activities	Budget	Funders	Status (current or Ended)
HR Performance Management System	Human Resource	Human Capacity	Commission Level	Performance Management process and practice in ECOWAS is not at par with similar international organisations. The current PMS is paper-based with no opportunities for proper analytics and reporting.	UA 40,000	N/A	Current?
Training on Reporting on Regional Program Performance	Monitoring and Evaluation	Human Capacity	Commission Level	Identification of staff to be trained/training site	500,000	N/A	Current?
Early Warning Systems	Political Affairs, Peace and Security	Human Capacity	Member State	Provide assistance with the Conflict Prevention Management	N/A	N/A	
Training on Reporting on Regional Program Performance	Monitoring and Evaluation	Human Capacity	Member State/Region	Training of Stakeholders	500,000	N/A	
Facilitate good governance the strengthening democratic processes in the region	Political Affairs, Peace and Security	Human Capacity	Member States	Implement Inter-Party Advisory Committee instrument for assessing political parties and democracy			
Develop staff capacity to ensure successful delivery of the ECOWAS mandate	Human Resource	Systems and Processes	Commission Level	Provide efficient people management solution services to ECOWAS.	N/A	N/A	Current
Develop staff capacity to ensure successful delivery of the ECOWAS mandate	Political Affairs, Peace and Security	Systems and Processes	Member State/Region	Training on accountability and transparency in governance (Working with African Peer Review Mechanism and NEPAD).			
Establishment of an institutional reform secretariat	Human Resource	Systems and Processes	Commission Level	Implementing programmes on the Institutional Reform in the Human Resource department.	N/A	N/A	Current
Establish an operational M & E system at the ECOWAS Commission	Monitoring and Evaluation	Systems and Processes	Commission Level	Develop an annual performance report on ECOWAS	N/A	N/A	
ECOWAS Peace CD Fund Activities	Political Affairs, Peace and Security	Systems and Processes	Member State/Region	Supporting various local investment vulnerable groups	N/A		

CD Activity/project/ programme	Directorate	CD Focus	Scope (Commission Level, Member State/Region)	Major Activities	Budget	Funders	Status (current or Ended)
Establish an operational M & E system at the ECOWAS Commission	Monitoring and Evaluation	<ul style="list-style-type: none"> Institutional Strengthening, Human Capacity Systems and Processes Knowledge/Information CD Policy Environment) 	Regional Level	Setting up CD initiatives and activities under the Monitoring and Evaluation department.	N/A	N/A	
ECOWAS Peace CD Fund Activities	Political Affairs, Peace and Se- curity	CD Policy Environment	Member State/Region	ECOWAS Volunteer Programme			
Peace and Security	Political Affairs, Peace and Se- curity	CD Policy Environment	Member States	Strengthen the training pillars of the ECO- WAS Standby Force, ECOWAS Institutions, Member States and Civil Society Organiza- tions for the prevention and resolution of conflicts in the region, and to develop a full range of training at all levels, cutting across a broad spectrum including Military, Police, Civilian and Humanitarian issues.			
ECOWAS Peace CD Fund Activities	Political Affairs, Peace and Se- curity	Knowledge and Information	Member State/Region	Translating the culture of peace document in the various languages of the Commis- sion	N/A?	N/A	
Governance and De- mocracy	Political Affairs, Peace and Se- curity	Knowledge and Information	Member States	Access to ECOWAS Court of Justice	N/A	N/A	Current?

5.2. Perspectives on Future CD Activities and Projects that have CD Dimensions

Based on analysis of primary and secondary data, from the mapping exercise, a number of capacity development interventions can be proposed. The proposals are based on the analysis of the nature, and weighting of past and current CD initiatives within ECOWAS. This is vis-à-vis the four critical areas of an integrated capacity development framework which encompasses institutional, Human, Knowledge and enabling environment.

From the M & S analysis conducted at ECOWAS, it appears that future CD activities target the following capacity development dimensions as seen in the matrix below:

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

TABLE 5.2 MATRIX PRESENTATION OF INFORMATION ON FUTURE CD ACTIVITIES AND PROJECTS WITH THE PROJECTS CD DIMENSIONS⁹

9 The future CD activities in this matrix are derived from mainly form ECCDP 2011-2015

Planned Project(s)	Directorate/ Responsibility	CD focused Areas	Expected Results	Scope (Commission Level, Member State/Region)	Major Activities	Planned
Transformation to ECOWAS OF PEO- PLE	Vice President	<ul style="list-style-type: none"> Institutional Strengthening, Human Capacity, Systems and Process, Knowledge CD Policy Environment 	N/A	Commission Level	Organize workshops and training on Result Based Management	Planned
Transformation to ECOWAS OF PEO- PLE	Vice President	Institutional Strengthening	N/A	Regional/Mem- ber states	Planning 185 staff training throughout the year as part of the implementation of the institutional reform	Planned
Establish efficient mechanism for resource management of Community Institutions	Administration and Finance	Institutional Strengthening	N/A	Commission Level	Procurement of equipment and training and general maintenance and facility management	2015
Develop staff capacity to ensure successful delivery of the ECOWAS mandate	Human Resource	Institutional Strengthening	Assessment study of the human resources Training/Learning Management System Consultant reporting to Management Regular reviews of the process Establishment of regular meetings and reporting on MTAP.	Commission Level	HR Training/Learning Management System, Competency Framework, Job Evaluation, Change Management, Teambuilding and Leadership training and implementation of the MTAP	Planned
Strengthen the principles of good governance, anti-corruption, democracy, rule of law and human rights in the region	Political Affairs	Institutional Strengthening		Member State	Facilitate establishment of common/regional electoral laws for all member countries.	
Develop strategic framework and implementation plan for ECOWAS-CSO interface and engagement (to strengthen capacity of Civil Society Organizations (CSOs) to participate in regional development and integration)	Gender, Youths, Sports, Civil Society & Drug Control	Institutional Strengthening	N/A	Member States	Facilitate the engagement of CSOs in advocacy by fostering networks among CSOs. ECOWAS wide Communication, Engagement and Outreach Plan to empower citizens Strengthening and linking of national and regional institutions of accountability including CSOs	Planned

Planned Project(s)	Directorate/ Responsibility	CD focused Areas	Expected Results	Scope (Commission Level, Member State/Region)	Major Activities	Planned
Implementation of ECOWAS Commission operational plan and Monitoring & Evaluation Mechanism on drug control	Gender, Youths, Sports, Civil Society & Drug Control	<ul style="list-style-type: none"> Institutional Strengthening Human Capacity Systems and Process Knowledge CD Policy Environment 	N/A	Commission Level	Strengthen the Division within the ECOWAS Commission in charge of coordinating the implementation of the Regional Action Plan and the Political Declaration	Planned
Strengthen the principles of good governance, anti-corruption, democracy, rule of law and human rights in the region	Political Affairs	Institutional Strengthening	N/A	Member State/ Commission Level	Facilitate the establishment/enhancement of anti-corruption institutions in all ECOWAS member states	Planned
Expand the collaborative network for conflict prevention, management and resolution	Political Affairs	Institutional Strengthening	N/A	Member State	Institutionalize the Regional Network of National Human Rights Commissions in member states (facilitate establishment in all member states and strengthen capacities)	Planned
Implementation of ECOWAS Commission operational plan and Monitoring & Evaluation Mechanism on drug control	Gender, Youths, Sports, Civil Society & Drug Control	Institutional Strengthening	N/A	Member State/ Region	Strengthen key civil society and youth organisations in West Africa to implement the Regional Action Plan at national levels	Planned
Implementation of ECOWAS Commission operational plan and Monitoring & Evaluation Mechanism on drug control	Gender, Youths, Sports, Civil Society & Drug Control	Institutional Strengthening	N/A	Member State/ Region	Facilitate the establishment of a network of treatment and rehabilitation centres on drug abuse, including HIV prevention for vulnerable groups in selected member states	Planned
Develop strategic framework and implementation plan for ECOWAS-CSO interface and engagement (to strengthen capacity of Civil Society Organizations (CSOs) to participate in regional development and integration)	Gender, Youths, Sports, Civil Society & Drug Control	Institutional Strengthening	N/A	Member State	Develop the capacity of CSOs to engage the ECOWAS, its organs and regional entities.	Planned
Governance and Democracy	Political Affairs, Peace and Security	Human Capacity	N/A	Member State	Training for Political Parties on media strategy, campaign strategy, transformative leadership (political), and transformative managers	Planned
Develop strategic framework and implementation plan for ECOWAS-CSO interface and engagement (to strengthen capacity of Civil Society Organizations (CSOs) to participate in regional development and integration)	Gender, Youths, Sports, Civil Society & Drug Control	Human Capacity	N/A	Member States	Develop the capacity of CSOs to engage the ECOWAS, its organs and regional entities.	Planned
Attraction and recruitment of qualified personnel and regular people development	Administration and Finance, Community Computer Centre and Vice Presidency	Human Capacity	Number of qualified staff recruited and inducted	Commission Level	Human Resource Skills Plan	2015

Planned Project(s)	Directorate/ Responsibility	CD focused Areas	Expected Results	Scope (Commission Level, Member State/Region)	Major Activities	Planned
		<ul style="list-style-type: none"> Institutional Strengthening, Human Capacity, Systems and Process, Knowledge CD Policy Environment 				
Conduct a survey on capacity gaps	Administration and Finance, Community Computer Centre and Vice Presidency	Human Capacity	ECOWAS Institutional capacity in skills improved	Commission Level	Training Management System	2015
Develop training program on Result Based Management	Administration and Finance, Community Computer Centre and Vice Presidency	Human Capacity	Skills Capacity for RMB improved	Commission Level	Result based Management Skills building	2015
Strengthen the principles of good governance, anti-corruption, democracy, rule of law and human rights in the region	Political Affairs	Human Capacity	N/A	Member States	Strengthen/support the capacity of National Electoral Commissions through ECONEC's activities	Planned
Strengthen the principles of good governance, anti-corruption, democracy, rule of law and human rights in the region	Political Affairs	Human Capacity	N/A	Member States	Strengthen / support the capacity of parliaments in member states to enhance autonomy and effective oversight	Planned
Strengthen the principles of good governance, anti-corruption, democracy, rule of law and human rights in the region	Political Affairs	Human Capacity	N/A	Member States	Facilitate capacity building initiatives for Judicial Officers and awareness initiatives for the community on the regional mechanism to address issues of corruption and violations of human rights (i.e. legal instruments)	Planned
Expand the collaborative network for conflict prevention, management and resolution	Political Affairs	Human Capacity	N/A	Member States	Facilitate the operationalisation of the ECOWAS conflict prevention framework.	Planned
Expand the collaborative network for conflict prevention, management and resolution	Political Affairs	Human Capacity	N/A	Member State	Organise annual review meetings for the ECOWAS peace-making organs and local peace constituencies (statutory meetings of Council of the Wise, Heads of Zonal Bureau etc)	Planned
Implementation of ECOWAS Commission operational plan and Monitoring & Evaluation Mechanism on drug control	Gender, Youths, Sports, Civil Society & Drug Control	Human Capacity	N/A	Member Stat	Strengthen Drug Law Enforcement capacity and coordination in the Region	Planned
Implementation of ECOWAS Commission operational plan and Monitoring & Evaluation Mechanism on drug control	Gender, Youths, Sports, Civil Society & Drug Control	Human Capacity	N/A	Commission Level	Provide training seminars and workshops to empower the ECOWAS Staff, members of national Inter-ministerial Committees, law enforcement officers, and leaders of civil society organisations by participating in regional schools activities	Planned

Planned Project(s)	Directorate/ Responsibility	CD focused Areas	Expected Results	Scope (Commission Level, Member State/Region)	Major Activities	Planned
Promote gender equality, parity and women empowerment in the region	Gender, Youths, Sports, Civil Society & Drug Control	Human Capacity	N/A	Member States Commission Level	Facilitate the establishment of business incubators for African Women Entrepreneurs (BIAWE) in the region	Planned
Provide adequate capacity building and logistical support (training, office space, functional equipment)	Administration and Finance	Systems and Processes	Adequate skills and logistical support provided. Work environment and tools for optimum performance improved	Commission Level	Procurement of equipment and training and general maintenance and facility management	2015
Facilitate good governance the strengthening democratic processes in the region	Human Resources	Systems and Processes	Study report of effectiveness of Systems implemented	Member States	M&E Plan to be developed in 2011, HR M&E and RBME Training, Results-based management (RBM) system. Monitoring and Evaluation system	Planned
Implementation of ECOWAS Commission operational plan and Monitoring & Evaluation Mechanism on drug control	Gender, Youths, Sports, Civil Society & Drug Control	System and Process	N/A		Ratify and implement all relevant instruments against drugs and crime, and response to security threats posed by organised crime	Planned
Promote youth development and empowerment in the region	Gender, Youths, Sports, Civil Society & Drug Control	System and Process	N/A	Member State	Facilitate the establishment and effective functioning of a Regional Youth Forum/Parliament	Planned
Promote gender equality, parity and women empowerment in the region	Gender, Youths, Sports, Civil Society & Drug Control	Systems and Processes	N/A	Member States	Facilitate the development and implementation of plan of action on Women, Peace and Security component of the ECOWAS conflict prevention framework	Planned
Implementation of ECOWAS Commission operational plan and Monitoring & Evaluation Mechanism on drug control	Gender, Youths, Sports, Civil Society & Drug Control	Systems and Processes	N/A	Member States	Enhance the quality of forensic services in West Africa for effective drug and crime control	Planned
Implementation of ECOWAS Commission operational plan and Monitoring & Evaluation Mechanism on drug control	Gender, Youths, Sports, Civil Society & Drug Control	Systems and Processes	N/A	Member States	Set up an operational and reliable data collection system on drugs and organised crime, and the dissemination of information for planning purpose and advocacy	Planned
Strengthen the principles of good governance, anti-corruption, democracy, rule of law and human rights in the region	Political Affairs	CD Policy Environment	N/A	Member States	Develop regional strategies to promote democratic practices in political parties of member countries	Planned
Promote youth development and empowerment in the region	Gender, Youths, Sports, Civil Society & Drug Control	CD Policy Environment	N/A	Member States	Facilitate the development and adoption of Youth Development Policies and Strategic Action Plan in member states	Planned

Planned Project(s)	Directorate/ Responsibility	CD focused Areas	Expected Results	Scope (Commission Level, Member State/Region)	Major Activities	Planned
		<ul style="list-style-type: none"> • Institutional Strengthening, • Human Capacity, • Systems and Process, • Knowledge • CD Policy Environment 				
Promote gender equality, parity and women empowerment in the region	Gender, Youths, Sports, Civil Society & Drug Control	CD Policy Environment	N/A	Member States	Facilitate the adoption and implementation of ECOWAS policy on sexual harassment in educational and work institutions in the region.	Planned
Promote youth development and empowerment in the region	Gender, Youths, Sports, Civil Society & Drug Control	CD Policy Environment	N/A	Member State	Develop a Youth Employment Action Plan	Planned
Strengthen the principles of good governance, anti-corruption, democracy, rule of law and human rights in the region	Political Affairs	CD Policy Environment	N/A	Member States	Develop regional strategies to promote democratic practices in political parties of member countries	Planned
Promote gender equality, parity and women empowerment in the region	Gender, Youths, Sports, Civil Society & Drug Control	CD Policy Environment	N/A	Member States	Develop ECOWAS Commission's capacity to mainstream issues on gender into ECOWAS Policies, Objectives, Projects and Institutions.	Planned
Strengthening the anchorage and ownership of Regional development initiatives at Member States and Inter-governmental Organisations levels	Macroeconomic Policy	Knowledge/Information	N/A	Regional Level	Foster Synergy with other Intergovernmental Organizations and involvement of key Non State Actors	Planned
Develop strategic framework and implementation plan for ECOWAS-CSO interface and engagement (to strengthen capacity of Civil Society Organizations (CSOs) to participate in regional development and integration)	Gender, Youths, Sports, Civil Society & Drug Control	Knowledge/Information	N/A	Member States	Provide logistical and practical support to CSOs interested in engaging with ECOWAS organs and institutions	Planned
Develop strategic framework and implementation plan for ECOWAS-CSO interface and engagement (to strengthen capacity of Civil Society Organizations (CSOs) to participate in regional development and integration)	Gender, Youths, Sports, Civil Society & Drug Control	Knowledge/Information	N/A	Member States	Collate and disseminate information, and enlighten CSOs on regional integration issues, social, cultural, political and economic concerns	Planned
Strengthen the principles of good governance, anti-corruption, democracy, rule of law and human rights in the region	Political Affairs	Knowledge/ Information	N/A	Member States	Establish common electoral procedures / practices for all member states	Planned
Expand the collaborative network for conflict prevention, management and resolution	Political Affairs	Knowledge/Information	N/A	Member States	Liaise with relevant institutions (e.g. EU, AU, UN, other RECs, etc) to promote peace and security in the region.	Planned



The city of Ribeira Brava in the island of Sao Nicolau in the archipelago of Cape Verde.
© Guillohmz | Dreamstime.com

6. ANALYSIS AND FINDINGS

6.1. Analysis and Points Emerging From the Mapping and Scoping Exercise

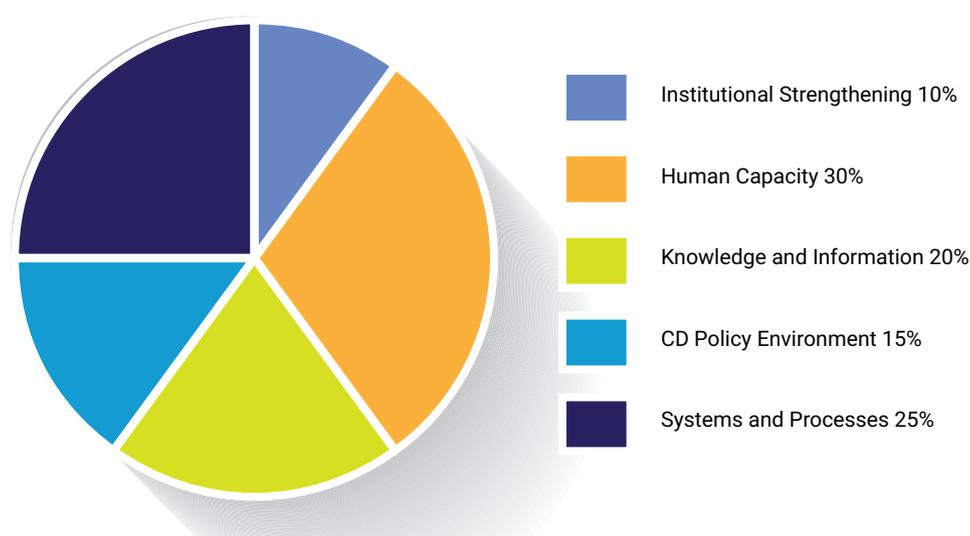
Through analyses of the lists and types of CD activities compiled and presented in the previous chapter of this document, some trends are perceptible in terms of various CD dimensions targeted through interventions.

6.1.1. Areas of Emphasis reflected in Current/past CD Activities

From a review of the past and current CD activities of ECOWAS as presented in the matrices in Chapter V of this document, the areas of CD emphasis targeted seem to convey the following picture:

- a. 30 percent on human capacity building.
- b. 25 percent on systems and process.
- c. 20 percent on knowledge and information management
- d. 15 percent on CD Policy development/environment and
- e. 10 percent on institutional strengthening.

DIAGRAM 6.1 AREAS OF CD EMPHASIS

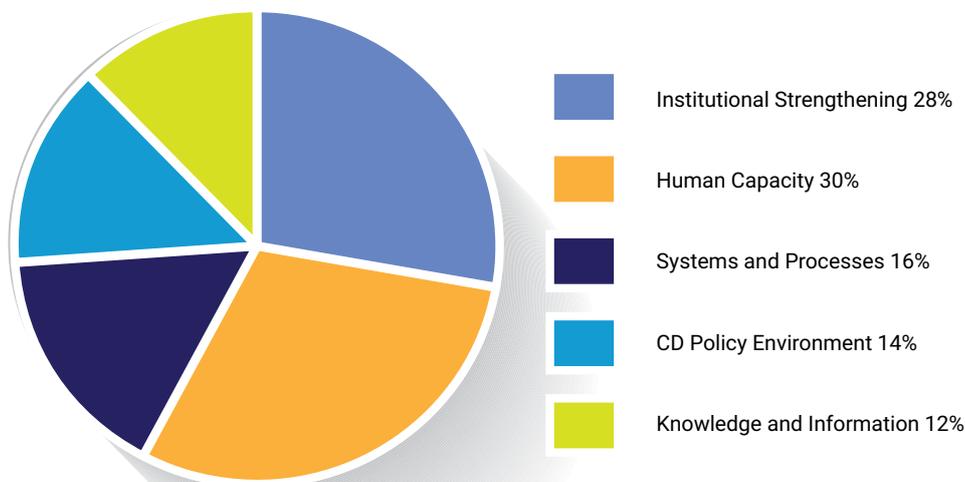


6.1.2. Areas of Emphasis for current and future CD Activities

From a review of documents and discussions and from the information summarised in the matrices from the previous chapters, an evolving prioritisation of CD areas of emphasis seems to begin to emerge; as roughly captured below (for further discussion and confirmation):

- a. 30 percent on human capacity building.
- b. 28 percent on institutional strengthening
- c. 16 percent on systems and processes
- d. 14 percent on CD policy environment
- e. 12 percent on knowledge and information management

DIAGRAM 6.2 KEY CURRENT/FUTURE CD FOCUS AREAS OF EMPHASIS



The diagrams above on ECOWAS past and current CD focus areas show that human capacity (with 30% in both past/current and future CD focus areas) have received more attention than other CD areas of focus. Past and current CD areas of focus are targeted at other areas of CD focus areas (systems and processes, knowledge and information management, CD policy environment and institutional strengthening). Human capacity retains the most important CD focus area for ECOWAS as the Commission seeks to reinforce its human capacity with qualified persons to realise the mission, vision and objectives of the Commissions, its institutions and protocols. Furthermore, with the current institutional reform undergoing in the Commission and the increase of the number of commissioners from 9 to 15, human capacity is critical for ECOWAS as it implements activities, programmes and projects that eliminates existing barriers to full integration and concertedly realise its new vision of moving from an

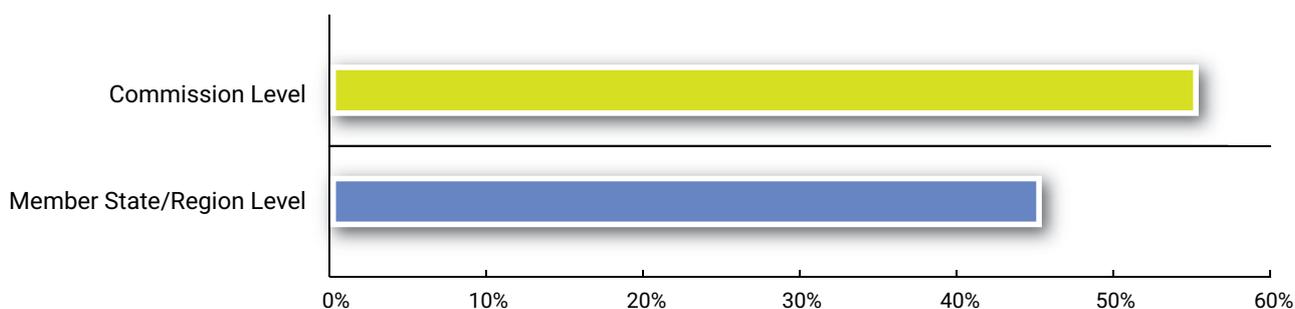
ECOWAS of States to an ECOWAS of people by 2020.

However, an important element of the future CD areas of focus reveal that institutional strengthening (from the bottom in the past to second in the future) retains a higher focus and attention. This is so because of the current institutional reform of the ECOWAS Commission in tandem with a renewed vision of an ECOWAS of People.

6.1.3. Target Beneficiaries of CD Interventions

A cursory examination, at surface level of target beneficiaries of some past CD interventions, seems to indicate that approximately 55 percent were targeting the Commission level and 45 percent were targeting Member States/Region. What are the implications of this, please engage data for an informative discussion

DIAGRAM 6.3 PERCENTAGE SCOPE TARGET OF CD INTERVENTION

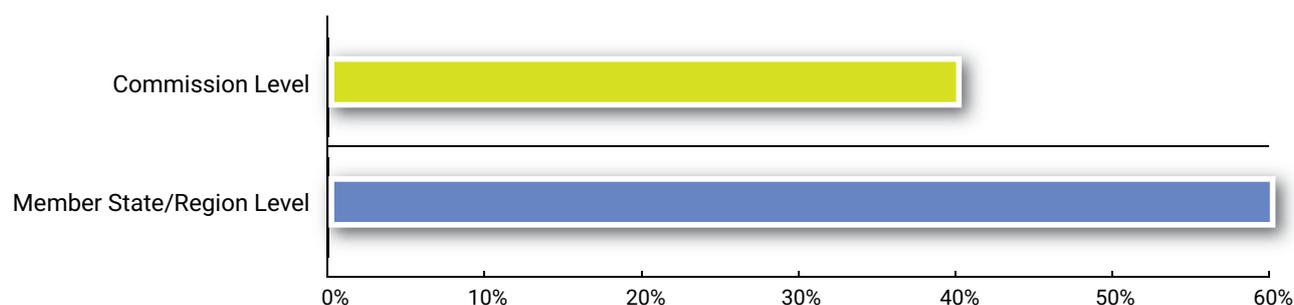


6.1.4. Target of Current/Future CD Beneficiaries

A cursory examination, at surface level of target beneficiaries of some future CD interventions, seems to indicate that approximately 40 percent will be targeting

the Commission level and 60 percent will be targeting Member States/Region. Include implications of this vis-à-vis the strategic plan (MTSP)

DIAGRAM 6.4 PERCENTAGE SCOPE TARGET OF FUTURE CD INTERVENTION



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

From the interviews it generally emerged that the Commission places a high degree of priority on the CDSF Key Core Values as seen below. This also reflects the importance the Commission places in its future CD

initiatives which aim to target the member state level (60%) and the ECOWAS Commission and institutions (40%).

TABLE 6.1 PRIORITISATION OF CDSF KEY CORE VALUES

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

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

From the interviews there were strong emphasis and agreement on the CDSF Cornerstones which are felt to be high relevance to CD activities in the region. As seen

from the table below, ECOWAS places high emphasis on implementing the CDSF cornerstones which makes it one the flagships RECs on the continent.

TABLE 6.2 PRIORITISATION FOR IMPLEMENTATION OF CDSF CORNERSTONES IN THE REGION

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

6.2.2. Ranking on the needs of promoting CDSF Awareness

ECOWAS places a high degree on promoting awareness of the CDSF (Africa’s priorities on Capacity

Development) both at the Commission level and among its Member States as seen below. This self-reorganisation of the REC is a recommendable practice within the Commission as it seeks to reinforce on-going and internally-initiated CD efforts.

TABLE 6.3 PROMOTION OF CDSF AWARENESS

	Very important	useful	Not priority
At the level of ECOWAS		X	
In the region	X		

6.2.3. Strategic Planning Continuum

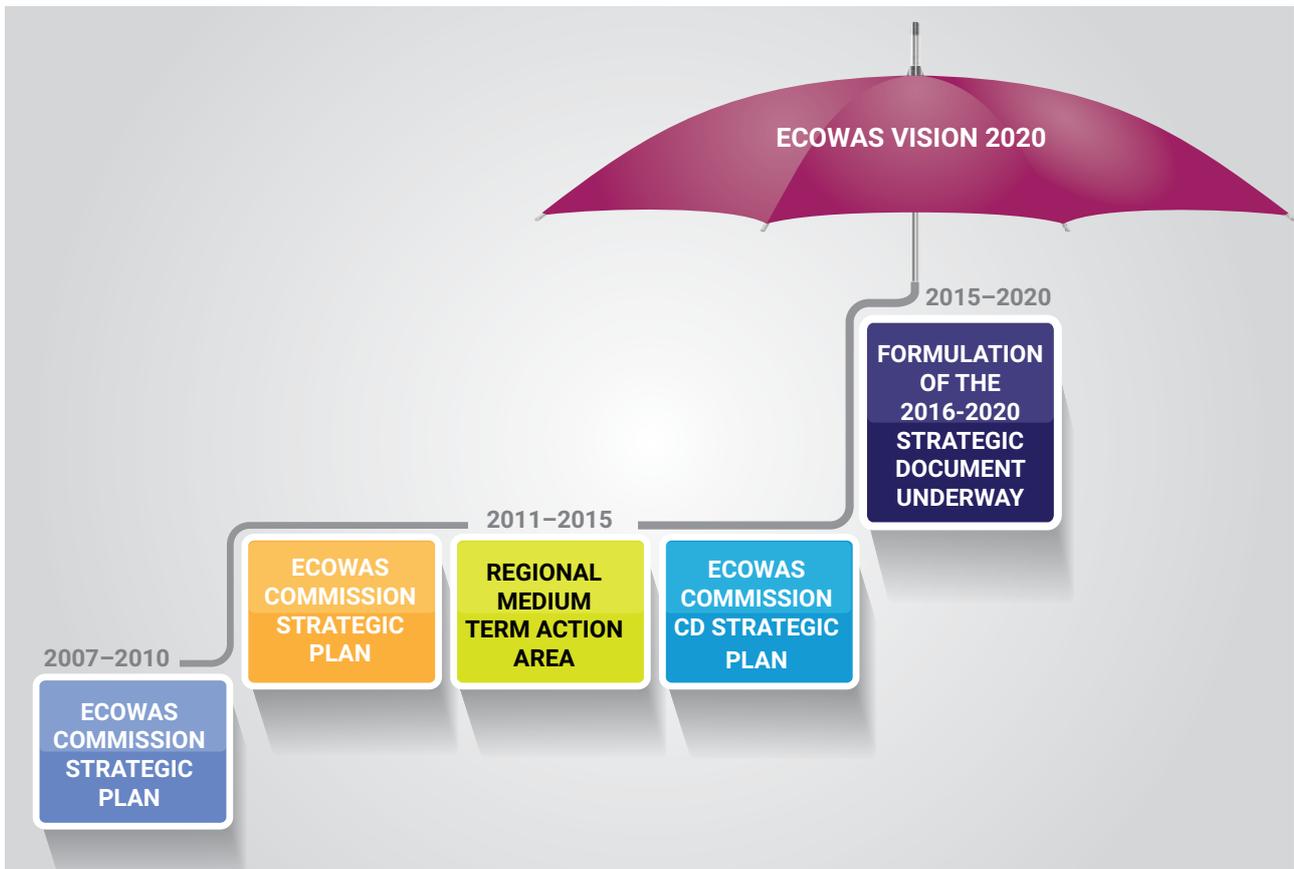
From the materials consulted and discussions held with ECOWAS officials, the Commission’s two main Strategic Plans (2007-2010 and 2011-2015) emphasize its aim of transforming the Commission to an “ECOWAS of

People” and implementing the priorities in the ECOWAS Community Development Plan. In addition, ECOWAS designed the RMTAA to identify the action areas under the strategic plan and how each will be achieved. Below is histogram of the regional strategic plan of ECOWAS.



Panorama from riverside Lagos, Nigeria
© Igor Groshev | Dreamstime.com.

DIAGRAM 6.5 HISTOGRAM OF RECENT STRATEGIC PLANNING AT ECOWAS



6.2.4. ECOWAS Strategic Pillars

ECOWAS has embarked on institutional reform and strengthening of the Commission so as to enable it to successfully carry out programmes under the strategic pillars: Peace, Security, and Good Governance;

Competition and Equity; Cooperation and Development, Development and Integration; Socio-Economic and Monetary Integration; Institutional Capacity; and Global Relevance. These strategic pillars are in line with the Commission’s past and current CD projects/



programmes (as highlighted above in the matrix) and also incorporate its vision for the future both at the Community level as well as at the level of its international

development partners. EWCOWAS Strategic Pillars are presented in the diagram below:

DIAGRAM 6.6 ECOWAS STRATEGIC PILLARS



Source: ECOWAS Regional Strategic Plan 2011 – 2015.

The six strategic priority goals are those set according to the strategic pillars and form the basis for all discussions within the region. From the matrixes above ECOWAS CD activities and initiatives fall within its strategic goal for 2011-2015. These priorities are

in turn supported by strategies, designed in such a way that they build on strengths, resolve weaknesses, exploit opportunities, and avoid observed threats. The strategic priority goals are listed in the table below:

TABLE 6.4 ECOWAS STRATEGIC GOAL

Strategic Pillar	Strategic Goal
Peace, Security, and Good Governance	Promote Good Governance, Justice and Upgrade the Conflict Prevention, Management, and Resolution Mechanism
Competition and Equity	Promote Infrastructural development and a Competitive Business Environment
Cooperation and Development	Sustained Development and Cooperation in the Region
Socio-Economic and Monetary Integration	Deepen Socio-Economic and Monetary Integration
Institutional Capacity	Reinforce Institutional Capacity
Global Relevance	Strengthen the Mechanism for Integration into the Global Market

6.2.5. Funding and Supporting Partners of CD Initiatives in the Region

From the documents reviewed as well from interviews held with ECOWAS officials, funding for CD activities, programs and initiatives are derived from a variety of sources, such as those listed below. From the list of mapped initiatives, most of the support for CD activities and initiatives come from external sources:

- a. African Development Bank;
- b. Swiss Development Agency;
- c. European Union;
- d. ECOWAS Peace Fund;
- e. African Capacity Building Foundation;
- f. The Canadian International Development Agency;
- g. Community Levy from ECOWAS Member States;

- h. The Government of Spain;
- i. Price Water House Coopers;
- j. United Nations Development Programme;
- k. United Nations Education, Scientific and Cultural Organisation;
- l. United Nations High Commission for Refugees;
- m. Africa Peer Review Mechanism;
- n. NEPAD Planning and Coordinating Agency;
- o. Office for the Coordination of Humanitarian Affairs; and
- p. Others

From the analysis of this mix, it emerges that few regional and continental organisations support the ECOWAS CD activities and initiatives. However, most of the funding for the Commission's CD activities and initiatives come from external sources.

6.3. Current Institutional Reform in ECOWAS

ECOWAS is currently engaged on a broad institutional reform agenda that will recast the capacity development focus in ECOWAS based on its Vision 2020. Capacity development is a central point in the Commission's institutional reform process and the Commission views capacity development from an institutional perspective. The Commission places high importance in the elements of capacity development:

- Governance system;
- Organisational systems and procedures;
- Staffing and equipment; and
- Knowledge, skills, and attitudes of staff.

The decision of the Commission to embark on an organisational wide institutional reform process stems from the need to strengthen the capacities of the

ECOWAS Commission in implementing its Strategic Plan (2011-2015) and pursuing its mandate in an effective manner through a result based management process:

- Increase the number of commissions from nine to fifteen;
- Create an effective Commission in order to fast-track regional economic development and integration;
- Address weak human and technical capacity challenges;
- Put in place a sound structure to enable the Commission deliver on its mandate;

Develop and implement a capacity development plan based on the institutional Strengthening Process.

6.4. Select Highlights on CD Priorities Supports

The matrix above in Chapter V represents the broad range of the needs of some of the CD activities that are considered relevant. Some of the CD needs and priorities can further be summarised (from

documentation provided) in the categories below: team-building and leadership, performance management, human resources, finance, communications, and information technology. These CD needs and priorities

below result from a broad spectrum analysis from the M&S exercise on the CD focus areas of emphasis of ECOWAS which include: Human capacity building, Institutional strengthening, Systems and processes, CD policy environment, and Knowledge and information management.

6.4.1. Team Building and Leadership

- Organizational decision-making at all levels through regular meetings (Commissioners, Directors and Programme Officers).
- Teamwork and performance through meetings at Departments, Directorates and Divisions.
- Role clarification and delegation at all levels.

6.4.2. Performance Management

- Results-based management (RBM) system.
- Monitoring and Evaluation system
- Strategic Planning and Programming
- Job description and performance appraisal
- Reward and sanction system in the Commission

6.4.3. Human Resources

- Recruitment process
- Staff training and development
- Staff retention
- Management training on HR systems
- Recruitment and Management of contracts

6.4.4. Finance

- Budgetary process
- Budget implementation process
- Budget performance report
- Approval process and payment procedures
- Management of development partners funds
- Delegation of responsibilities

6.4.5. Communication

- Internal and External Communication process
- Coordination and collaboration
- Information and knowledge management systems
- Management of development partner

6.4.6. Information Technology

- Process automation
- Communication systems
- Internet and intranet
- Enterprise resource management system
- Integrated Programme Planning System

As the six categories above indicate, the main areas for capacity support include: single entry point for programme; institutional transformation; system integration and improvement; and process redesign.

6.5. Summary/ Clusters of Various CD Strategies and Processes at ECOWAS

The M&S exercise has highlighted some main areas for capacity support at ECOWAS, as well as areas that the Commission and Member States are undergoing and plan to undergo in order to foster regional integration. From this exercise, it can be observed that the importance that ECOWAS attaches to capacity development (CD) is highly reflected in the CD initiatives and strategies that have been developed. The process of developing a CD strategy is a long term process that involves planning and implementation.

This is supported by the consideration of capacity as “a long-term, continuing process by which the ability to perform functions, solve problems, and set and achieve objectives in a sustainable manner are obtained, strengthened, adapted and maintained over time.”¹⁰ This definition highlights the need for a capacity development strategy that provides direction for an organization.

¹⁰ UNDP Definition of capacity development.

Some dimensions of the CD strategies that the ECOWAS Commission and Member States are undergoing and plan to undergo are highlighted below:

ECOWAS' CD Strategies emphasize:

- a. Making capacity development initiatives and activities an integral part within the Strategic Planning Directorate
- b. Implementing the ECCDP;
- c. Making capacity development as an integral part of strategic planning;
- d. Using Result Based Management systems to transform the organisation to and "ECOWAS of the People;"
- e. Conducting a broad institutional reform of the Commission;
- f. Prioritisation of capacity development needs and activities;

ECOWAS' CD Processes emphasize:

- a. Enhancing staff capacity through training to effectively perform tasks at the Commission;
- b. Good governance through leadership training and direction;

- c. Procurement of equipment to aid the Commission in actualisation and realisation of its vision;
- d. Coordinating with partners to enhance capacity building in the Commission and among its Member States;
- e. Development of an annual performance report on ECOWAS;
- f. Provide assistance to Member States through the Early Warning Systems;
- g. Training of Member States on accountability and transparency.

Drawing on the ethos of the CDSF that places emphasis on ownership and leadership of CD processes by primary agents, ECOWAS Commission and Member States have planned and are undergoing various CD strategies and processes toward regional integration. These CD strategies and processes tend to be more comprehensive and coordinated capacity interventions, encompassing the human, institutional, enabling environment and knowledge dimensions. In line with the AU/NEPAD Agency CDSF, such a broadened focus allows the initiative to target key systems, processes, procedures and practice-related elements that are fundamental in transforming work environments for effective institutional and sectorial delivery.



The Dakar-Niger Railway that links Bamako to Dakar.

© Kent0344 | Dreamstime.com

7. CONCLUSIONS, RECOMMENDATIONS AND OPPORTUNITIES FOR CURRENT/FUTURE COLLABORATION/SUPPORT FOR CD AT ECOWAS

7.1. Collaboration and Support to Promote Awareness and Implementation of the CDSF Paradigm

7.1.1. The CDSF African Paradigm

In the context of the Commission's work and demonstrated commitment to capacity development, it is timely for the AU/NEPAD Multi-Agency CD programme and ECOWAS, to jointly design modular programmes to promote and implement the core values and corner stones of the African CDSF paradigm for capacity development.

The paragraphs that follow highlight and convey some of the text from the CDSF document that was adopted by AU Heads of States, reflecting the key dimensions of Africa's capacity development paradigm. The Capacity Development Strategic Framework highlights six corner stones, alongside key African values to underpin a new generation of capacity development efforts. As part of the new forward-focus on capacity development, it is important to jointly elaborate and identify seed funding for small projects around the cornerstones of the CDSF.

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

a. Integrated planning and implementation for results:

Foster the development of planning and implementation capacities to achieve better integrated and coordinated

systems for enhanced results.

b. Leadership transformation:

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

c. Citizen Transformation:

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

d. Capacity of capacity developers:

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

e. Evidence-based knowledge and innovation:

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

f. Using African potential skills and resources:

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

7.2. Concluding Observations

7.2.1. ECOWAS Capacity Development Strategy:

Since 2002 ECOWAS Commission has prepared two land mark capacity development strategy/plans. The

2008-2010 plan focused on: development of a region-wide organizational system: incorporating partners and the general public, with capacity development seen as an integral part of strategic planning. The current plan, ECCDP (2011-2015) broadened the views in

the previous plan to ensure a more holistic approach to capacity-building and included, instrumental and dynamic capacity, planned versus emergent capacity, organizational, unit, and individual capacity, as well as a systems approach, all within an institutional perspective.

7.2.2. Substantive volume and relevance of ECOWAS's areas of focus:

The CD Mapping and Scoping exercise provided a lot of opportunities to note the impressive volume of development /focused work of ECOWAS in the region. These range from the well-known peace and security interventions to policies and programme development in various priority development sectors, including the strategic drive towards monetary harmony and free movement of people and goods within the region.

7.2.3. Prioritising capacity development:

Capacity development has been given strong significance, as a priority concern in the overall work of ECOWAS; as can be seen from the successive capacity development plans that have been elaborated in the recent past. In this context, however, some of the areas of challenges include the need to upscale (at both the Commission and Member State levels) the planning and expanded funding of CD interventions and initiatives.

7.2.4. Transformation and institutional development planning:

The current process for comprehensive institutional reform reflects the commitment of the governance and organizational structures of ECOWAS towards institutional transformation and growth. As this CD-driven transformation process is at its early stages, it presents a timely opportunity for collaboration and

support particularly through the AU/NEPAD Multi-Agency CD initiative.

7.2.5. Funding for CD initiatives:

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

7.2.6. Best /promising CD practices:

Discussion during the exercise and review of programme documentation, indicate that several dimensions of various CD – related activities constitute appreciable best/promising practices. Without attempting to draw an exhausting list of these, a few examples of such activities will include: the activities undertaken through the Peace Fund, the successful set-up and operation of the ECOWAS Youth Volunteer Programme; the early warning interventions and initiatives; the governance and democracy CD activities; the Peace and Security CD initiatives; the donor harmonization process for CD support; and others.

7.2.7. ECOWAS specialized institutions and Principal organs:

The eight specialized institutions of ECOWAS together with its four principal organs constitute the institutional architecture of the region to deliver on a multi-faceted development, peace and security agenda in the region. This institutional set-up, buttressed by subsidiarity considerations, confirms the AU's strong believe in the important role and potential of the RECs as the building blocks and leading entities in the continent's geographic regions.

7.3. Recommendations

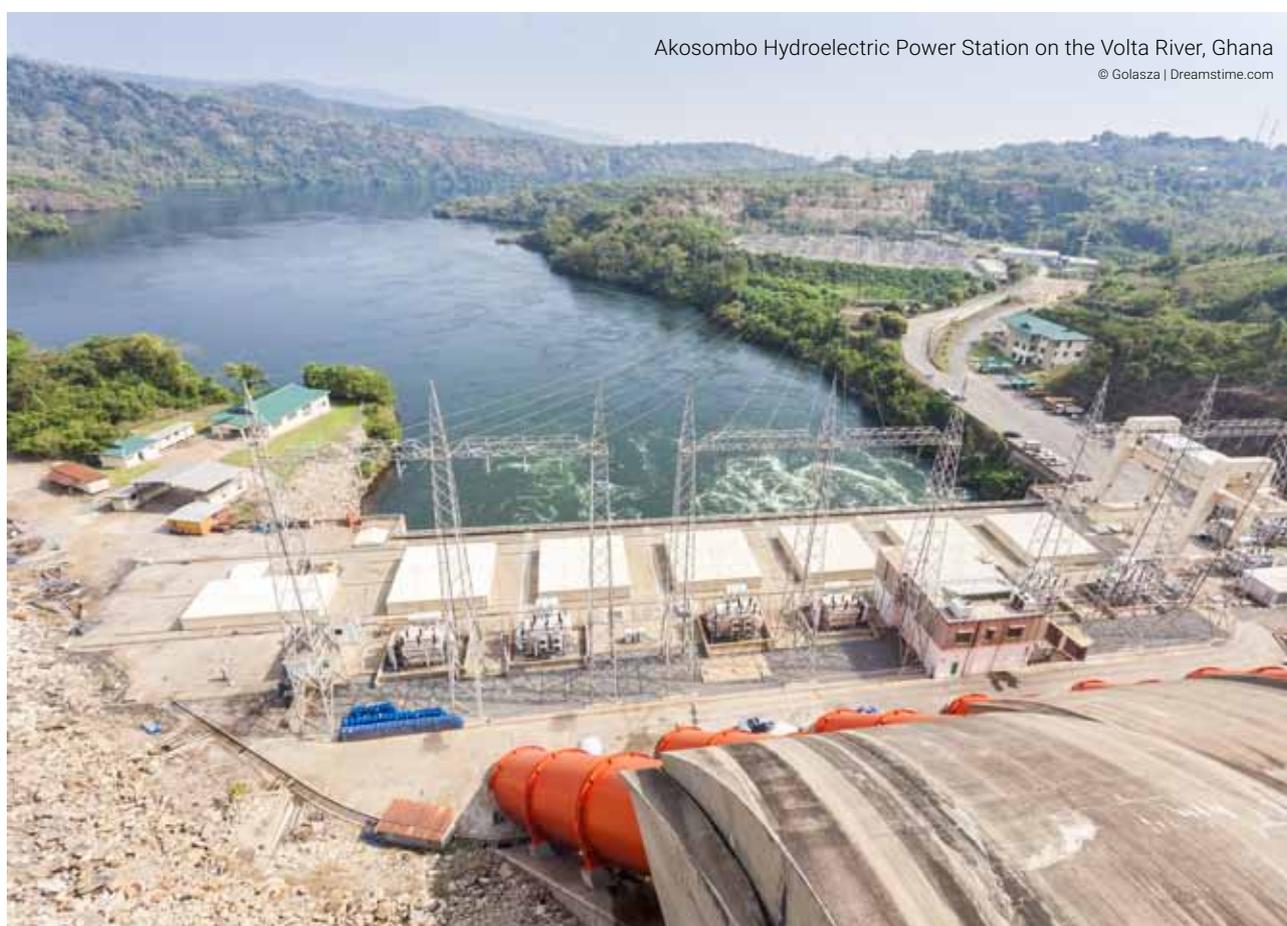
TABLE 7.1 RECOMMENDATION

No.	AREA OF RECOMMENDATION	LEAD RESPONSIBILITY BY ECOWAS	SUPPORT BY AU- MULTI AGENCY TEAM	OTHER PARTNERS
1	Support for ECOWAS Commission in continuing with the implementation of ongoing capacity development activities.	✓	✓	✓
2	<p>Support to the current ECOWAS institutional reform process: As highlighted in earlier portions of this report, ECOWAS is engaged in a major institutional reform process, which amongst many outcomes, includes an expansion from a Commission built around 9 Commissioner Departments to an expanded set-up of 15 Commissioner Departments.</p> <p>This institutional reform is to be buttressed by a redesigned institutional structure, and re-engineered work processes.</p> <p>ECOWAS has expressed interest for participation and support through the AU/NEPAD Multi-Agency CD programme, including in the following 3 dimensions:</p> <p>a) Joint reflection on institutional design and set-up options being propose;</p> <p>b) Contribution towards the design and elaboration of a comprehensive CD plan to underpin and accompany the institutional reform; and</p> <p>c) To support and contribute toward the actual implementation of the reform process.</p>	✓	✓	✓
3	Support in conducting a functional and institutional review to strengthen systems and processes, and very importantly rebrand the organization, under its new theme of "ECOWAS for the People"	✓	✓	✓
4	<p>Support for select priority work areas: Apart from the areas for CD collaboration/support identified below, a need has been highlighted for urgent strengthening for the work of some key departments to drive the institutional reform agenda process and implementation. These are summarized below. In the Interim ECCDP, three Directorates have been identified as critical sectors for support to drive institutional performance in the interim. These are Strategic Planning, Human Resources, and Monitoring and Evaluation Unit.</p> <p>a) The plan to implement the institutional transformation program from the office of the Vice President confers on the programme, the high leadership visibility it deserves and the authority to carry the whole of ECOWAS staff along. Vice President office could be supported, for the transformation programme through Strategic Planning and other key departments.</p> <p>b) The Human Resources Directorate views the development of a learning management system at the Commission as its major capacity need. A major component of this system is the team building and leadership training. The directorate also requires capacity building in its performance management process and practise.</p> <p>c) The M & E Unit form part of core directorates necessary for the improvement of the overall institutional performance. Enhancing its capacity will strengthen the institution accountability and establish knowledge and learning mechanism on the reform. This would be accomplished through the introduction of a sound M&E system. The immediate capacity development actions include training of stakeholders in result-based M & E.</p>	✓	✓	✓

No.	AREA OF RECOMMENDATION	LEAD RESPONSIBILITY BY ECOWAS	SUPPORT BY AU- MULTI AGENCY TEAM	OTHER PARTNERS
5	<p>The need to promote and institutionalize CD planning as a key function in the RECs:</p> <p>The relevance and opportunity for crystallizing and Institutionalizing a CD functional at the central level of the RECs Commission/Secretariat is becoming clearer. Such a CD planning function, located as a unit or an individual at an appropriate place in the organogram would enable better institutionalisation of CD promotion at the levels of both the Commissions as well as the Member States.</p> <p>Consideration could also be given in exploring the possibility of establishing a Regional Integration Capacity Development Department or Division as a distinct entity at Director's level. The CD focal or Department could bring coherence to capacity development programmes and take responsibility for implementing the ECOWAS CD Strategy and Action Plans that are prepared to support the implementation of the Commission's Medium Term Action Plans.</p>	✓	✓	✓
6	<p>Support for enhancement of systems and work processes: There is an opportunity and need to support the Commission's commitment and work already engaged towards re-engineering its work processes and systems, including IT tools and systems, to new levels of the state-of-the-art and effectiveness.</p>	✓	✓	✓
7	<p>Promoting and supporting the Community Strategic Framework (CSF) 2016-2020: the Regional Strategic Plan (RSP), 2011-2015, currently implemented by Community Institutions/Agencies would come to an end in 2015. ECOWAS has commenced the preparation of a successor plan that would be couched as a strategic framework. It has been creatively christened the Community Strategic Framework (CSF) 2016-2020 with the genuine intention of ensuring that Community aspirations are taken into consideration right from the design stage.</p>	✓	✓	✓
8	<p>Support to enhance human capacity (hard skill sets and "soft" skills): Various departments and units within the ECOWAS commission structure identified the need for expanded human capacity and skill sets to enable them under take the important and growing programmes and activities in which the commission is engaged. In addition to expanded human capacity the need for training and capacity building the area of soft skills as well as for refresher and new knowledge capacity development was also strongly highlighted.</p>	✓	✓	✓
9	<p>Support to enhance capacity development of member state's focal institutions, organised civil society and persons: These could include developing region-based capacity development models and a CD programme to enhance the capacity of member state's focal institutions and persons in the focus areas of the Commission's agenda.</p> <p>Structures on the ground such as the National Unit, in the case of ECOWAS, must be fully capacitated in both hard and soft issues to, not only identify areas of urgent attention for program design, but the management and monitoring of such programs at the regional level. Cohesion, a cardinal tenet in the ECOWAS Vision 2020 can only be maintained and sustained by these member state structures.</p>	✓	✓	✓
10	<p>Consideration Regarding Eventual Establishment of Ministries/Departments Focussing On Capacity Development, CD Strategic Planning and Implementation:</p> <p>A few African countries in the recent past have recognised the central and pivotal role of capacity development and proceeded to create specific ministries to handle that function. It might be useful in the ECOWAS region for individual Member States, with support of ECOWAS, to reflect and decide on the timeliness and usefulness to provide focus on the CD function, through the establishment of such ministries/departments. In this context, the AU-NEPAD Multi Agency CD Support programme could support the reflection and decision making on this issue.</p>	✓	✓	✓

No.	AREA OF RECOMMENDATION	LEAD RESPONSIBILITY BY ECOWAS	SUPPORT BY AU- MULTI AGENCY TEAM	OTHER PARTNERS
11	<p>The Need for Complimentary/ Alternate Funding Models for CD: The need for an urgent targeted effort to design sustainable and ownership-driven funding arrangements for a demanding African CD agenda in the continent, for the RECs and the AU/NEPAD, is becoming compelling and urgent. The next generation of CD collaboration will do well to identify creative pathways to addressing this challenge; including pursuing domestic resources mobilisation options. Here also the AU/NEPAD Multi-Agency team (expanded to include ADB, ACBF etc.), working together with the RECs, could engage support on this issue.</p> <p>Given the urgency and challenge of securing funding for CD activities, it may be useful for the AU/NEPAD and the RECs to constitute a small Joint Reflection Action Group (JRAG) to tackle the issue of funding for CD and to propose immediate and long-term options of approach.</p> <p>ECOWAS is a model for creative funding of regional programs. Through the instrumentality of the Community Levy, ECOWAS has a model that works. It is recommended however that some proportion of the inflow from the Community levy be devoted to CD activities. The Community levy is not the ultimate source of funding. Other funding sources would need to be pursued, particularly funding from development partners but in a sustainable manner. One that would ensure that the programs are those agreed within the RECs multi-year strategic framework or plan.</p>	✓	✓	✓
12	<p>An important area of CD is a more vigorous platform for private sector engagement. A Private Sector Infrastructure Champion Initiative (PSICI) could be considered.</p>	✓	✓	✓
14	<p>Transformative Leadership: The current period of ECOWAS institutional transformation provides an opportunity to design a small project aimed at promoting, describing and institutionalising the core values of transformative leadership; with advocacy and training objectives, targeting the following key groups:</p> <ul style="list-style-type: none"> Youth selections from the region Citizens targeted groups Civil society organisations and women networks Decision makers and decision activators Selections of political and community leaders 	✓	✓	
15	<p>Enhancing the Capacity of Capacity Developers: To design an initiate a small project consisting of CD/CDSF seminars and workshops involving the participation of selected educational institutions and other training entities working on issues that are central to the mandate of ECOWAS.</p>	✓	✓	
16	<p>Citizen Transformation: Design and promote grassroots focus awareness for change, to promote understanding of awareness, ownership and participation in the key areas of work for the Commission and Member States. Such a project could target the grassroots to build, defined to include the rural poor as well as the urban poor. It could also include the training of key grassroots groups to build, exercise and channel effective demands for service delivery and involvement.</p>	✓	✓	
17	<p>Using African potential skills and resources: Design a small project aiming at establish an ECOWAS Directory of qualified/skilled Africans capable of contributing to advance the development agenda in the region in the areas of work for the Commission. Such a Directory would aim to include both qualified skilled Africans from the region living on the continent and in the Diaspora.</p>	✓	✓	
18	<p>Promoting Awareness and knowledge on the CDSF: Design a small project to ensure overall promotion of the CDSF paradigms and key values as part of an overall thrust to promote mind-sets shifts that can help unlock Africa's capacity moments in the first decade towards Agenda 2063.</p>	✓	✓	

No.	AREA OF RECOMMENDATION	LEAD RESPONSIBILITY BY ECOWAS	SUPPORT BY AU- MULTI AGENCY TEAM	OTHER PARTNERS
19	<p>Framing The Next Generation of CD Collaboration In The Context Of The Continental Institutional Architecture To Deliver On The Vision 2063 African Agenda: The next generation CD collaboration should enjoy a wider consultation both at the design and implementation stage. The mapping and scoping exercise clearly revealed that ECOWAS and other RECS are considering similar steps towards institutional capacity strengthening. Some may be ahead but all are heading in the same direction. This is indeed fulfilling. The call for the use of African skills and resources comes at the appropriate time. It is important for the Strategic Planning Directorate to work with NEPAD agency to establish a skill bank for ECOWAS in order to advance the integration and development agenda. ECOWAS citizens in the Diaspora should also be encouraged to transfer their skills to resident Community citizens in a well-designed Diaspora skill transfer program.</p> <p>Capacity in all its forms and dimensions often constitute the missing link in Africa's development efforts. Collaboration and support to enhance CD (including the institutional, policy, human capacity, system and processes, knowledge and innovation, etc.) represents a priority area of collaboration for the AU/NEPAD and the RECs.</p> <p>In order to better construct a forward focus vision for a continental institutional architecture to deliver on decade-phases of Vision 2063 African Agenda, it is proposed to consider setting up an ECOWAS, AU/NEPAD CD Working Team. Such a Working Team could help to carpenter various out-of-the-box approaches on many aspects of the ways ahead. In constituting such a Working Team the involvement of select African CD practitioners could also be considered.</p>	✓	✓	



Akosombo Hydroelectric Power Station on the Volta River, Ghana
© Golasza | Dreamstime.com

REFERENCES

- AU and NEPAD Agency (2010). Africa's Capacity Development Strategic Framework. NEPAD Planning and Coordinating Agency: Midrand, South Africa.
- ECOWAS (2007). Achievements and Prospects, <http://www.comm.ecowas.int/sec/index.php?id=achievements&lang=en>. Access date, 17 October 2014.
- ECOWAS (2010) ECCDP 2011-2015. ECOWAS Commission: Abuja.
- ECOWAS (2010) ECOWAS Regional Strategic Plan 2011 – 2015 ECOWAS Commission: Abuja.
- ECOWAS (2011). Regional Strategic Plan 2011 – 2015.
- ECOWAS Member States, 2014. www.eca.org. Accessed, 7 July 2014.
- ECOWAS, (2012). ECOWAS WORKING WITH PARTNERS TO IMPROVE BUSINESS CLIMATE IN WEST AFRICA <http://news.ecowas.int/presseshow.php?nb=317&lang=en&annee=2012>. Access date, 17 October 2014.
- Ejime, Paul 2014. ECOWAS on path to regional integration. <http://www.tralac.org/news/article/5904-ejime-ecowas-on-path-to-regional-integration.html> Access date, 17 October 2014.
- Friedrich-Ebert-Stiftung (2011). Get to Know the ECOWAS: Peace and Security in an ECOWAS of People. <http://library.fes.de/pdf-files/bueros/nigeria/08008.pdf>. Access date, 17 October 2014.
- Kuerschner, Mareike, 2013. Conflict in West African States. <http://www.e-ir.info/2013/03/15/conflicts-in-west-african-states/>. Access date, 17 October 2014.
- Mo Ibrahim Foundation, 2014. REGIONAL INTEGRATION: UNITING TO COMPETE. <http://www.moibrahimfoundation.org/downloads/publications/2014/2014-facts-&-figures-regional-integration-uniting-to-compete.pdf>. Access date, 17 October 2014.
- SANews.gov.za, 2013. Africa's economy to grow by 5.3% in 2014. <http://www.sanews.gov.za/south-africa/africas-economy-grow-53-2014>. Access date, 17 October 2014.
- UNDP Capacity Development Plan in ECCDP 2011-2015. ECOWAS Commission: Abuja.

ANNEXES

Annex 1: Persons Met at ECOWAS Commission

Name	Title	Department	Contact email/Telephone
Dr. Toga Gayewea McIntosh	Vice President		tmcintosh@ecowas.int Mobile +234 810861 0040
Essien Abel Essien	Director Strategic Planning	Strategic Planning	eaessien@ecowas.int eassyabel@yahoo.com Mobile +234(0) 703 413 8343 +234(0) 803 313 9304 +234(0) 805 843 6345
Dr. Jonas P.D Hemou	Director External Relations		jonas.hemou@yahoo.fr dphemou@ecowas.int Tel. +234(0)703 413 8343
Florence Itheme	Ag. Director	Dept. of Political Affairs	oruaf@yahoo.com Tel. +234(0) 803 346 8145 +234(0) 706 418 5261
Emmanuel E. Okorodudu	Head, Division, Democracy and Good Governance	Dept. of Political Affairs, Peace and Regional Security	eokorodudu@ecowas.int eyesanokorodudu@yahoo.com Tel. 080 9520 0626 / 081 0077 8639
Remi Ajibewa PhD.	Head, Political Affairs & International Co-operation		aaajibewa@yahoo.co.uk Tel. +234 070 3410 3880 / +234 080 5300 1111 / +234 080 3593 9672
Alice Ballah	Head of Curriculum Planning and Element ESP	Peace And Security	Tel. +234 813 459 6208
Dieudonne Nikiema	Manager, ECOWAS Peace Fund Capacity Building Specialist	Office of the President of the Commission	wendbarka@yahoo.fr krisnonga@yahoo.fr Mobile +234 812 912 5314 / +234 813 538 0009 / +234 805 248 1739
William D. Towah	Professional Budget Officer		wtowah@wahooas.org Tel. +226 2097 5775
John Umoren	Consultant, Strategic Planning		jonve@yahoo.com Tel. +234 703 747 5114 / +234 802 317 4842
Richard Kweme Awunyo	Principal Controller	Office financial Controller	rkawunyo@yahoo.com rkawunyo@ecowas.int Tel. +234 93147432 Mobile +234(0) 802 798 6535 / +070 3417 9019
Temple C. Iheanacho	Network Admin.		tiheanacho@ecowas.int tc_iheanacho@yahoo.com Tel. +234(9) 314 7647-9 / 314 427-9 Ext 482 Fax.+23 (0)3147646 / 314 3005 Mobile +234 (0)803 305 1575
Anna Njie	Principal Accountant		anjie@ecowas.int annajagne@yahoo.com Tel. +234 703 774 7813 / +234 807 226 2384

Name	Title	Department	Contact email/Telephone
OnyinyeOnwuka	Economic Community of West African States		onyinye.onwuka@yahoo.com Tel. +234 9314 2109 Fax +234 9314 3005 Mobile +234 803 968 8421
Sunny Ugoh	Principal programme Officer (information)		sugoh@ecowas.int ugoh60@yahoo.com Mobile +234 806 678 2628 / +234 803 659 1265 / + 234 9460 4300
Jerome K. Boa	Principal Officer Recourse Mobilization &Coordination	Department of External relations	Mobile +234 706 418 3443 / +234 314 7427-9 Fax. +234 9314 3005
Colonel Pale Ollo Alain	Principal Programme Officer Operations	Dept. of Peace Keeping and Regional Security	olloapale3@yahoo.fr Tel. +234 816 031 0317 / +234 802 433 3337 / +226 7024 4650 / +226 7664 7226 / +236 7872 1522
Dieudonne Nikiema	Manager ECOWAS Peace Fund Capacity Building Specialist		dieudonnenikiema@gmail.com wendbarka@yahoo.fr Mobile.+234 812 912 5314 / +234 813 538 0009
Emmanuel Gorin	Project Manager Political Governance & Democracy		emmanuel.gorin@eeas.europa.eu Tel. +234 (0) 9461 7800 ext. 230 Fax. +234 (0) 9461 7836 GSM: + 234(0) 813 896 8608 / (0) 705 735 1676
Adjogou Akou	Head, Monitoring and Evaluation		+234 706 418 5260
Albert Siaw-Boateng	Director, Human Resource		asiaw-boateng@ecowas.int kofisiaw@gmail.com 070 3413 8345
Col Kouame A. Joseph	Strategic Assessment to Plans Officer DPKRS	Peace And Security	josephkouame@yahoo.fr +234 816 418 0957
Col Ollualain Pale	Principal Program Officer Operations DPKRS	Peace And Security	+234 81 031 0317
Col Doumbia Seydou	Principal Program Officer ECOWAS police	Peace And Security	doumbiaseydou2005@yahoo.fr +234 806 574 0849
Major F. M Jalloh	DPKRS ECOWAS	Peace And Security	fmjalloh2005@yahoo.fr +234 806 561 3649
Blien Hassan Lai		Peace And Security	mammanlai@yahoo.com +234 803 450 1642
Dcp. V. M. Omofonma	Principal Program Officer – Police Planning Element DPKRS	Peace And Security	omofonma@yahoo.com +234 805 998 8872
Col S.K Gonny	Principal Program Officer Training	Peace And Security	sologommy@yahoo.com +234 810 719 6773



United Nations
Economic Commission for Africa



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