

STRENGTHENING THE INSTITUTIONAL CAPACITY OF THE SOUTHERN AFRICAN DEVELOPMENT COMMUNITY (SADC)



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



SOUTHERN AFRICAN DEVELOPMENT COMMUNITY
TOWARDS A COMMON FUTURE



NEPAD AGENCY of the AFRICAN UNION
CAPACITY DEVELOPMENT DIVISION
JANUARY 2015

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

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

ISBN 978-0-9946745-7-9



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African Union Commission





MEMBER COUNTRIES: 15

- Angola
- Botswana
- Democratic Republic of Congo
- Lesotho
- Madagascar
- Malawi
- Mauritius
- Mozambique
- Namibia
- Seychelles
- South Africa
- Swaziland
- Tanzania
- Zambia
- Zimbabwe



SOUTHERN AFRICAN DEVELOPMENT COMMUNITY
TOWARDS A COMMON FUTURE

Brief Highlights

SADCC came into existence on 01 April 1980

SADCC was transformed to SADC on 17 August 1992

SADC currently has 15 Member States

Population, 287 million

GDP, US\$ 648billion

A key member of the COMESA-EAC-SADC Tripartite FTA formed on 22 October 2008

SADC is an FTA and yet to become a Customs Union

Intra-REC trade is most developed in SADC, amounting to about 44%

Launched the Tripartite Free Trade Area in Sharm El Sheik in Egypt, Jun 2015

Commendable Practices

- The Institutional Capacity Development Program for institutional reform, including upgrading of its administrative and management systems, processes, procedures and internal controls of the SADC Secretariat.
- Change management process through constant self-re-examination and performance-improvement. SADC leadership is alert to ongoing changes and is prepared to transform itself to meet emerging external and internal forces to be able to deliver results more effectively.
- The Tripartite programme fosters collaboration amongst RECs and other partners towards implementing African integration agenda in different regions.
- The Education and Skills Development Unit has developed the capacity of capacity developers (individuals and institutions) through peer reviews, engaging higher learning institutions and team-based coaching programs to increase knowledge and ownership of some of the aspects of integration agenda at member state level. Formation of Think Tank is an example of utilizing African potential and skill intellectuals as inputs to the regional integration process.
- The SADC Infrastructure Vision 2027 conceived in Lusaka, Zambia at the Summit in 2007, has the objective of establishing a strategic framework to guide the development of seamless and cost-effective trans-boundary infrastructure. The SADC Infrastructure Vision 2027 is anchored on six pillars consisting of Energy, Transport, Information and Communications Technologies (ICT), Meteorology, Trans-Boundary Water Resources and Tourism (trans-frontier conservation areas), which constitute the SADC Regional Infrastructure Development Programme.
- The Southern African Research and Documentation Centre (SARDC) serves as a research and information catalyst to the SADC region's governments, parliaments, NGOs and agencies, the media and the public on areas such as environment and water resources, gender, democracy and governance, regional economic development and human development.

- SADC has efficient specialized institutions like the SADC Regional Climate Data Processing Centre in Zimbabwe that enhance delivery of national and regional specific development programmes.

Main Required Capacities

- Wide range of technical and financial sources for project preparation and implementation, particularly these explored from the region in infrastructure development;
- Adequate and robust organizational structure and establishment of champion member states to drive development programmes tenable member states effectively coordinate the implementation of regional integration programs and projects;
- Collaborative championship of both political leaders and non-state actor leadership (CSOs, private sector, academia) to implement the programmes and protocols.
- A responsibility of putting the 'regional integration' above other national interests for collective and sustainable economic growth.

Recommendations

- Continual strengthening of SADC institutions, Organs, and Centers of Services, and National Committees to become robust organizations to deliver tangible results;
- Harmonizing key SADC programmes with national strategic programmes and budgeting systems so that member states become catalysts in the implementation of SADC programs and protocols;
- Placing capacity development at the core of SADC's long-term mission for continual improvement on institutions at both Secretariat and member state levels.
- Integration of M&E and reporting systems to include member states, SADC institutions and other implementing agents to use the same targets and indicators as well as common reporting systems.
- Initiating a self-review process for continuous assessment of programmes, policies and other legislations to: a) avoid continuing to invest in high operation-cost programmes that are not bringing results; b) constantly amend the policies and procedures so that they are in line with the current contexts of member states.
- Adequate institutional memory plan to retained SADC knowledge, leadership development and mentoring processes as well as adequate human resources, both in number and skillsets, for the Secretariat to operate to meeting the emerging demands.
- Repositioning of SADC to increase visibility and awareness as well as responding to internal and external factors affecting the implementation of integration agenda in the region.

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List of Abbreviations

AfDB	African Development Bank
APDev	Africa Platform For Development Effectiveness
ASCCI	The Association of SADC Chambers of Commerce and Industry
AU	African Union
AUC	African Union Commission
CD	Capacity Development
CDMS	Capacity Development Mapping and Scoping
CDS	Capacity Development Strategy
CDSF	Capacity Development Strategic Framework
CESPAM	Centre of Specialization in Public Administration and Management
COMESA	Common Market for Eastern and Southern Africa
CoPs	Communities of Practices
Cs1	Cornerstone 1: Transformative Leadership
Cs2	Cornerstone 2: Citizenship Transformation
Cs3	Cornerstone 3: Evidence-based Knowledge and Innovation
Cs4	Cornerstone 4: Utilizing African Potential, Skills and Resources
Cs5	Cornerstone 5: Developing Capacity of Capacity Developers
Cs6	Cornerstone 6: Integrated Planning and Implementation for Results
CSOs	Civil Society Organizations
DFID	United Kingdom Department for International Development
DFRC	Development Finance Resource Centre
DRC	Democratic Republic of Congo
EAC	East African Community
EU	European Union
FESARTA	Federation of East and Southern African Road Transport Associations
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit
HIV/AIDS	Human immunodeficiency virus/ acquired immunodeficiency syndrome
ICBP	Institutional Capacity Building Programmes
ICP	International Cooperation Partners
ICT	Information, Computer and Technology
IMERCSA	The India Musokotwane Environment Resource Centre for Southern Africa

IMS	Information Management System
IT	Information Technology
MAS	Management and Appraisal System
M-CDP	Multi-Agency Capacity Development Programme
M&E	Monitoring and Evaluation
MIASA	Mining Industry Associations of Southern Africa
MoU	Memorandum of Understanding
NEPAD	New Partnership for Africa's Development
PPPs	Public-Private Partnerships
RBOs	River Basin Organizations
RECs	Regional Economic Communities
RERA	Regional Electricity Regulators Association
RETOSA	Regional Tourism Organization of Southern Africa
RIMP	Regional Infrastructure Development Master Plan
RISDP	The Regional Indicative Strategic Development Plan
RPTC	Regional Peace Training Centre
SACAU	The Southern African Confederation of Agricultural Unions
SADC	South African Development Community
SADCC	Southern African Development Co-ordination Conference
SAPP	Southern African Power Pool
SARDC	The Southern African Research and Documentation Centre
SBA	SADC Bankers Association
SEAC	SADC Electoral Advisory Council
SEG	SADC Employers Group
SIPO	Strategic Indicative Plan for Organ
SPSBSO	SADC Private Sector Business Self-Help Organizations
UNDP	Nations Development Programme
UNECEA	United Nations Commission for Africa
WIDSAA	Women in Development in Southern Africa Awareness

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Executive Summary

Background: The African Union (AU) through its transformation agenda and most recently Agenda 2063 prioritizes Capacity Development (CD) as a main driver in achieving inclusive growth and development. The NEPAD Planning and Coordinating Agency (NPCA) and the African Union Commission (AUC) in collaboration with their partners – the United Nations Development Program (UNDP), United Nations Economic Commission for Africa (UNECA) and the Africa Capacity Building Foundation (ACBF), developed the AU Multi-Agency Capacity Development Support Programme to Regional Economic Communities (M-CDP) to enhance RECs capacity to deliver their regional integration mandates. As part of that CD Agenda for Africa's renewal is there is a need for effective institutions including within the AU Architecture in which the RECs play a central role. Therefore the focus on CD mapping and scoping exercise is on the RECs as a key component of the region integrations and aims at providing evidence-based information that would assist in developing an AU-RECs Capacity Development Strategy.

Highlights of the Southern African Development Community: The Southern African Development Community (SADC) was established as a development coordinating conference (SADCC) in 1980 and transformed into a development community in 1992. It is an inter-governmental organization whose goal is to promote sustainable and equitable economic growth and socio-economic development through efficient productive systems, deeper co-operation and integration, good governance and durable peace and security among fifteen Southern African Member states, which includes: Angola, Botswana, Democratic Republic of the Congo, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe. According to facts and figures available on SADC's official website, SADC has approximately a population of 287 million people and a GDP of US\$ 648 billion.

The SADC is part of the Tripartite, an umbrella organization consisting of three of Africa's Regional Economic Communities (RECs), namely The East African Community (EAC), the Common Market for Eastern and Southern Africa (COMESA) and the Southern African Development Community (SADC). The Tripartite Free Trade Area, which encompasses 26

countries, was launched at the 1st Tripartite Summit in 2008 in Kampala, Uganda. Also it is a part of Tripartite Free Trade Area (FTA) formed on 22 October 2008 SADC and the process is underway to become a full Customs Union. The Intra-REC trade is the most developed in SADC, amounting to about 44%.

Launched the Tripartite Free Trade Area in Sharm El Sheik in Egypt, June 2015

Major achievements and challenges: The SADC Five Year Medium Term Strategy (2014-2018) recoded substantial progress towards achievement of regional integration agenda. In particular, policies, protocols and frameworks have been developed, adopted and approved by various Governing structures of SADC; agreements to bind the implementation process by all member states are in place and supporting the advancement of the roadmap of SADC's common agenda. In addition, a lot of institutions and committees that provide an oversight function in the implementation process have been established and are functional. This provided an impetus for SADC to attain the free trade area in 2008 and towards the attainment of customs.

Despite the progress recorded in the SADC Five Year Medium Term Strategy, SADC still requires more capacities to attain key milestones that define regional integration. Capacity requirements include:

- Commitment to implementation of Memorandum of Understandings (MoUs) by participating Member States on cross border projects;
- Wide range of technical and financial sources for project preparation and implementation, particularly these explored from the region in infrastructure development;
- Adequate and robust organizational structure and establishment of champion member states to drive development programmes tenable member states effectively coordinate the implementation of regional integration programs and projects;
- Tariffs that are cost effective to encourage private investment. This entails an enabling

environment for operations and investment;

- Effective and sustainable technical and financial resources to support the Secretariat in coordinating the efficient delivery of regional development programmes.

On-going CD Interventions: In 2008, the Executive Secretary of the SADC (supported by the Council), recognising an “urgent need for change”⁶ initiated a Capacity Development Strategy (CDS) to create more ownership and visibility for the SADC and to make the management, coordination and communication structures at regional and national levels more efficient. The CDS was further adjusted, as an Institutional Capacity Building Program (ICDP) was included to address current capacity needs of the Secretariat. Following the implementation of these CD programs, SADC has developed capacities in all core levels of capacity development, namely institution building, systems, human and knowledge.

On Institution-Building: SADC has achieved remarkable results to increase capacity at the interface of planning and implementation in order to achieve the planned results. In addition to consultative sessions with stakeholders during the planning or project design, SADC has special CD programmes to engage youth in regional integration agendas.

In this regard, SADC has developed a youth strategy through which challenges facing youth in the region will be addressed. Several directorates at the Secretariat have programs aimed at building the capacity of stakeholders at member state level so they become proactive in implementing some of SADC programs. Education and Skills Development Unit and Gender Unit have exemplary cases of engaging stakeholders at member states to implement the programme.

Whilst Gender Unit collaborates with gender NGOs and government entities to mainstream gender policies in the national planning and strategies, the Education and Skills Development Unit works with the high education and research institutions to implement peer-to-peer learning programmes and others that hope to increase the quality and harmonization of education policies in the region. Among other specialized forums, the SADC has established a Think Tank, which comprises multi-stakeholder participation, including representatives from the SADC executive and professional staff, the Permanent Secretaries from the member states, senior

researchers from Member States, representatives of civil society organizations and private sectors, advises the Secretariat on matters relating to implementation of regional integration agenda.

Aside from developing policies, strategies and regulatory frameworks, SADC has currently engaged in institutional reform through the Institution Capacity Development Programs (ICDP). The key factors that led to the success of institutional reform include, the establishment of a committee responsible for ICDP implementation, the knowledge exchange of skills between external consultancies and key staff members during the implementation. Further, the availability of funds for these programmes which come mainly from partners like the European Union, GTZ with political commitment reinforces capacity development as a tool to reform and build the capacity of the Secretariat to deliver results.

Regarding Systems: SADC has laid down processes, procedures, and guidelines to ensure operations and management are effective at all levels of the Secretariat. For example, SADC has developed capacities in areas of financial process, management and reporting practices with acceptable international financial standards. Mechanisms for transparency, accountability, probity and equity were developed to strengthen performance at the Secretariat and its related institutions.

New risk management policies were introduced and became part of the organizational processes. Additionally, Monitoring and Evaluation (M&E) and Information Management Systems (IMS) were enhanced for systematic collection, collation, synthesis, analysis, presentation and utilization of regional statistics into planning and decision-making processes. The Secretariat is currently in the process of institutionalizing the IMS as a single one-stop shop for information on the secretariat and its development programmes.

SADC Secretariat is becoming a focused governing and decision-making organization in terms of its compliance with international financial management, administrative and management operations, focus on results and performance, organizational structure and with a committed staff with relevant skills and experiences to take the integration forward.

With the respect to human capital: Institutional reform went hand in hand with improving organizational

structure and performance systems. In the new organizational structure SADC aligned job descriptions, functions and reporting lines to the SADC integration priorities. Furthermore, ongoing SADC interventions have led to the development of the Secretariat's Performance Management Policy. The guiding policy framework for the implementation of the Performance Management and Appraisal system was established to increase effectiveness of the result delivery. The Secretariat has recently conducted Human CD Needs Assessment to explore the real need of human resources at individual and organizational levels.

In relation to knowledge: As part of utilizing African skills and potential, SADC has developed the capacity of institutions tasked with developing the capacity of others. For example, SADC has identified a number of Centres of Excellence (CoE) and Centres of Services to deliver mechanisms that basically provide operational information or services to Secretariat and member states. Particularly, The Southern African Research and Documentation Centre (SARDC) operates as a data center whose task is to improve database, collect, store and disseminate information to help the key stakeholders to have evidenced-base information for planning and decision making processes. SADC has currently developed a regional strategy for development of statistics 2013-2018 which places emphasis on creating awareness on the role of the statistics in planning and decision making, developing regional research policy, as well as strengthening and sustaining information, Monitoring and Evaluation systems in the region.

Major Capacity Required: For SADC to achieve regional integration requires: inspired citizens, collaborative championship of both political leaders and non-state leadership (CSOs, private sector, academia) and a spirit of putting the 'regional integration' above other national interests. Another capacity that seems important for effective interface of planning and implementation is ownership.. This requires SADC Secretariat and member states to look for funding solutions, first within African resources and then work with others to sustain the implementation of regional integration.

For the efficiency of these systems, there is a need to integrate M&E and information management systems so that the Secretariat and Member States use a common tool in monitoring and reporting the results. In regard to human capital, capacities that are

required include: efficient institutional memory plan to retained SADC knowledge, leadership development and mentoring processes as well as adequate human resources, both in number and skillsets, for the Secretariat to meet emerging demands. For SADC to become a knowledge-based organization, research requires more capacity in order to be timely, systematic, practical, and solution-focused knowledge, Also, SADC would require a participatory communication to increase visibility and actively engage member states and stakeholders at large in implementing regional integration programmes.

Ongoing and Post 2015 Capacity Development Programs:

As a result of SADC's initiatives on capacity development, the assessment has identified on-going CD programs and practices, which may be scaled up as priorities for the Post-2015 Development Agenda. These include:

- The Institutional Capacity Development Program for institutional reform, including upgrading of its administrative and management systems, processes, procedures and internal controls of the SADC Secretariat.
- Monitoring and Evaluation (M&E) is in place to fast track the implementation of key SADC programmes in the Secretariat and its related institutions. An Information Management System is planned for each Directorate and the Secretariat has established a strategy for Integrated Information Management Systems to connect all Secretariat directorates and Member States.
- SADC Resource Mobilization Strategy is geared to tapping into African resources, promoting self-sustaining development on the basis of collective self-reliance and the interdependence of member states.
- Change management process through constant self-re-examination and performance-improvement. SADC leadership is alert to on-going changes and is prepared to transform itself to meet emerging external and internal forces to be able to deliver results more effectively.
- The Tripartite alliance fosters collaboration amongst RECs towards implementing African integration agenda in different regions.

- The Gender Unit has successfully worked with stakeholders at member states to develop required skills in gender analysis for those who are engaged in gender development, to mainstream gender into national policies and in collecting data for Gender Monitor which is published annually, depicting the status of gender in the national development strategies.
- Creation of Youth Forum and development of the *2014-2019 SADC Strategy and Business Plan on Youth Empowerment and Participation for Sustainable Development* aims to address socioeconomic issues facing youth education and employment and integrate them at the earliest possible age.
- The Education and Skills Development Unit has developed the capacity of capacity developers (individuals and institutions) through peer reviews, engaging higher learning institutions and team-based coaching programs to increase knowledge and ownership of some of the aspects of integration agenda at member state level. Formation of Think Tank is an example of utilizing African potential and skill intellectuals as inputs to the regional integration process.
- The Southern African Research and Documentation Centre (SARDC) serves as a research and information catalyst to the SADC region's governments, parliaments, NGOs and agencies, the media and the public on areas such as environment and water resources, gender, democracy and governance, regional economic development and human development.
- SADC regional strategy for development of statistics 2013-2018 which places emphasis on creating awareness on the role of the statistics in planning and decision making, developing regional research policy, strengthening as well as sustaining Monitoring and Evaluation and other information systems.
- Harmonizing key SADC programmes with national strategic programmes and budgeting systems so that member states become champions in the implementation of SADC programs and protocols;
- Inclusive, active and two-way engagement so that both political and citizen stakeholder champions own the agenda on regional integration;
- Placing capacity development at the core of SADC's long-term mission for continual improvement on institutions at both Secretariat and member state level.
- Integration of M&E and reporting systems to include member states, SADC institutions and other implementing agents to use the same targets and indicators as well as common reporting systems.
- Enhance feedback and enforcement mechanisms to ensure that performance of all initiatives are well documented and assessed, the results are reported and shared amongst all stakeholders including citizens.
- Initiate a self-review process for continuous assessment of programmes, policies and other legislations to: a) avoid continuing to invest in high operation-cost programmes that are not bringing results; b) constantly amend the policies and procedures so that they are in line with the current contexts of member states.
- Adequate HR systems and processes for retention, mentorship, succession and leadership development in the institution.
- Intervention to scale up and replicate skills development and peer review programs at Secretariat and member states.
- Operationalization of the implementation of Human CD Needs Assessment to inform reforming and planning human resources of the Secretariats and its affiliate institutions.
- Enhancement of Centers of Excellence capacities to provide constant skills required, coordinate innovation and creativity in the region, identify, realize and utilize African skills in the region and of Africans living in Diaspora.

Capacity Development Interventions: To have these capacities in place, the following CD interventions are proposed:

- Strengthening of SADC institutions, Organs, and Centers of Services, and National Committees to become robust organizations to deliver tangible results;

Also, to develop active and multi-skill set pools of experts, which are accessible for all actors implementing integration agenda within and outside the region.

- Aspiring the Secretariat to become a knowledge-driven organization, capable of using evidence to help build capacity across its member countries.
- Repositioning of SADC to increase visibility and awareness as well as being able to respond to current internal and external factors affecting the implementation of integration agenda in the region;
- Constantly decoding the citizens' and stakeholders' views to shape on-going change management process for SADC Secretariat, Organs, and Institutions.

Action by NEPAD Agency: A collective effort is critical to utilize capacity development to help solve the SADC complex agenda to achieve lasting regional integration and make a real differences to people's lives. The interventions recommended could help the African Union M-CDP to support strengthening capacity within the SADC to deliver core mandates and achieve regional

- Facilitating Mobilize resources by establishing an inter-REC implementation framework for resource mobilization and providing technical and financial support that SADC can access.
- Develop capacity of Institutional Reforms Coordinating Committee, which currently is responsible for implementing ICDP

and institutionalizing it into Secretariat's organizational structure.

- NEPAD Agency supporting implementation of the Secretariat's current efforts to develop Integrated Information Management Systems and ICT, including establishing region-wide "intranet" and "extranet" networks to share knowledge and shrink the "information gap."
- Engage in the process of revising and integrating MIS and M&E to assist the SADC to become a more results-oriented organization.
- Support on-going regional skills development and peer-to-peer learning programmes, which are being carried out by the Education and Skills Development Unit linked to the APDev platform for effective exchanges.
- Assist in the establishment of a CD technical experts' pool and the development of an Africans in the Diaspora strategy to increase the utilization of evidence-based knowledge in everything that the SADC does regarding regional integration.

The existing structures, frameworks and CD programs are the points of departure for AU-RECS CD program. It is also proposed that the African Platform for Development Effectiveness (APDev) be fully utilized as a knowledge exchange so that all RECs have a common place at which they can seek and share knowledge. Also based on Capacity Development Strategic Framework (CDSF), guidelines for planning could be development so that RECs have the common indicators for monitoring and valuation.



Summary of the Key Findings

Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	On-going 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	Financing Gap				
INSTITUTIONAL DEVELOPMENT CAPACITY	<ul style="list-style-type: none"> Adequacy Effectiveness Efficiency 										
Organizational Structure	Adequate	Institutional Capacity Development programs (ICDP)	On-going	Secretariat		€50 million	Adequately funded	Organizational structure and roles aligned	Structures of other SADC institutions and centers strengthened and aligned	Be a part of on-going institution reform	
Staffing and Skills Mix	Efficient	Recruiting policies in place	Completed	Secretariat		✓	✓	Skills mix during the Institutional reforms	Workforce in terms of skills and number of employee aligned with the SADC vision	Be a part of on-going institution reform	
Management and Administration	Effective	Enhancing process and procedures for human, financial systems	On-going	Secretariat		✓	✓	Financial procedure, management and control in place	Systems regarding utilizing fully the potential of worker need to be enhanced	Be a part of on-going institution reform	
HR Management	Effective	Human capacity needs assessed	Completed	Member states		✓	✓	Study completed	Quantifiable plan for institutional memory, skills and human development, leadership development is required	Be a part of on-going institution reform	
Performance Management	Effective	Performance Contract and staff appraisal policy in place	Implemented	Secretariat		✓	✓	Policies implemented	Accountability and reporting mechanism to be enhanced	Be a part of on-going institution reform	
Strategic Planning	Effective	Key SADC strategies are being reviewed implemented RISDP, SIPO, Tripartite, RIDMP	On-going	Member states and secretariat			Member states and DP contribute.	Annual operation plan well funded	Long-term and sustainable resource mobilization	DRM strategy fully implemented	
Resource Mobilization	Planned	SADC has resource mobilization strategy and begun engaging private sectors	On-going in part	Secretariat as well as member states and key stakeholders			Resource required	Strategy in place and linkages with Private Sector built	Institutional framework to mobilize local resources	DRM strategy fully implemented	

Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	On-going 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					
SYSTEMS, PROCESSES, PROCEDURES AND PRACTICES CAPACITY	<ul style="list-style-type: none"> Availability of Policy Framework and Operations and Guidelines Effectiveness Efficiency 										
Financial Management System	Effective	Financial management system in place	On-going	Secretariat					Financial systems in place	Replicated to member states and SAD institutions and Centers	Be a part of on-going institution reform
Records Management System	Established	Data management is priority in each directorate	On-going	Secretariat					ICT strategy designed and facts guide book is published annually	A need of integrated information management systems	ICT fully implemented
Communication System	Effective	Use of media to create awareness, website, and forums	on-going	Secretariat and member states					Establishment of Centers of Services	Emphasis be placed at participatory communication	Communication strategy designed and implemented
IT System	Established	IT strategy in place	On-going	Secretariat and member states					ICT strategy designed	Common and robust system linking both Secretariat and Member states is required	ICT and statistics strategies are fully implemented
M&E System	Effective	M&E system is being implemented	On-going	Secretariat					M&E and reporting systems in place	Common and robust system linking both Secretariat and Member states is required	Designing and implement a Common and robust system
KNOWLEDGE-BASED CAPACITY	<ul style="list-style-type: none"> Existence of strategy and policy Effectiveness of system Efficiency of system Utility of system 										
Internal Knowledge Management System Regional Knowledge Sharing Mechanisms	System in place	Establishment of Centers of Excellence	On-going	Secretariat and member states					Number of researches conducted and used to inform planning and decision-making processes	Efficient and systematic mechanism is needed	Design and implement knowledge management strategy

Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	On-going 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					
PROGRAM DEVELOPMENT AND MANAGEMENT CAPACITY	<ul style="list-style-type: none"> Program development and management Coordination Technical appraisal -M&E of program implementation 										
Agriculture, Food and Nutrition Security	Program designed and implemented	Harmonization of policies, ratification of policies, communication, and data management in place	On-going	Secretariat and member states					Policies and regulatory are in place.	Adequate financial and human resources, and coordination framework	Harmonize policies and institutional capacity building, resource mobilization
Infrastructure Development											
Programs development	Strategy include Energy, Tourism, Transport, ICT, Meteorology and										
Water sectors	On-going Phase 1	Member states and Secretariat	US\$63.95 billion.		Largely externally funded	Comprehensive strategy in place		Adequate financial and human resources, and coordination framework	Harmonize policies and institutional capacity building, resource mobilization		
Trade and Customs	Program developed and implemented	Toward a common custom under way through Tripartite program	On-going	Member states and Secretariat					A well-developed intra-REC trade	Adequate financial and human resources, and coordination framework	Mobilize resource, align human and skills to match up with the demand; and integrate SADC programme with the member states' strategic plans
Industrialization	Between planning and implementation	Harmonization, institutional and human capacity building communication training, database, developing strategies and programs	Being revised						Policies and regulatory are in place	Adequate financial and human resources, and coordination framework	Harmonize policies and institutional capacity building, resource mobilization

Kind of Capacity Intervention Required by REC	Performance Challenge Facing REC	On-going 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	
Environment, Water Resources and Climate Change	Program developed and implemented	Harmonization, institutional and human capacity building communication training, database, developing strategies and programs	Being revised	Member states/ Specialized institutions					Adequate financial and human resources, and coordination framework	Harmonize policies and institutional capacity building, resource mobilization	
Social Development	Program developed and implemented	Harmonization, institutional and human capacity building communication training, database, developing strategies and programs	On-going	Member states and Secretariat					Adequate financial and human resources, and coordination framework	Mobilize resource, align human and skills to match up with the demand; and integrate SADC programme with the member states' strategic plans	
Regional Integration and Support to Member States	Program developed and implemented	Harmonization, institutional and human capacity building communication training, database, developing strategies and programs	On-going	Secretariat, Specialized institutions & secretariat					Adequate financial and human resources, and coordination framework	Harmonize SADC key programs with national strategic plans; Institutional building of the SADC National Contact Points	
Private Sector Development	Program developed and implemented	Strategy in place	On-going	Member states and Secretariat					A full engagement of is vital	Private Sector Strategy fully implemented	
Peace and Security (SIPO)	Program developed and implemented	Harmonization, institutional and human capacity building communication training, database, developing strategies and programs framework, good governance and political framework to promote peace and security.		Member states and Secretariat					Adequate financial and human resources, and coordination framework	Harmonize SADC key programs with national strategic plans; Institutional building of the SADC National Contact Points	

1. Overview and Background of Study

1.1. Introduction

1.1.1. Background

The African Union (AU) through its transformation agenda and most recently Agenda 2063 prioritizes Capacity Development (CD) as a main driver in achieving inclusive growth and development. The New Partnership for Africa's Development (NEPAD) Planning and Coordinating Agency (NPCA) and the African Union Commission (AUC) in collaboration with their partners – the United Nations Development Program (UNDP), United Nations Economic Commission for Africa (UNECA) and the African Capacity Building Foundation (ACBF), developed the AU Multi-Agency Capacity Development Support Programme to Regional Economic Communities (M-CDP) to enhance RECs capacity to deliver their regional integration mandates. As part of that CD Agenda for Africa's renewal is there is a need for effective institutions including within the AU Architecture in which the RECs play a central role. Therefore the focus on CD mapping and a scoping exercise is on the RECs as a key component of the region integrations and aims at providing evidence-based information that would assist in developing an AU-RECs Capacity Development Strategy.

1.1.2. Methodology

From March 24-27 2014, the Multi-Agency Capacity Development Team¹ led by the NEPAD Agency, undertook a mapping and scoping exercise on past, current and planned projects and programs that have dimensions of capacity development with the Southern African Development Community (SADC). In order to make the gathering, analysis and presentation of data more efficient, a framework was developed to arrange indicators by which CD interventions were measured. These indicators were organized under four levels, namely institution building, human, system and knowledge. According to the NEPAD/AU Capacity Development Strategic Framework (CDSF), these four

levels are essential for any African institutions to deliver results.

In addition to direct, open-ended questions administered in face-to-face interviews with directors, project managers, coordinators and high-level leaders, the assessment drew on multiple sources of information originating from the SADC, including Development Plan (RISDP), Strategic Indicative Plan for the Organ (SIPO) and Regional Infrastructure Development Master Plan (RIDMP).

1.1.3. Scope and Structure of the Report

The report begins with a brief introduction to the purpose of the mapping and scoping exercise and includes a general description of the methodology used and the operational dimension. This is followed by Section II, which includes: an overview of the development context in which the SADC operates its strategic priorities and mandates and a broad mapping of the capacity development with respect to commendable practices, assets, gaps, scope and financing. Section III summarizes the key findings and recommendations for the main CD areas of cooperation for the SADC to move forward with delivering and sustaining its regional integration mandates.

1.2. Development Context of the Southern African Development Community (SADC)

1.2.1. Brief Highlights

The Southern African Development Community (SADC) was established as a development coordinating conference (SADCC) in 1980 and transformed into a development community in 1992. It is an inter-governmental organization whose goal is to promote sustainable and equitable economic growth and socio-economic development through efficient productive systems, deeper co-operation and integration, good governance and durable peace and security among

¹ The Multi-Agency Mission to the EAC involved four consultants and representative from NEPAD and United Nations Economic Commission for Africa (UNECA) and United Nations Development Programme (UNDP).

fifteen Member states. These include; Angola, Botswana, Democratic Republic of Congo, Lesotho, Madagascar, Malawi, Mauritius, Mozambique, Namibia, Seychelles, South Africa, Swaziland, Tanzania, Zambia and Zimbabwe. According to facts and figures, SADC has approximately a population of 287 million people with a GDP of US\$ 648 billion.

The SADC is part of the Tripartite, an umbrella organization consisting of three of Africa's Regional Economic Communities (RECs), namely The East African Community (EAC), the Common Market for Eastern and Southern Africa (COMESA) and the Southern African Development Community (SADC). The Tripartite Free Trade Area, which encompasses 26 countries, was launched at the 1st Tripartite Summit in 2008 at a Summit in Kampala, Uganda. Also it is a part of Tripartite Free Trade Area (FTA) formed on 22 October 2008 SADC and the process is underway to become a full Customs Union. The Intra-REC trade is the most developed in SADC, amounting to about 44%.

1.2.2. SADC Vision

The vision of SADC is one of a Common Future, a future within a regional community that will ensure economic well-being, improvement of the standards of living and quality of life, freedom and social justice and peace and security for the people of Southern Africa.

1.2.3. SADC Mission Statement

To promote sustainable and equitable economic growth and socio-economic development through efficient productive systems, deeper co-operation and integration, good governance and durable peace and security, so that the region emerges as a competitive and effective player in international relations and the world economy.

1.2.4. Common Agenda

SADC's driving force behind each strategy, objectives programmes and an annual operation plan is to create a "Common Agenda" which originates in Article 5 of the SADC Treaty (1992) as amended. The Common Agenda summarizes the key strategies and policies of the institution. Subsequently, the SADC institutional structure is consistent with the SADC Common Agenda and Strategic Priorities that it encapsulates. The same values are echoed in the Regional Indicative Strategic Development Plan (RISDP) and Strategic Indicative Plan

for the Organ (SIPO). The SADC Common Agenda is underpinned by a series of principles and policies, including:

- Promotion of sustainable and equitable economic growth and socio-economic development that ensures poverty alleviation with the ultimate objective of its eradication;
- Promotion of common political values, systems and other shared values, which are transmitted through institutions that are democratic, legitimate and effective;
- Promotion, consolidation and maintenance of democracy, peace and security.

1.2.5. SADC Strategies

As of March 2014, two strategic Plans are "the guiding frameworks for SADC Regional Integration, providing SADC Member States, SADC Secretariat and other SADC Institutions with consistent and comprehensive programmes of long-term economic and social policies."² These are the Regional Indicative Strategic Development Plan (RISDP) and the Strategic Indicative Plan for the Organ on Defence, Politics and Security (SIPO).

RISDP is the blueprint of SADC's regional integration plans and a comprehensive development and implementation framework guiding the Regional Integration agenda of the Southern African Development Community (SADC), covering a period of fifteen years (2005-2020). It is designed to provide clear strategic direction with respect to SADC programmes, projects and activities in line with the SADC Common Agenda and strategic priorities, as enshrined in the SADC Treaty of 1992.

The ultimate objective of this plan is: to deepen integration in the region with a view to accelerate poverty eradication and the attainment of other economic and non-economic development goals. The core of SIPO, which is linked with RISDP, is to create a peaceful and stable political and secure environment through which the region will realise its objectives of socio-economic development, poverty eradication and regional integration.

² SADC Website, SADC OVERVIEW, (<http://www.sadc.int/about-sadc/overview/>)

1.2.6. Achievements and Capacity Challenges

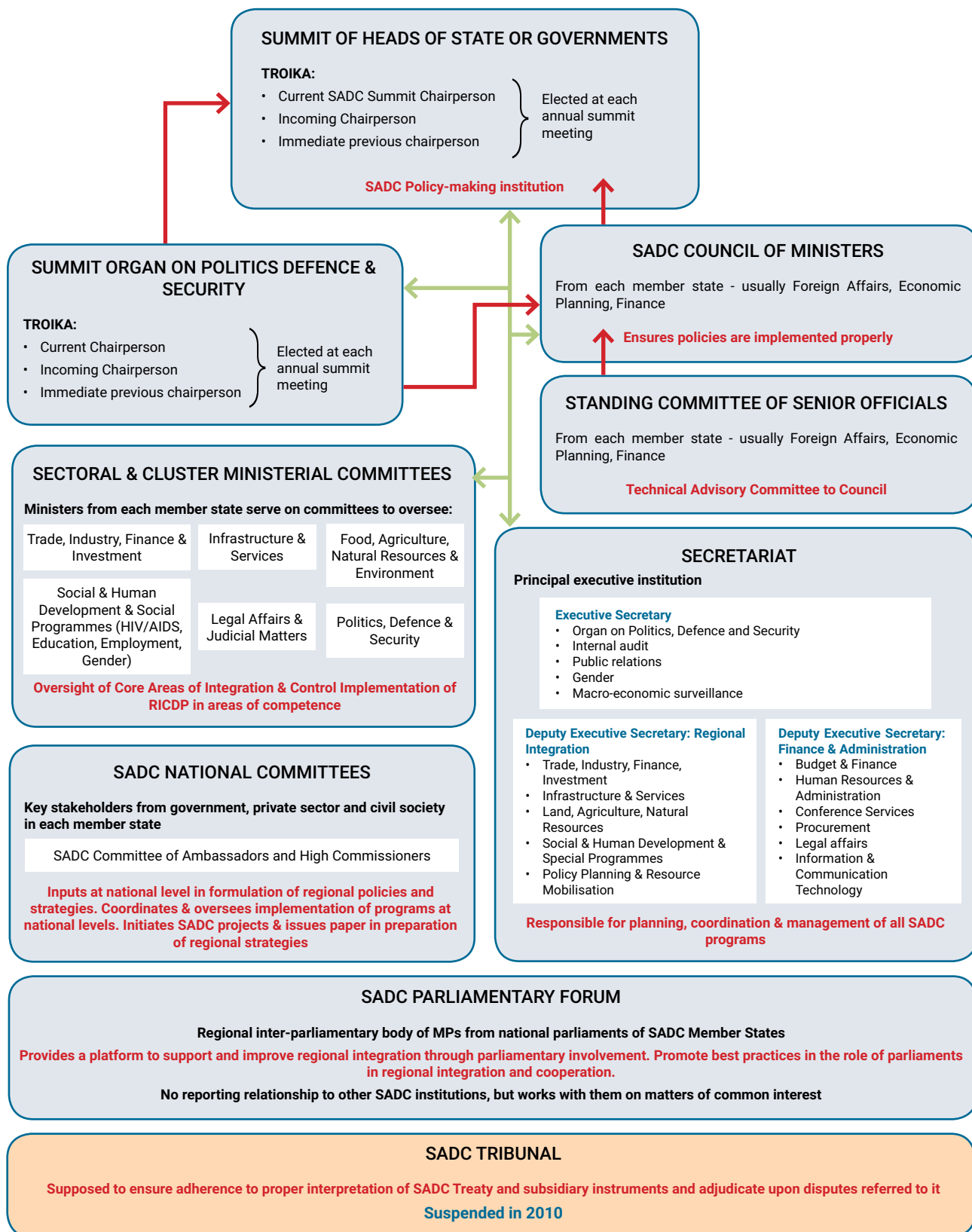
The SADC Five Year Medium Term Strategy (2014-2018) recoded substantial progress towards achievement of regional integration agenda. In particular, policies, protocols and frameworks have been developed, adopted and approved by various Governing structures of SADC; agreements to bind the implementation process by all member states are in place and supporting the advancement of the roadmap of SADC's common agenda. In addition, a lot of institutions and committees that provide an oversight function in the implementation process have been established and are functional. This provided an impetus for SADC to attain the free trade area in 2008 and towards the attainment of a Customs Union.

Despite the progress recorded in the SADC Five Year Medium Term Strategy, SADC still requires more capacities to attain key milestones that define regional integration. Capacity requirements include the following:

- A wide range of funding sources for project preparation and implementation, particularly infrastructure and energy projects within the region;
- Adequate and robust organizational structure and establishment of champion member states to drive development programmes tenable member states effectively coordinate the implementation of regional integration programs and projects;
- Collaborative championship of both political leaders and non-state actor leadership (CSOs, private sector, academia) to implement the programmes and protocols.
- A responsibility of putting the 'regional integration' above other national interests for collective and sustainable economic growth.



Figure 1: SADC Organizational Structure



Source: <http://www.sadc.int/sadc-secretariat/directorates/>

2. Broad Mapping of Capacity Development

2.1. SADC's Response to Capacity Development

2.1.1. SADC Secretariat Institutional Capacity Development Program

Below is a summary of processes and achievements of the implementation of the Institutional Capacity Development Program (ICDP) for institutional reforms, including upgrading of its administrative and management systems, processes, procedures and internal controls of the SADC Secretariat and specialized institutions.

A key driver for the reform has been the new Secretariat Institutional Reforms Coordinating Committee (SIRCC), established in 2010, engaging multi-stakeholders in the process, establishment of Technical Working Groups (TWGs) in all areas that were under the reform. These include: Risk Management, Human Resources, Accounting and Internal Audit, Procurement, Internal Audit, Planning, Budgeting and Monitoring, Resource Mobilization, and IT Development. The formation of TWG's ensures greater involvement of the Secretariat

Road construction, Lesotho
© Kierran Allen | Dreamstime.com



staff in the reform process, to sustain the momentum of reform and to foster staff 'ownership' of the changes being embedded in new policies, systems and procedures.

Establishment of the TWGs was an opportunity for staff members to interact with technical assistants in relevant areas. This was one of the ways that ensured the relevant technical skills and expertise on protocol implementation, review and designs, are retained within the Secretariat for sustainability and institutional memory.

Another key factor that led to the success of the process was the availability of the funds from the European Union (EU) and German Government through GTZ amounting to €50 million. Political commitment demonstrated by the SADC Council of Ministers, the leadership of the SADC Secretariat, the SADC Secretariat Institutional Reforms Coordinating Committee was the main impetus for the success of the reforms in the SADC Secretariat.

Other lessons learned in the process that enhances the capacity in one area of the institutions have led to successes in other areas as well. For example, as a result of a solid financial control and accountability mechanisms, SADC increased integrity and credibility among its partners and successfully raised significant funds through Contribution Agreements.

The EU has committed €84 million under the EDF10 programme, of which €50 million will be funded through the following Contribution Agreements: Regional Political Co-operation, €18 million; Regional Economic Integration Support, €20million; and Project Preparation and Development Facility, €12 million. Also, strengthening institutional capacity doesn't cease at the end of the project timeframe. It is an on-going process, which requires commitment and financial and human resources to sustain the reform. SADC Secretariat had plans in place to ensure the reform permeates in the daily operations of the organizations.

Table 1: A Summary of Process and Key Results on the SADC Institutional Capacity Development Program

Interventions	Types of capacity enhanced	Key Results	Capacity for Sustainability
Intervention 1: Audit and Risk Management	<ul style="list-style-type: none"> Reforming financial management and reporting practices to strengthen financial functions as well as transparency, accountability, probity and equity Revising the Internal Audit Charter, development of Terms of Reference for external audit of the Secretariat, Developing a new Enterprise Risk Management policy and a new Enterprise Risk Management Framework. Revising financial regulations. 	<ul style="list-style-type: none"> The SADC Statistics Group coordinates the collection of data from the national statistics offices of Member States. Enhanced the reputation and corporate image of SADC. The greatest benefit of the institutional reforms programme has been the adoption of international best practices, which enhance governance and accountability and contribute to improved efficiency and effectiveness of the institution as a whole. 	<ul style="list-style-type: none"> Development of a 'think tank' with the capacity to advise and guide the Member States on the implementation of the SADC Common Agenda; Recruiting of a principal regional coordinator of policies, strategies and programmes of the regional integration process; Provision of support services to facilitate legal, administrative, financial and procurement services to technical Directorates, and convening annual consultative conferences and meetings of the SADC decision-making structures; and Recruiting of a professional programme manager, to plan and budget, facilitate the implementation process, monitor prioritized programmes, and report on progress in coordination and cooperation with SADC stakeholders.
Intervention 2: Management by Result	Developing results-Based Management mechanism		
Intervention 3: Independent Procurement Unit Establishing independent Procurement Unit	Building linkages between Procurement, the Secretariat and the external service providers		
Intervention 4: Regional Statistics	Developing the SADC Statistical Yearbook, which provides a framework for annual collection, collation, synthesis, analysis and presentation of regional statistics, using a harmonized and consistent approach		

Source: SADC Official Website

2.1.2. Enhancing Capacity through Restructuring SADC

The most significant is, arguably, the process initiated in 2001 at the Extra-ordinary Summit in Windhoek, where Head of States approved a Report on the Restructuring of SADC Institutions. The critical issue emphasized in the report was whether the organization actually had the ability to promote regional cooperation and integration and what would be the appropriate institutional framework to “make SADC a more effective and efficient vehicle for Community Building” (SADC 2001).³

This involved centralization of functions at the new SADC Headquarters in Gaborone, Botswana); formulation and implementation of the socio-economic and political frameworks (SIPO and RISDP) and the development of a self-financing mechanism in the form of a regional SADC Development Fund. According to the article published in *SADC Yearbook 2008*, the quest of adequate capacity for SADC to deliver regional integration results effectively has been a persistent challenge. To fill the gap, since 2006 the Council has taken a series of decisions aiming at reviving and consolidating the restructuring process to boost SADC internal capacities. Three Institutional Assessments funded by Gesellschaft für Technische Zusammenarbeit (GTZ), and European Commission were undertaken between 2006 and 2007 informed the process. The studies focused on aligning the SADC governing and Secretariat organizational structure,

grading system, remuneration structure; improving SADC Secretariat operating policies and procedures; strengthening staff competences and organizational cohesion and capacities.

The SADC Secretariat Capacity Development Framework 2008 summarized distinct but intertwined capacity facets for the SADC to improve the way it does business in order to effectively deliver its mandates. These capacities are:

- Internalize values, organizational culture and cohesion both at Secretariat and member state levels;
- An effective organizational structure with clear reporting lines, well-defined roles and responsibilities and with strong internal and external communication and coordination systems;
- Responsive recruiting and grading policies, a competitive remuneration system and a robust performance and appraisal system;
- Robust and responsive operating rules and procedures, supported by an appropriate Management Information System;
- Adequate management practices and systems supported by staff with appropriate competencies, whose culture and value systems also provide the ‘glue’ required to make the Secretariat function more effectively and deliver its outputs.

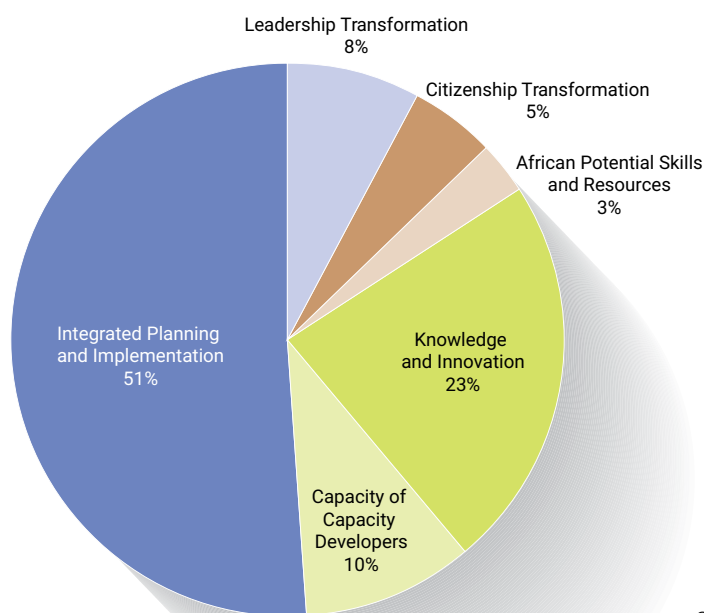
3 Monitoring Regional Integration in Southern Africa Yearbook 2008

2.2. Capacity Development in the Past and On-going Programmes and Strategies

The study analysed SADC the Regional Indicative Strategic Development Plan (RISDP) – a 15-year (2005-2020), Strategic Indicative Plan for the Organ (SIPO) including ICT, the Regional Infrastructure Development Master Plan (RIDMP), programmes of the Private Sector and the Five-Year Medium Strategic Plan. The CDSF cornerstones – *Transformative Leadership* (Cs1), *Citizenship Engagement* (Cs2), *Evidence-based Knowledge and Innovation* (Cs3), *Utilizing African Potential, Skills and Resources* (Cs4), *Developing Capacity of Capacity Developers* (Cs5), and *Integrated Planning and Implementation for Results* (Cs6) – were used as units of reference in order to understand the core aspirations that CD interventions SADC considered during the implementation of regional integration programmes.

Figure 2 shows that 51% of capacity development priorities were allocated to *Integrated Planning and Implementation for Results* (Cs6). Next in order of priority were *Evidence-Based Knowledge and Innovation* (Cs3) at 23%, *Developing Capacity of Capacity Developers* (Cs5) at 10% and *Transformative Leadership* (Cs1) at 8%. The lowest priorities were interventions related to engaging member states and key stakeholders – *Citizenship Transformation* (Cs2) at 5% – and *Utilization of African Skills and Resources* (Cs4) at only 3%.

Figure 2: Focus of Capacity Development for each Cornerstone in SADC Strategies



Source: SADC Strategies

Overall, one of the key capacities that was repeatedly mentioned by the interviewed staff is that despite policies, regulations and procedures and despite efforts to harmonize protocols, a full commitment of the member states to implement key integration protocols in their respective countries is required capacity for the SADC to succeed in regional integration. The role that the member states play in implementing the regional integration process was debated at a Think Tank conference held on 10 August 2012 at the Hotel Cardoso, Maputo, Mozambique, which was organized by the Secretariat in collaboration with the GTZ. They discussed the challenges facing the integration and provided recommendations to the Secretariat on the way forward and the preparation and implementation of integration. The members of the Think Tank argued the prevailing national protectionism is a challenge to a regional integration agenda within the SADC. **It is therefore critical for SADC to revitalize the role and engagement of member states in the implementation of regional integration.**

Interventions for Transformative Leadership (Cs1) were directed towards fostering a culture of change within the SADC Secretariat to enhance accountability, transparency and results-orientated performance. Usually interventions for *Citizenship Transformation* (Cs2) and *Evidence-based Knowledge and Innovation* (Cs4) have been targeted at connecting member

states and the Secretariat in matters related to regional integration; the activities have mainly involved conducting feasibility studies in member states to determine needs required responses or actions. Other activities under these two cornerstones (Cs2 and Cs4) have focused on establishing effective mechanisms for databases and communications to enhance integrated information management systems in member states and the Secretariat, increasing bilateral dialogue between member states and International Cooperation Partners and other key stakeholders and conducting awareness and education campaigns in member states, so that citizens in the regions can be better informed about the integration agenda and its related programmes.

Specifically on *Citizen Engagement*, SADC has involved youth and women in the process of regional integration. SADC has established the Youth Forums in matters relating to integration programs. In order to involve youth adequately, the 2014-2019 SADC Strategy and Business Plan on Youth Empowerment and Participation for Sustainable Development was developed aiming at:

- Aligning education and skills training for youth to the socio-economic needs of SADC member states;

- Strengthening regional coordination aimed at accelerating youth participation in socio-economic and political matters;
- Providing an opportunity for the youth to become a key part in addressing issues facing the youth in Africa;
- Ensuring that the youth take part in policy and decision making processes of government and of SADC.

SADC has established a Unit that coordinates and monitors the implementation of SADC Gender Commitments at national and regional levels. The Gender Unit also has a mandate to facilitate the development and application of skills in gender analysis and gender mainstreaming in policy and program project development, implementation, review, planning and budgeting throughout SADC.

The gender unit has put in place systems and regulatory tools, including the Gender Protocol, SADC Gender Policy, SADC Gender Mainstreaming Resource Kit, SADC Workplace Gender Policy (2009), Women in Politics and Decision-Making Positions. The Gender Unit works with various research institutions, Civil Societies, Development Partners and ministry of responsible for Gender in the member states to harmonize the policies and implement those policies at national levels. In particular, the Gender Unit works with the Women Development Southern Africa Awareness (WIDSAA) to prepare SADC Gender Monitor 2013, which highlights progress of mainstreaming and implementing gender-related protocols in the member states.

As far as *Utilizing African Potential Skills and Resources* (Cs3) is concerned, SADC has formed the Think Tank.

The objective of the Think Tank is to provide a platform for dialogue and exchange amongst stakeholders, which would enhance the SADC policy development processes. Specifically, the forum aims at providing an opportunity for regional policy makers and researchers to exchange views on the processes and status of Southern African integration.

The forum comprises multi-stakeholder participation, including representatives from the SADC executive and professional staff, the Permanent Secretaries from the member states, senior researchers from Member States, representatives of civil society organizations (such as the SADC-Council of Non-Governmental Organizations), business representatives including the Association of SADC Chambers of Commerce and Industry, financial institutions etc.

Cornerstone 5 (*Developing the Capacity of a Capacity Developer*) refers to ‘... developing the capacity of individuals or institutions tasked with developing the capacity of others’ (CDSF 2001). SADC’s CD interventions relating to this Cornerstone were intended to increase peer-to-peer review and learning to share knowledge and experiences within the different groups within and across the member states. SADC has identified a number of Centres of Excellence (CoE), which play a key role in hosting or coordinating specific forums. Some of the CoE include: Southern African Regional Institute for Economic Research (SAIER), Association of SADC Chambers of Commerce and Industry (ASCCI), and the Open Society Initiative for Southern Africa (OSISA), Centro de Estudos Estratégicos Internacionais (CEEI) etc. Also, SADC’s Education and Skills Development Unit works with universities and other institutions of higher learning to exchange knowledge in and amongst member states.



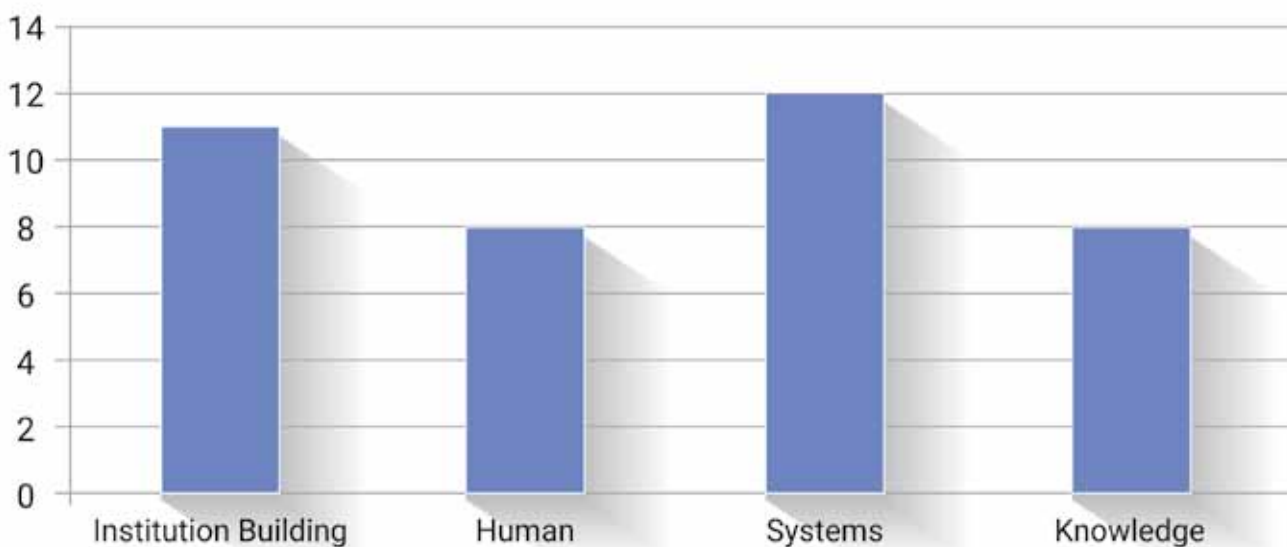
Example 1: Enhancing the Capacity of National Higher Learning Institutions to serve as knowledge hubs within Member States

Through Education and Skills Development, SADC runs a US\$25,000 project on Opening Distance Learning in participating member states. The project, funded by African Development Bank (AfDB), promotes secondary, higher learning, teacher and technical and vocational education, especially in the Democratic Republic of the Congo (DRC), Angola, Lesotho, Malawi, Tanzania, Zimbabwe, Zambia and Mozambique. After assessing institutions to determine teaching, human and ICT capacities, SADC enters into partnership with selected Universities to run the programme in the respective Country. For example, the Open University of Tanzania concentrated on Teachers' education whilst the Open University of Malawi focused on secondary education. Also, SADC provides much needed ICT and human capacity development to ensure that the selected institutions run effective projects in the given country.

Further on human resources at the Secretariat, the intervention count (in Figure 2 below), indicates that CD interventions related to human is less when compared to CD interventions on system and institution building. However, the Secretariat has recently completed a human capacity needs assessment that will inform the process of human capacity and skills development.

As a result of the Secretariat's new institutional reform program, all job descriptions and reporting lines have been aligned to the Secretariat's new functions and to the SADC integration priorities. Furthermore, ongoing interventions have led to the development of the Secretariat's Performance Management Policy, providing a guiding policy framework for the implementation of the Performance Management and Appraisal system. **The new Secretariat structure requires further strengthening of the Secretariat's human and managerial capacities in both number, skills and competences in order for the Secretariat to perform according to required and emerging standards.**

Figure 3: Concentration of Core CD Levels in the SADC Strategy



Source: RISDP 2005-2020

Regarding the use of knowledge, SADC has established a regional documentation center, The Southern African Research and Documentation Centre (SARDC). The core purpose of SARDC is to improve the base of knowledge about these issues and their implications by making this information available and accessible to policy-makers, governments, diplomats, the private sector, researchers and research institutions, civic society and the media in the region and internationally.

It computerizes comprehensive databases on social, political, economic and cultural issues of the SADC region with more than 15000 subject files. SARDC has three major programmes including, the India Musokotwane Environment Resource Centre for Southern Africa (IMERCSA), Women in Development in Southern Africa Awareness (WIDSAA) and Sustainable Democracy. Each program has bibliographic databases of books, periodicals, magazines, primary documents and newspaper clippings, a contacts database and library facilities. In addition to collection, analysis and dissemination of information on social, political, economic and cultural issues of the southern African region, SARDC compiles and edits SADC Today.

In addition to these Centers of Excellence, SADC operates a series of Centers of Services to provide governments, businesses and citizen’s access to important operational services and information. SADC Centers of Services (listed in the Table 2 below) focusses on areas where access to regional information is most important or where there was a gap in the provision of such information at a regional level.

Table 2: SADC Centres of Services

<ul style="list-style-type: none"> • SADC Accreditation Service Center • Climate Services Centre • The SADC Regional Climate Data Processing Centre • Regional Early Warning Centre • Regional Peacekeeping Training Centre • Regional Poverty Observatory • SADC Plant Genetic Resource Centre • SADC Electoral Advisory Council (SEAC) • Development Finance Resource Centre (DFRC) • River Basin Organizations (RBOs) 	<ul style="list-style-type: none"> • Southern African Power Pool (SAPP), • Regional Electricity Regulators Association (RERA) • Regional Tourism Organization of Southern Africa (RETOSA), • Regional Peace Training Center (RPTC), • Regional Centers of Excellence (e.g. GOBABEB Training and Research Centre, Centre of Specialization in Public Administration and Management (University of Botswana) - CESPAM • SADC Private Sector Business Self-Help Organizations such as The Association of SADC Chambers of Commerce and Industry (ASCCI) Federation of East and Southern African Road Transport Associations (FESARTA), Mining Industry Associations of Southern Africa (MIASA), the Southern African Confederation of Agricultural Unions (SACAU), SADC Bankers Association (SBA), SADC Employers Group (SEG)
<p>Capacity required for SADC Center of Services including other Institutions and Organs described above is effective coordination, harmonization and engagement of a broader participation of all SADC stakeholders in the key SADC programmes..</p>	

Source: SADC Official Website

A regional centre for data and information is key towards increased agility, speed, evidence-based decision-making and the ability to predict the problems before they occur. At the Think Tank Conference, the participants pointed out that for the research in SADC to become purposeful, practical, implementable and solution oriented research, it is important that the research capacity is enhanced so that knowledge and data analysis is systematically applied to all SADC’s internal processes to optimize the results.

Interventions for Cornerstone 6, (Integrated Planning and implementation for Results) focused on harmonizing SADC protocols with member states, revising existing policies to enhance mandated delivery and aligning regulations and procedures within SADC with international standards and best practices. Other interventions aim at harmonizing policies, legal systems and protocols within and between the Secretariat and member states, revising existing legal instruments to include international conventions and best practices. Further, putting procedures and processes in place to create an enabling environment for the Secretariat to deliver its mandates and to establish monitoring, evaluation and reporting systems so that lessons learned during implementation are churned back for better decision making.

Through these strategies, SADC attempted to increase the capacity to coordinate plans and programmes so that priorities align with available resources. Nonetheless, the review of the ICDP posits, notwithstanding the significant achievements obtained through institutional reforms, effective and well-functional structural, managerial and programme delivery mechanisms are still a challenge for SADC and its executive bodies at regional and national level to successfully deliver key regional integration programmes. **Thus there is a need to decode the current systems, structures and processes so they become more competent, productive and proficient in delivering the integration mandates.**

The Regional Infrastructure Development Master Plan (RIDMP) arranges CD activities differently to implement SADC Infrastructure Vision 2027, anchored on the six pillars of Energy, Tourism, Transport, ICT, Meteorology and Water, which support the regional infrastructure programme.⁴ CD interventions under the RIDMP are targeted to benefit either an individual country or all countries collectively.

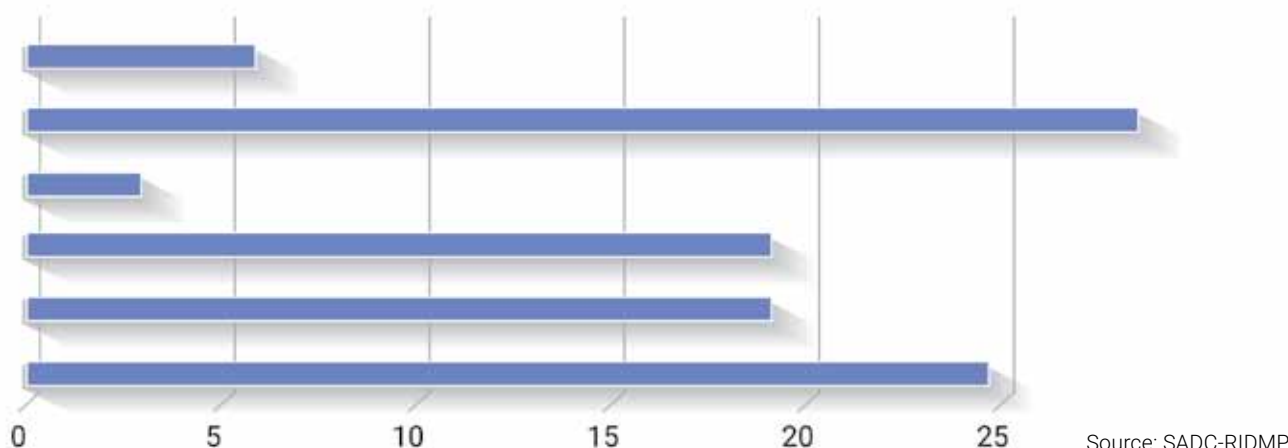
As Figure 3 shows, more than 25% of the interventions are geared to connecting all SADC member states while close to 25% aim to benefit only individual countries. The Think Tank Conference, which was held on 10 August 2012 at the Hotel Cardoso, Maputo, recommended the “championship model” in terms of funding and facilitating is required for the Regional Infrastructure Development Master Plan (RIDMP) to be owned by the member states.

The issue of ownership and championship goes back to 2001 when SADC programs were restructured into centralized sectors. Initially, the member states specialized in particular on one sector relating to the vision of the SADC. For example, Zimbabwe championed the agriculture sector and coordinated human and financial resources as well as the management of the sector with and on behalf of, the member states. In this regard, the member states were actually directly involved in implementing the vision of SADC hence sustainability.

After the 2001 restructuring, **the Secretariat functioned without champions per se in a more centralized role. For the regional integration agenda to succeed strategic, inspirational and entrepreneurial leadership and championship is required.** Such champions do not only refer to political leaders but also citizen leaders. It is necessary that championship is holistic and covers a wide range of stakeholders including state and non-state actors (Civil Society Organizations (CSOs), private sectors and higher education institutions). **Thus, in enhancing the SADC Secretariat “centralized system” and its role in facilitating regional integration, a delivery model involving championship of key programmes/projects by member states could deliver wider ownership dividends.**

4 SADC. 2010. “Regional Infrastructure Development Master Plan Executive Summary,” page, 4.

Figure 4: Key Implementer of the SADC Infrastructure Development Plan



2.3. Multi-Stakeholders involvement: a case of Tripartite

The COMESA-EAC-SADC Tripartite was established in 2008 with the main objective of strengthening and deepening economic integration of the southern and eastern Africa regions. Significant progress is already being achieved to enhance trade facilitation, lower transit times and reduce the cost of trading among the 26 countries through the North-South Corridor that was implemented as a pilot in 2007. Other programs that are planned and being implemented include infrastructure programs – mainly surface transportation projects (road, rail, border posts, seaports) as well as air transport, ICT and energy.

Table 2 below, summarizes some past and ongoing projects of the Tripartite, identifying the type of project, intended beneficiaries, funders, implementation agents and the financial envelope. The Tripartite Task

Force, on behalf of the COMESA, EAC, and SADC, oversees implementation in collaboration with the lead donor, such as the Department for International Development of the United Kingdom (DFID). The lead donor is responsible for providing financial, technical and institutional support and for working with other donors and international finance institutions to ensure that funding is available for implementation. The remarkable capacity of these tripartite programmes is that financial resources are harmonized and aligned with the AU integration agenda and aimed at connecting people within an individual country or several countries within the tripartite region and beyond.

The Tripartite Free Trade Area was officially launched in Sharm El Sheik in June 2015

Table 3: Tripartite Program Implementation Matrix

Project	Beneficiary Country	Funder	Implementation Agent	Amount	Time-Frame
Trademark Programme	Region - SADC	DFID	COMESA TradeMark Southern Africa, DBSA	£73.6 M	2009 - 2014
Beira Corridor: The Study on development of Sena corridor	Malawi	(JICA	Ministry of Transport and Public Infrastructure (MoTPI)		2010 - 2011
Trans Kalahari Corridor: One Stop Barrier Post (OSBP) at Mamuno	Namibia	JICA	Botswana Unified Revenue Service (BURS) Namibian Ministry of Finance	JPY210m	2010 - 2013
NSC: Construction of the Kazungula Bridge	Namibia	JICA	Ministry of Transport and Communications (Botswana)		2011 - 2015
Walvis Bay Corridor: Walvis Bay Container Terminal Upgrading	Namibia, Zambia	JICA	Ministry of Works and Supply (Zambia)		2011 - 2013
Support SADC	Region - SADC	EU/ KFW	DBSA	€12M	2010 - 2015
USAID Southern Africa Global Competitiveness Hub	Region - SADC	USAID	AECOM/Carana		2009 - 2014
Transport Corridors Institutional Development and Capacity Building	Region - SADC	USAID	USAID Trade Hub		2004 - 2010
Establishment and implementation of Corridor Performance Monitoring Systems (CPMS)	Trans Kalahari, Dar es Salaam and Maputo Corridors	USAID	USAID Trade Hub		2004 - 2010
Regional Infrastructure Development Plan	SADC Region	EU	SADC Secretariat	€574000	2009 - 2011
NSC: Construction of Chirundu Bridge	Zimbabwe, Zambia	JICA	Ministry of Works and Supply	JPY3b	2002
NSC: Chirundu One Stop Border Post (OSBP)	Zimbabwe, Zambia	JICA	Zambia & Zimbabwe Border agencies	\$0.47m	2006 - 2011
Trans Caprivi Corridor: Rundu - Eludu Road Upgrading	Namibia	JICA	Namibia Road Authority	JPY10b	2006 - 2012
Mtwara Corridor: Masashi-Mangaka Road Rehabilitation	Tanzania	JICA	Tanzania National Roads Agency	JPY1964m	2007 - 2011

Project	Beneficiary Country	Funder	Implementation Agent	Amount	Time-Frame
Cairo-Gaborone Corridor: Arusha – Namanga - Athi River Road Development	Tanzania, Kenya	JICA/ AfDB	Tanzania National Roads Agency	JPY8.857b	2007 - 2011
Cairo-Gaborone Corridor: One Stop Border Post (OSBP) at Namanga	Tanzania, Kenya	JICA	Kenya Revenue Authority		2007
Namibe Corridor: Namibe Port rehabilitation	Angola	JICA	Ministry of Transport Angola	JPY393.2m	2008 - 2011
Central Corridor: Construction of the Rusumo Bridge and One Stop Border Post (OSBP) facilities	Rwanda, Tanzania	JICA	Tanzania National Roads Agency		2009 - 2010
Nacala Corridor: Cuamba-Mandimba Road	Mozambique	JICA	National Road Administration (ANE)		2009 - 2010
Mtwara Corridor: Road Sector Support Project	Tanzania	JICA	Tanzania National Roads Agency	PY7.119b	2010 - 2013
Dar es Salaam Corridor: Replacement of South Rukuru Bridge on the Main Road 001	Malawi	JICA	Ministry of Transport and Public Infrastructure (MoTPI)		2010 - 2012
Nacala Corridor: Upgrading of Nampula - Cuamba Road	Mozambique	JICA/AFDB and Korea EximBank	National Road Administration (ANE)	JPY59.78b (\$67m)	2010 - 2013
Nacala Corridor: Port Development	Mozambique	JICA	Ministry of Transport and Communications		2010 - 2011

Source: http://www.comesa-eac-sadc-tripartite.org/donor_matrix

2.4. Funding Capacity Development

Capacity Development programmes are funded by both external and internal sources. Table 2, below, shows the approved 2014/15 estimates of expenditure by the SADC Council, totalling US\$88.335 million, together with sources of funding. Member states cover only 38% of total expenditure with International Cooperation Partners contributing 61%.⁵

⁵ The itemized resource allocation for each sector was made available to the consultant to be used as a reference not to be included as a part of this report.

The remaining 1% comes from other sources, particularly a RISDP contingency fund, sales of assets and interests from deposits. Whilst there are some signs that member states may be making progress in funding operational activities at the Secretariat, SADC programmes are mostly funded by sources outside the region. Mobilizing regional resources and finding solutions from the member states is an area that demands critical attention if SADC is to be able to move forward in implementing and sustaining its mandates.

Table 4: Funding Sources for SADC 2014/5 Budget

Source of Funding	Amount in US\$ Million
Member States	33.674
International Cooperation Partners (programme services)	53.196
International Cooperation Partners (institutional services)	1.008
RISDP Contingency Fund	0.266
Sale of assets and interest from deposits	0.190

Source: 2014/5 Annual Budget

As noted above, SADC has enhanced the capacity of financial management systems and adopted international financial management standards to reduce fragmented number of projects and financial frameworks that come under each donor project. A well-responding financial mechanism has enabled SADC Secretariat to link resource mobilization and planning for results. Building capacity for the financial sector was achieved through Institutional Capacity Development Programmes (ICDP). SADC has consolidated resource mobilisation to encourage development partners to switch from the current mode of delivery from each project to a budget approach. The Council of Ministers is providing guidelines to ensure that the Secretariat adheres to resource mobilization policies and sound financial management.

In addition to financial management and control, monitoring and evaluation (M&E) was designed and implemented to track the outcome in every project. SADC has increased the capacity of its Information Management System (IMS) in the financial sector to provide input into the annual review process and updates, which will be the basis for advising the

Council of Ministers on opportunities, re-prioritization and the implementation approaches for the remaining period. It was observed that each SADC Directorate is at the moment, striving to establish effective IMS and M&E systems of its own. **Therefore, integrating IMS and M&E for the Secretariat's units as well as for other SADC institutions and member states is essential, so that monitoring and evaluation information facilitates collective actions among the stakeholders at all levels.**

With respect to international partnerships, the SADC Secretariat has established a resource mobilization strategy to bring together various partners to fund integration programmes.

Appendix A3.7, below, includes key potential partners and their focused funding areas or interests. The African Development Bank (AfDB), GIZ, and the European Union (EU) have been most supportive of projects under the current strategies and programmes. The data also seemed to suggest that Development Partners focus more on capacity interventions related to integration of planning and implementation for results, such as institution reform as well as research and awareness creation.

2.5. Emerging Capacity Development Programmes and Strategies

The 2008 Capacity Development Strategy left no doubt that the SADC realizes the key role capacity development plays in implementing its integration mandates with CD interventions in four of the CDSF categories (Knowledge, System, Human and Institution). These are essential for an organization to effectively deliver results. Hence, SADC continues to put in place significant strategies and programmes that have development elements in nature to enhance its capacity to deliver the results.

In terms of systems, the ICT strategy includes a feasibility study to determine how well technology fits within the SADC Secretariat and member states, addresses infrastructure and human capacities and it has the potential to enable universities in the region to become innovation incubators to drive technology-driven collaboration and information sharing within the region.

An Information Management System (IMS) is planned for each Directorate and the Secretariat has established a strategy for Integrated Information Management Systems to connect all Secretariat directorates and

Member States. The SADC's resource mobilization strategy aims to improve financial systems and regulatory frameworks, strengthen Secretariat leadership and broaden resource mobilization channels whilst advancing better coordination of current funding mechanisms and aligning the major components of the SADC agenda (SIPO and RISDP) with financial resources. Use of innovative financing mechanisms is strongly encouraged to increase domestic resources. Monitoring and evaluation (M&E) is in place to fast track the implementation of key SADC programmes in the Secretariat and its related institutions.

Other systems related capacity development programmes include increasing financial, process, and procedures to create an enabling environment for effective operations. These programs are the aspects of on-going Institutional Capacity Development Programme (ICDP). Through ICDP, SADC has begun a process of change management through its process of self-re-examination and constant performance-improvement. This ensures SADC leadership is well versed with on-going changes and is prepared to

transform itself to meet emerging external and internal forces to deliver results more effectively.

As regards the institution building capacity, SADC has put emphasis on creating an enabling environment for regional integration programs through developing policies, strategies, protocols and funding mechanisms for better coordination of funds from donors. SADC resource mobilization strategy is geared to tapping into African resources, promoting self-sustaining development on the basis of collective self-reliance and the interdependence of member states.

In regard to collaborative leadership, SADC has formulated a number of programs that intend to network with others for better regional integration results. For example, the Tripartite Alliance fosters collaboration amongst RECs towards implementing African integration agenda in different regions. The Regional Infrastructure Development Master Plan (RIDMP) is a long-term strategy that has the potential to advance practical regional integration and increase SADC visibility within the member states.

The Gender Unit has successfully worked with stakeholders at member states to develop required skills in gender analysis for those who are engaged in gender development, to mainstream gender into national policies and in collecting data for Gender Monitor which is published annually, depicting the status of gender in the national development strategies. In addition to Youth Forum, the *2014-2019 SADC Strategy and Business Plan on Youth Empowerment and Participation for Sustainable Development* aims to address socio-economic issues facing youth education and employment and integrate them at the earliest possible age.

Regarding human development, Think Tank is an example of utilizing African potential and skill

intellectuals as inputs to the regional integration process. The Education and Skills Development Unit has developed the capacity of capacity developers (individuals and institutions) through peer reviews, engaging higher learning institutions and team-based coaching programs to increase knowledge and ownership of some of the aspects of integration agenda at member state level. In addition to performance contracts (that have been recently introduced to Secretariat and its institutions) a human capacity needs assessment demonstrates a core purpose to inform the process of human capacity and skills development within the Secretariat.

Regarding knowledge and communication, SARDC has been a SADC partner in regional development for more than a decade. It serves as a research and information catalyst to the SADC region's governments, parliaments, NGOs and agencies, the media and the public on areas such as environment and water resources, gender, democracy and governance, regional economic development and human development. SARDC has offices in Harare and Maputo and partners in SADC Member States. Founding Patron was the late Mwalimu Julius Nyerere. SADC Centres of Excellence acted as catalysts to bring together different groups – women, youth, business people, academia and researchers to dialogue directly with the leaders of the SADC and find common ground for SADC to move forward with the regional integration.

SADC has currently developed a regional strategy for development of statistics 2013-2018 which places emphasis on creating awareness on the role of the statistics in planning and decision making, developing regional research policy, as well as strengthening and sustaining information, Monitoring and Evaluation systems in the region.

3. Key Findings, Recommendations and Collaboration

3.1. Summary of Key Findings and Recommendations

Appendix 1 below summarizes the key findings, available and required capacities that emerged from the assessment as well as recommendations in each core capacity level, institution building, system, human and knowledge.

3.1.1. Institution Building

It is critical for SADC to revitalize the role and engagement of member states toward implementation of regional integration protocols and programs.

SADC has achieved remarkable results to increase capacity at the interface of planning and implementation in order to achieve the planned results. In addition to consultative sessions with stakeholders during the planning or project design, SADC has special CD programmes to engage youth in regional integration agendas. In this regard, SADC has developed a youth strategy through which challenges facing youth in the region will be addressed. Several Directorates at the Secretariat have programs aimed at building the capacity of stakeholders at member state level to increase involvement in implementing some of SADC programmes. Education and Skills Development Unit and Gender Units have exemplary cases of engaging stakeholders at member states to implement the programme.

Whilst Gender Unit collaborates with gender NGOs and government entities to mainstream gender policies in the national planning and strategies, the Education and Skills Development Unit works with the high education and research institutions to implement peer-to-peer learning programmes and others that hope to increase the quality and harmonization of education policies in the region. Among other specialized forums, the SADC has established a Think Tank, which comprises multi-stakeholder participation, including representatives from the SADC executive and professional staff, the Permanent Secretaries from the member states, senior researchers from Member States, representatives of civil society organizations and private sectors, advises the Secretariat on matters relating to implementation of

regional integration agenda.

Aside from developing policies, strategies and regulatory frameworks, SADC has currently engaged in institutional reform through the Institution Capacity Development Programs (ICDP). The key factors that led to the success of institutional reform include, the establishment of a committee responsible for ICDP implementation, the knowledge exchange of skills between external consultancies and key staff members during the implementation. The availability of funds for these programmes, which come mainly from the European Union, GTZ and other partners and political commitment supports capacity development as a tool to reform and build the capacity of the Secretariat to deliver results.

As a result of this institutional reform, SADC Secretariat is becoming a focused governing and decision-making organization in terms of its compliance with international financial management, administrative and management operations, focus on results and performance, organizational structure and with a committed staff with relevant skills and experiences to take the integration forward.

Notwithstanding these achievements, more organizational and leadership related capacities are required to turn SADC into a sturdy institution that effectively delivers results on regional integration.

Achieving regional integration requires: inspired citizens, collaborative championship of both political leaders and non-state actors (CSOs, private sector, academia) and a spirit of putting the 'regional integration' above other national interests. Another capacity that seems important for effective interface of planning and implementation is ownership taking. This requires SADC Secretariat and member states to look for funding solutions, first within African resources and then elsewhere to sustain the implementation of regional integration.

To have these capacities in place, the following CD interventions are proposed:

- Strengthening of SADC institutions, Organs, and Centers of Services, and National Committees to become robust organizations to deliver tangible results;
- Harmonizing key SADC programmes with national strategic programmes and budgeting systems so that member states become catalysts in the implementation of SADC programs and protocols;
- Inclusive, active and two-way engagement so that both political and citizen stakeholder champions own the agenda on regional integration;
- Placing capacity development at the core of SADC's long-term mission for continual improvement on institutions at both Secretariat and member state level.
- Facilitate the inclusion of SADC key strategies and priorities of the SIPO, RIDSP, and RIDMP into five-year plans of the member states and their budget frameworks to increase engagement of member states into implementation of SADC programmes; hence more regional integration programmes are implemented at member state level.
- Revision of the SADC Secretariat mandates to determine necessary policies required to enhance the capacity of the Secretariat to implement its mandates according to the Treaty and adequately advise the Member States on matters relating to implementation.

3.1.2. Systems

Integrated and common M&E and reporting system for all SADC institutions and at member states is essential for monitoring and evaluation information to facilitate collective actions among the stakeholders at all levels.

In 2008, the Executive Secretary of the SADC, (supported by the Council), recognising an "urgent need for change"⁶ initiated a Capacity Development Strategy (CDS) to create more ownership and visibility for the SADC and to make the management, coordination and communication structures at regional and national levels more efficient. The CDS was further adjusted, as an Institutional Capacity Building Program (ICDP) was included to address current capacity needs of the Secretariat.

Following the implementation of these CD programs, SADC has developed capacities in areas of financial process, management and reporting practices with acceptable international financial standards. Mechanisms for transparency, accountability, probity and equity were developed to strengthen performance at Secretariat and its related institutions. New risk management policies were introduced and became part of the organizational processes. Also, Monitoring and Evaluation (M&E) and Information Management Systems were enhanced for systematic collection, collation, synthesis, analysis, presentation and utilization of regional statistics into planning and decision-making processes.

For the efficiency of these systems, there is a need to integrate M&E and information systems so that the Secretariat and Member States use a common tool in

Specific outputs for these key interventions include:

- Enhancement of National Focal Points' capacities at all levels, namely institutional framework, system, knowledge and human to become effective in linking SADC programs with line-ministries and their related sectors in the member states.
- Reconstruction of national coordination structures, including roles and responsibilities to link all public, private sector and civil societies at member state levels to become active implementers and champions of SADC's agenda and its programmes.
- A rapid results-based implementation for strategies endorsed by Council such as the human and financial resource programme, ICT, private sector strategy, resource mobilization strategies inter alia.
- Development and resource mobilization of the second phase of ICDP programmes, targeting the capacities of SADC institutions and member states so that they are sustained and able to bring a long-lasting impression on SADC as an organization.
- Building capacity of ICDP Secretariat Institutional Reforms Coordinating Committee, so that it becomes full responsible for planning and coordinating CD programmes at Secretariat and member state levels.

monitoring and reporting the results. To fill this gap, the following CD interventions are proposed:

- Restructuring Monitoring, Evaluation (M&E) and institutionalize Information Management Systems (IMS) to support monitoring and reporting of the implementation of SADC's programme at member state and Secretariat levels.
- Decoding current systems, structures and processes to become more competent, usable, productive and proficient in delivering integration mandates.

To be more practical, the following CD outputs are proposed below:

- Integration of M&E and reporting systems to include member states, SADC institutions and other implementing agents to use the same targets and indicators as well as common reporting systems.
- Enhance feedback and enforcement mechanisms to ensure that performance of all initiatives are well documented and assessed, the results are reported and shared amongst all stakeholders including citizens.
- Implement the already-approved programme on aligning human and financial resources with the Secretariat's key priorities.
- Initiate a self-review process for continuous assessment of programmes, policies and other legislations to: a) avoid continuing to invest in high operation-cost programmes that are not bringing results; b) constantly amend the policies and procedures so that they are in line with the current contexts of member states.
- Re-engendering the current organizational structures for the Council of Ministers and Sector, Cluster Ministerial Committees and other bodies, to quickly track performance and ensure accountability, transparency and performance at all levels of the SADC Secretariat and its institutions.

3.1.3. Human

Strengthening the Secretariat's human and managerial capacities in both number and skillsets in order for the

Secretariat to perform according to required standards and emerging demands.

Institutional reform went hand in hand with improving organizational structure and performance systems. In the new organizational structure SADC aligned job descriptions, functions and reporting lines to the SADC integration priorities. Furthermore, ongoing SADC interventions have led to the development of the Secretariat's Performance Management Policy.

The guiding policy framework for the implementation of the Performance Management and Appraisal system was to increase effectiveness of the results delivery. The Secretariat has recently conducted Human CD needs assessment to explore the real need of human resources at individual and organizational levels.

Capacities that are required include: efficient institutional memory plan to retain SADC knowledge, leadership development and mentoring processes as well as adequate human resources, both in number and skillsets, for the Secretariat to operate to meet the emerging demands. To supply this capacity, it is important to establish a better mechanism and technology to manage the information and knowledge that flows within SADC and to apply it to accelerate results and inform decision-making processes.

The CD outputs summarized below:

- Adequate system and process for retention, mentorship, succession and leadership development.
- Intervention to scale up and replicate skills development and peer review programs at Secretariat and member states.
- Operationalization of the implementation of Human CD needs assessment to inform reforming and planning human resources of the Secretariats and its affiliate institutions.
- Enhancement of Centers of Excellence capacities to provide constant skills required, coordinate innovation and creativity in the region, identify, realize and utilize African skills in the region and of Africans living in Diaspora. Also, to develop active and multi-skill set pools of experts, which are accessible for all actors implementing integration agenda within and outside the region.

3.1.4. Knowledge

As part of utilizing African skills and potential, SADC has developed the capacity of institutions tasked with developing the capacity of others. For example, SADC has identified a number of Centres of Excellence and Centres of Services (CoE) as deliver mechanisms that basically provide operational information or services to Secretariat and member states. In particular, The Southern African Research and Documentation Centre (SARDC) operates as data center whose task is to improve database, collect, store and disseminate information to help the key stakeholders to have evidenced-base information for planning and decision making processes.

SADC has currently developed a regional strategy for development of statistics 2013-2018 which places emphasis on creating awareness on the role of the statistics in planning and decision making, developing regional research policy, as well as strengthening and sustaining information, Monitoring and Evaluation systems in the region.

For SADC to become a knowledge-based organization,

first, the research needs to be timely, systematic, practical, and solution-focused knowledge. Secondly, participatory communication is important to increase visibility and actively engage member states in implementing regional integration programmes.

In order to make this happen, the following CD interventions are proposed:

- The Secretariat aims to become a knowledge-driven organization, capable of using evidence to help build capacity across its member countries.
- Repositioning of SADC to increase visibility and awareness as well as to respond to internal and external factors affecting the implementation of integration agenda in the region;
- Constantly decoding the citizens' and stakeholders' views to shape on-going change management process for SADC Secretariat, Organs, and Institutions.

The interventions recommended below:

- Interventions to increase SADC visibility and



ownership, particularly SADCs priorities and key regional programmes needs to be strengthened

- Enhancing participatory communication to help citizens visualize and become active participants in – rather than casual observers of – the regional integration agenda, through sharing stories that exemplify the regional integration vision, publicly celebrate integration milestones and create a space to take part in some of the projects.
- Citizens should be encouraged to tell their own stories about what regional integration means in their daily lives; hence it is required to apply “open forum” to promote discussion of work-related achievements, challenges and foster mindset change through knowledge sharing, inviting critique and multiple points of views.
- Increase the capacity of the Establishment of The Southern African Research and Documentation Centre (SARDC) to provide practical and evidence-based information to all planning and decision-making processes; and collaborate with other research and high education institutions within and outside the region to enhance database and data analysis.
- Develop short and implementable CD programmes to help citizens in the member states begin to realize positive and concrete impacts of regional integration. For example: increase dialogue amongst the youth, business community, women and Civil Societies.
- Scaling up the implementation of Secretariat’s current efforts to develop Integrated Information Management Systems and ICT, including the establishment of region-wide (even Continent-wide) “intranet” and “extranet” networks to share knowledge and shrink the “information gap.” This initiative should be organized around critical knowledge areas required for effective implementation of the agenda.
- A survey to be carry out aimed at understanding the reality of regional integration and the perceived versus actual benefits and losses of stakeholders and beneficiaries to help SADC re-brand accordingly the opinion of the people.

3.2. Areas of Collaboration

Utilizing the AU multi-agency CD Programme, a collective effort is critical to utilize capacity development to help implement a complex agenda and achieve lasting regional integration that will make real differences in people’s lives.

The following recommended interventions could be considered when preparing programmes to strengthen the capacity of SADC to deliver core mandates and achieve its regional integration goals:

- Mobilize resources by establishing an inter-REC implementation framework for resource mobilization and providing technical and financial support that SADC can access.
- Become involved in building capacity of Institutional Reforms Coordinating Committee, which is currently responsible for implementing ICDP and institutionalizing it into Secretariat’s organizational structure. This will involve providing CD guides based on the Capacity Development Strategic Framework so that planning and monitoring processes reference the same indicators.
- Supporting implementation of the Secretariat’s current efforts to develop Integrated Information Management Systems and ICT, including establish region-wide “intranet” and “extranet” networks to share knowledge and shrink the “information gap”.
- Engage in the process of revising and integrating MIS and M&E to assist the SADC to become a more results-oriented organization.
- Support on-going regional skills development and peer-to-peer learning programmes, which are being carried out by the Education and Skills Development Unit.
- Assist in the establishment of a CD technical experts’ pool and the development of an Africans in the Diaspora strategy to increase the utilization of evidence-based knowledge in everything that the SADC does regarding regional integration.

3.3. Conclusions

There are unlimited opportunities for the SADC to improve the social and economic circumstances of the people of this region. There is little doubt that appropriate utilization of valuable African resources would go a long way towards freeing the Secretariat from its current dependency on foreign donors.

Moreover, the experience gained by the SADC during the

implementation of Institutional Capacity Development Program has provided a constructive foundation on which to build Multi-Agency Capacity Development initiatives. Thus, to maintain continuity, it is proposed that interventions are action-oriented and designed to support specific initiatives and to optimize existing strategies, programmes, structures, systems and mechanisms to deliver better results.



Aerial view of University of Mauritius and Education hub.

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Appendix 1: Summary of Key Finding, Status of Capacity and Areas of Improvement

Core CD Levels	Key Finding	Available Capacities	Required Capacities	Key Interventions	CD Proposed Outputs
<p>Institution Building</p>	<p><i>It is critical for SADC to revitalize the role and engagement of member states toward implementation of regional integration protocols and programs</i></p>	<ul style="list-style-type: none"> Adequate funding provided for the implementation of the ICDP programs. Citizen engagement – Example of mainstreaming the youth and gender in the SADC programs Policies and legal instruments are in place as key ingredients at the interface of planning and implementation. Establishment of a “think tank” to advise the Secretariat on matter on regional integration. Approved ICDP Framework and institutional set up to drive implementation. New and functional Secretariat Organizational Structure, which aligns with the vision and prioritize. Bilateral dialogue on matters of integration with international organization and at member state levels. 	<ul style="list-style-type: none"> Member States’ positive response and timely implementation towards implementation of regional integration protocols and programs. SADC Secretariat Centers of Services, institution and Organs so that they play a more coordinating role. Visibility of SADC programs in the member states and ownership of SADC programs by stakeholders at national level. Sustainable resource mobilization that puts African resources first. Strategic, inspirational and entrepreneurial leadership and championship to promote integration agenda and its programs region-wide. Strategies to harmonize policies and protocol at member states and mechanism to enforce the implementation of those protocols. A strong National Contact Points to coordinate the implementation of SADC programs. Active involvement of business community as us private sector, informal sectors and financial institutions as well engagement of Civil Organizations and higher education institutions. Well-articulated implementation plans with clear roles especially at member state levels. 	<ul style="list-style-type: none"> Strengthening of SADC institutions, organs, and Centers of Services, and National Committees to become robust organizations. Harmonizing key SADC programmes with national strategic programs and budgeting systems. Inclusive, active and two-way engagement of both political and citizen stakeholders to deepen their buy-in and commitment toward integration agenda. Placing capacity development at the core of SADC’s long-term mission. 	<ol style="list-style-type: none"> Enhancement of National Contact Points’ capacities at all levels, namely institutional framework, system, knowledge and human to become effective in linking SADC programs with line-ministries and their related sectors in the member states. Reconstructing national coordination structures, including roles and responsibilities, to link all public, private sector and civil societies and their responsibilities at member state levels to become active actors in implementing and championing SADC agendas and its programmes. Operationalization towards a rapid results-based implementation of the recent strategy endorsed by Council such as human and financial resource program, private sector strategy, resource mobilization strategy inter alia. Development and resource mobilization of second phase of ICDP programs, targeting the capacities of SADC institutions and member states so that they are sustained and able to bring a long-lasting impression on SADC as an organization. Building capacity of ICDP Secretariat Institutional Reforms Coordinating Committee, so that it becomes full responsible for planning and coordinating CD programmes at Secretariat and member state levels. Facilitating the inclusion of SADC key strategies and priorities of the SIPO, RIDSP and RIDMP at into five-year plan of the member states and their budget frameworks to increase engagement of member states and the likelihood of having more regional integration plans being implemented at member state level. Revision of the SADC Secretariat mandates and provision of necessary policies to enhance the capacity of the Secretariat to implement its mandates according to the Treaty and adequately advise the Member States on matter related to implementations.

Core CD Levels	Key Finding	Available Capacities	Required Capacities	Key Interventions	CD Proposed Outputs
<p>Systems</p>	<p>M&E and reporting systems for all SADC units and at member states is essential for monitoring and evaluating information to facilitate collective actions among the stakeholders at all levels.</p>	<ul style="list-style-type: none"> Organization structure is well designed and duties and responsibilities are clarified. Financial management and other operational procedures are in place. A more focused governing and decision-making structure. 	<ul style="list-style-type: none"> Adequate and integrated M&E and systems that links the Secretariat and Member States. Systems that ensure a quick and timely implementation of ensure protocols and decisions. Effective and efficiency procedures, processes and guidelines. 	<ul style="list-style-type: none"> Restructuring Monitoring, Evaluation and institutionalize IMS to support monitoring and reporting of implementation of key SADC's programs at member state levels. Decoding current systems, structures and processes to become more competent, productive and proficient in delivering integration mandates. 	<ol style="list-style-type: none"> Integration of M&E and reporting systems to include member states, SADC institutions and other implementing agents have the same targets and indicators as well as common reporting systems. Enhance feedback and enforcement mechanism to ensure that performance of all initiatives is well documented and assessed; the results are reported and share amongst all stakeholders including citizens. Operationalize the implementation of the already-approved program on aligning human and financial resources with the Secretariat key priorities. Self-review process in place for continuous assessment of programs and policies and other legislations to: a) avoid continuing to invest in high operation-cost programs that are not bringing results; b) constantly amend the policies and procedures so that they are in line with the current contexts of member states. Re-engendering the current organizational structures for the Council of Ministers and Sector, Cluster Ministerial Committees and other bodies to quickly track performance and ensure accountability, transparent and performance at all levels of SADC Secretariat and its institutions.
<p>Human</p>	<p>Strengthening the Secretariat's human and managerial capacities in both number and skillsets in order for the Secretariat to perform according to required standards and emerging demands.</p>	<ul style="list-style-type: none"> Utilization of African skills and potential –Formation of THINK TANK to Engage the Secretariat directly. Performance contract and staff appraisal systems successfully begun. Human CD needs assessment was conducted. Knowledge and skills transfer and exchange, especially during the Inter-action between the staff and experts during the implementation of ICDP 	<ul style="list-style-type: none"> Human and skill set developments that are in line with the with SADC mandates. Adequate institutional memory framework to retain knowledge. 	<ul style="list-style-type: none"> Determining a better mechanism and technology to manage the information and knowledge that floats within SADC and to apply it to accelerate results and inform decision-making processes. 	<ol style="list-style-type: none"> Adequate system and process for retention, mentorship, succession and leadership development. Intervention to scale up and replicate skills development and peer review programs at Secretariat and member states. Operationalization of the implementation of Human CD needs assessment to inform reforming and planning human resources of the Secretariats and its affiliate institutions. Enhancement of Centres of Excellence's capacities to provide constant skills required, coordinate innovation and creativity in the region, identify, realize and utilize African skills in the region and of Africans living in Diaspora, develop active and multi-skill set pool of experts which is accessible for all actors implementing integration agenda within and outside the region.

Core CD Levels	Key Finding	Available Capacities	Required Capacities	Key Interventions	CD Proposed Outputs
<p>Knowledge</p>	<p>Enhancing data analysis and systematically applying knowledge to all SADC's internal processes to optimize the results.</p>	<ul style="list-style-type: none"> Development of ICT infrastructure and systems and database strategy Establishment of The Southern African Research and Documentation Centre (SARDC) to conduct, document, disseminate, and utilize knowledge both at member states and Secretariat levels. Establishment of Centers of Services to provide governments, businesses and citizens access to important operational services and information. Centers of Excellence are an exemplary service delivery programme for SARDC, which enriches the practice of professionalism and discipline and forges partnerships with interested groups. 	<ul style="list-style-type: none"> Timely, systematic, practical and applied solution-focused knowledge. Participatory communication to increase visibility and actively engage member states in implementing regional integration programs. 	<p><i>Aspiring the Secretariat to become a knowledge-driven organization, capable of using what it knows to help build capacity across its member countries.</i></p> <p><i>Repositioning SARDC to increase visibility and awareness as well as being able to respond to internal and external factors affecting the implementation of integration agenda in the region</i></p> <p><i>Decoding constantly the citizens' views stakeholders' views to shape on-going change management processes.</i></p>	<ol style="list-style-type: none"> Interventions to increase SADC visibility and ownership, particularly SADCs priorities and key regional programmes need to be strengthened Enhancing participatory communication to help citizens visualize and become active participants in – rather than casual observers of – the regional integration agenda through sharing stories that exemplify the regional integration vision, publicly celebrate integration milestones and create a space to take part in some of the projects. Citizens should be encouraged to tell their own stories about what regional integration means in their daily lives; hence it is required to apply “open forum” to promote discussion of work-related achievements, challenges and foster mindset changes through knowledge sharing, inviting critique and multiple points of views. Increase the capacity of the Establishment of The Southern African Research and Documentation Centre (SARDC) to provide practical and evidence-based information to all planning and decision-making processes, collaborate with other research and high education institutions within and outside the region to enhance database and data analysis. Develop short and implementable CD programmes to help citizens in the member states begin to realize positive concrete impacts of regional integration. For example, increase dialogue amongst youth, business community, women, and Civil Societies. Scaling up the implementation of Secretariat's current efforts to develop Integrated Information Management Systems and ICT, including the establishment region-wide (even Continent-wide) “intranet” and “extranet” networks to share knowledge and shrink the “information gap.” This initiative should be organized around critical knowledge areas required for effective implementation of the agenda. A survey to understand the reality of regional integration and the perceived versus actual benefits and losses of stakeholders and beneficiaries to help SARDC rebrand accordingly the opinion of the people.

Appendix 2: Documents Reviewed

AU. 2010. Assessment study on African Peace and Security Architecture (APSA).

AU. 2063 Draft Framework.

AU-NEPAD. 2012. Africa's Capacity Development Strategic Framework, Midrand

SADC. 2014. Donor Matrix.

_____. 2013. Council Record on the Budget.

_____. 2013. Private Sector Involvement Strategy.

_____. 2013. Report of Executive Secretary: Activity report of the SADC Secretariat 2011-2012.

_____. 2013. SADC Five Year Medium Term Strategy 2014-2018.

_____. 2012. ICT Strategic Framework.

_____. 2012. Second Phase of the Third Institutional Assessment Concerning joint Management with SADC Secretariat.

_____. 2012. Capacity Building for Regional Integration – Policy Development, Planning, M&E, Statistics and International Cooperation.

_____. 2008. Monitoring Regional Integration in Southern Africa Yearbook

_____. 2010. Regional Infrastructure Development Master Plan Executive Summary.

_____. 2008. Capacity Development Strategy 2008-2012.

_____. 2008. Secretariat Capacity Development Framework.

_____. Regional Indicative Strategic Development Plan.

_____. 2012. Resource Mobilization Strategy.

_____. Anniversary Solemn Declaration.

_____. Consolidated Text of the SADC Treaty.

_____. 2003. Regional Indicative Development Plan.

_____. Institutional Capacity Development Program (ICDP).

_____. www.sadc.int.

Appendix 3: Interpretation of SPSS Cross Tabulation

A3.1. Regional Strategic Indicative Development Plan (Ended): Distribution of Interventions

CDSF – Cornerstones	Number of Interventions			
	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Leadership Transformation	2	1.1	1.1	1.1
Citizen Empowerment	14	8	8	9.1
African Potential Skills and Resources	10	5.7	5.7	14.9
Knowledge and Innovations	15	8.6	8.6	23.4
Capacity of Capacity Developers	30	17.1	17.1	40.6
Integration of Planning and Implementation for results	15	8.6	8.6	49.1
	89	50.9	50.9	100
Total	175	100	100	

A3.2. CD Levels Count in the Strategy to Implement on the SADC Institutional Capacity Development Program

SUMMARY OF INTERVENTIONS	CD LEVELS			
	Institution-building	Human	Systems	Knowledge
	Count	Count	Count	Count
Skills development	0	1	0	0
SADC/ICP Partnership	1	1	2	0
Support Unit	0	0	1	0
Operationalize management	2	0	1	0
Coordination and Communication	0	1	0	2
Policy and strategy development	3	1	2	4
Prioritize and sequencing CD Strategy implementation	0	0	0	0
Secretariat staff performance appraisal	1	1	1	1
Introduction to PISDP AND SIPO Programs management circle	2	0	1	1
Financial management and accounting competence	1	0	0	0
Administrative management competence	1	2	3	0
Human Resources Development	0	1	1	0
Total	11	8	12	8

A3.3. Regional Strategic Indicative Development Plan (Ended): Beneficiaries/Actors of interventions

Beneficiary/Actor	Number of Interventions			
	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Member States	14	8	8	8
Secretariat	9	5.1	5.1	13.1
Member States and Secretariat	92	52.6	52.6	65.7
Private Sector and NGOs Within the Member States	3	1.7	1.7	67.4
Specialized Institutions and Member States	57	32.6	32.6	100
Total	175	100	100	

A3.4. ICT, Private Sector and Five Year Plan Strategies: Distributions of CD intervention

CDSF –Cornerstones	The Type of Strategy		
	ICT	Private Sector	Five Year Strategic Plan
	Count	Count	Count
Leadership Transformation	0	1	2
Citizen Empowerment	0	0	2
African Potential Skills and Resources	0	0	1
Knowledge and Innovations	5	1	3
Capacity of Capacity Developers	2	2	0
Integration of Planning and Implementation for results	5	2	13

A3.5. Regional Infrastructure Development Master Plan: Distribution of Intervention by Member States

Member States	Number of Interventions			
	Frequency	Percentage	Valid Percentage	Cumulative Percentage
Individual member States	26	24.8	24.8	24.8
Two member states	20	19	19	43.8
Three and more member states	20	15.1%	15.1%	62.9
Focusing on regional integration	3	2.9	2.9	65.7
All Member states	30	28.6	28.6	94.3
Member state and specialized Institutions	6	5.8	5.8	100
Total	105	100	100	

A3.6. Regional Infrastructure Development Master Plan: Distribution of CD in Each Sector of the Infrastructure Development Directorate

CDSF –Cornerstones	The Type of Sector				
	Energy Sector	Tourism	ICT	Metrology	Water Sector
	Count	Count	Count	Count	Count
Leadership Transformation	15	12	38	0	7
Citizen Empowerment	0	1	1	0	0
African Potential Skills and Resources	0	0	0	0	0
Knowledge and Innovations	0	0	5	1	0
Capacity of Capacity Developers	0	0	8	6	0
Integration of Planning and Implementation for results	0	2	6	2	1

A3.7. Funders' Interest/Focus

	The pillars					
	CS1	CS2	CS3	CS4	CS5	CS6
	Count	Count	Count	Count	Count	Count
Africa Development Bank	0	0	1	1	1	7
France	0	0	0	0	1	0
GIZ	0	5	0	0	3	7
NEPAD	0	0	0	1	0	1
Norway	0	0	0	1	1	0
Sweden	1	0	0	0	1	1
USAID	0	1	0	0	0	1
World Bank	0	0	0	0	0	1
Global Fund	0	0	0	0	0	1
African Union	0	0	0	0	0	1
Austria	0	1	0	0	2	0
Commonwealth Secretariat	0	1	0	0	0	0
DFID	0	0	0	2	0	1
Denmark	0	0	0	1	0	2
European Union	2	0	0	1	5	2
Finland	0	0	0	0	0	1
FAO	0	0	0	0	1	0

Key: CS1: Leadership Transformation; CS2: Citizen Empowerment; CS3: African Potential Skills and Resources; CS4: Knowledge and Innovations; CS5: Capacity of Capacity Developers; CS5: Integration of Planning and Implementation for results.

Appendix 4: List of Participants Interviewed

Name of Person	Title	Sector
Angelo Mondlane	Director and Coordinating Focal Point	Policy, Planning and Resource Mobilization
Russell S. Mufaya	Director	Human Resource and Administration
Magdeline Mathiba-Madibela	Head	Gender Unit
Lomthandazo Mavimbela	Senior Program Officer	Education and Skills Development
Arnolod Chitambo	Senior Program Officer	Employment and Labor
Ernest A Mwemutsi	Senior Finance Officer	Budget & Finance Directorate
Habib G Kambanga	Senior Analyst	Political and Security Threats – Regional Early Warning Centre
Tracy T. Zinanga	Senior Office	International Partners & Resource Mobilization
Kalinde Chindebvu	Program Coordinator	SADC/AU African Peace and Security Architecture Support Program
Edson Chikati	Finance Officer	Finance & Finance Directorate
Seredzai D. Neganje	Program Officer	Planning, Monitoring & Evaluation
Dhunraj Kasse	Program Officer	Capacity Building (Customs)
Dagmore Tawonezvi	Program Officer	Planning, Monitoring and Evaluation (FNR)
Lindiwe Madonsela	Program Officer	Planning , Monitoring and Evaluation
Casius Chuma	Program Officer	Planning, Monitoring, and Evaluation, TIFI
Joao Ndlovu		Organ for Politics, Defense and Security



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