



# MEDIUM TERM **STRATEGIC PLAN**

2016-2020

*In pursuit of Regional Economic Transformation and Development*

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# FOREWORD



The launch of this 2016 -2020 Medium Term Strategic Plan is a milestone in our efforts as a regional economic community, to foster economic development as envisaged in the COMESA Treaty.

As COMESA, we have adopted a developmental approach to regional integration, which covers market integration, industrialization and infrastructure development. This approach is designed to achieve our public policy objectives of creating jobs, raising incomes, and achieving economic transformation towards improved livelihoods and well-being of our people.

COMESA has been the trendsetter in regional integration and many of our programmes, institutions and projects have been emulated in the African continent. We have the largest Free Trade area in Africa with 16 participating States. We have spearheaded the consolidation of this into the 26 member Tripartite Free Trade Area. Our trade facilitation instruments are the benchmark on the continent. Transit traffic facilitation, payments, infrastructure and transport corridor development, free movement of persons, trade in services are just a few of our flagship programmes that make COMESA stand out on the continent.

COMESA has created a number of internationally highly rated institutions that contribute towards addressing the development deficits in our region, in the structural transformation of output, trade, infrastructure, entrepreneurship and to manage the risks of the emerging multipolar world. They include the PTA Bank, COMESA Reinsurance Company, the African Trade Insurance Agency to name a few.

Our programmes continue to expand in number and scope due to the commitment of our Member States and increasing confidence of our development partners in what we are doing and how we are doing it. We are witnessing many significant cross border investments by regional and international investors.

Looking ahead, continental integration is now a near reality building on the strong base that we have set in COMESA and the Tripartite. While we are at it, we should never forget that globalization is accelerating and we have to factor in other fast paced global dynamics like sustainable development, greening our economies, the never ceasing push for global free trade, human rights, good governance, war on terror, globalized media among many others.

Guided by the Treaty and supported by this Medium Term Strategic Plan, our regional integration shall remain robust and we shall be stronger in the world acting as a bloc and coordinating our initiatives. We shall have stronger and bigger markets, and our economic infrastructure and industrialization programs will be supported by the economies of scale that arise from a bigger economic space provided through regional integration.

## **H.E Ato Hailemariam Desalegn**

Prime Minister of the Federal Democratic Republic of Ethiopia  
Chairman of the COMESA Authority (March 2015 – October 2016)

# ACKNOWLEDGEMENT



The process to develop an inclusive and sustainable strategy that will enable the region to build on its successes and override its challenges has been a key priority for COMESA. Anchored in the COMESA Treaty this Plan aims to deliver results in a better, coherent and focused manner.

Needless to underscore, a Strategic Plan is a useful tool for guiding implementation and resource mobilization in order to achieve the organization's vision, mission and objectives. It is also useful as a communication document to raise the profile and image of COMESA as destination for trade and investment through investment promotion.

This 2016-2020 Medium Term Strategic Plan has therefore been formulated with broad consultations at the African Union Commission (AUC), with other Regional Economic Communities (EAC and SADC) and Member States. The MTSP focuses on objectives, and activities that will enhance attainment of regional integration.

The 2016-2020 Strategic Plan, will contribute to structural transformation of the economies of the COMESA Member States so as to foster the overall economic development through trade facilitation and investment promotion. It will help create an enabling economic environment for trade facilitation, market integration, infrastructure development, industrialisation (including small and medium enterprise development and regional industrial clusters), institutional and regulatory policies, capacity development as well as resource mobilization.

Additionally, this MTSP will provide clearer communication of priorities, more effective management control of strategic initiatives and improve cooperation among those pursuing strategic objectives. It is a useful tool to engage our strategic partners in the pursuit of regional integration to marshal both financial and non-financial resources. Finally, it will provide a framework within which detailed annual work programmes and budgets will be developed.

I would like to express appreciation to all that have contributed to the development of this Plan; the Strategy formulation taskforce, planning officials from the member States, the Strategy coordinating office and the Staff at the Secretariat. I also want to express my appreciation to thank most sincerely our Development Partners for their contributions not only in the development of this Strategic Plan but in the implementation of our overall regional integration agenda.

**Sindiso Ngwenya**  
COMESA Secretary General

# ACRONYMS

ACTESA	Alliance for Commodity Trade in Eastern and Southern COMESA
AEC	African Economic Community
ATI	African Trade Insurance Agency
AUC	African Union Commission
BITs	Bilateral Investment Treaties
BRICS	Brazil, Russia, India, China and South Africa
CA	Conservation Agriculture
CAADP	Comprehensive Africa Agriculture Development Programme
CAF	COMESA Adjustment Facility
CCC	COMESA Competition Commission
CCH	COMESA Clearing House
CCIA	COMESA Common Investment Area
CCU	Continental Customs Union
CEDAW	Convention on the Elimination of all forms of Discrimination Against Women
CENSAD	Community of Sahel-Saharan States
CET	Common External Tariff
CFTA	Continental Free Trade Area
CIF	COMESA Infrastructure Fund
CMI	COMESA Monetary Institute
CMR	Customs Management Regulations
COMESA	Common Market for Eastern and Southern Africa
COMSTAT	COMESA Statistics
CTN	Common Tariff Nomenclature
CVTFS	COMESA Virtual Trade Facilitation System
EAC	East African Community

ECCAS	Economic Community of Central African States	RECs	Regional Economic Communities
ECOWAS	Economic Community of West African States	RIA	Regional Investment Agency
EEZ	Exclusive Economic Zones	RMCE	Regional Multidisciplinary Centre of Excellence
FDI	Foreign Direct Investment	SADC	Southern African Development Community
FEMCOM	Federation of National Associations of Women in Business in Eastern and Southern Africa	SDGs	Sustainable Development Goals
FTA	Free Trade Area	SIDS	Small Island Developing States
GHG	Greenhouse Gases	SMART	Specific, Measurable, Attainable, Resources, and Time
HACCP	Hazard Analysis Critical Control Point	SPS	Sanitary and Phytosanitary Standards
ICT	Information and Communication Technology	STR	Simplified Trade Regime
IGAD	Intergovernmental Authority on Development	SWOT	Strengths, Weaknesses, Opportunities and Threats
IPAs	Investment Promotion Agencies	TFTA	Tripartite Free Trade Area
LLPI	Leather and Leather Products Institute	UMA	Ultimate Medical Academy
M&E	Monitoring and Evaluation	UN	United Nations
MDGs	Millennium Development Goals	UNECA	United Nations Economic Commission for Africa
MI	Monetary Institute,	WTO	World Trade Organisation
MOU	Memorandum of Understanding	ZEP-RE	COMESA Re-Insurance Company
MSMEs	Micro Small and Medium Enterprises		
MTSP	Medium Term Strategic Plan		
NSC	North-South Corridor		
NTBs	Non-Tariff Barriers		
OAU	Organization of the African Unity		
OSBP	One Stop Border Post		
PESTEL	Political, Economic, Social, Technological, Environment, Legal		
PPPs	Public Private Partnerships		
PTA Bank	Trade and Development Bank for Eastern and Southern Africa		

# CHAPTER ONE:

## INTRODUCTION

### 1.1 COMESA's Vision

The Vision of COMESA is, "To have a fully integrated internationally competitive regional economic community with high standards of living for its entire people, ready to merge into the African Economic Community".

### 1.2 COMESA's Mission

The Mission of COMESA is, "To endeavor to achieve sustainable economic and social progress in all Member States through increased co-operation and integration in all fields of development particularly in trade, customs and monetary affairs, transport, communication and information, technology, industry and energy, gender, agriculture, environment and natural resources".

### 1.3 Who we are - Article 3 of the Treaty

COMESA is one of the eight RECs recognized by the African Union, formed to promote regional integration (co-ordination and harmonization) among the groupings for the gradual establishment of an African Economic Community.

The aims and objectives of COMESA have been designed so as to remove the structural and institutional weaknesses in the Member States by pooling their resources together in order to sustain their development efforts either individually or collectively. These are as follows:

- To attain sustainable growth and development of the Member States by promoting a more balanced and harmonious development of its production and marketing structures;
- To promote joint development in all fields of economic activity and the joint adoption of macro-economic policies and programmes; to raise the standard of living of its peoples, and to foster closer relations among its Member States;
- To co-operate in the creation of an enabling environment for foreign, cross-border and domestic investment, including the joint promotion of research and adaptation of science and technology for development;
- To co-operate in the promotion of peace, security and stability among the Member States in order to enhance economic development in the region;
- To co-operate in strengthening the relations between the Common Market and the rest of the world and the adoption of common positions in international fora; and
- To contribute towards the establishment, progress and the realization of the objectives of the African Economic Community.

The Treaty establishing COMESA was signed on 05 November 1993 in Kampala, Uganda and was ratified a year later in Lilongwe, Malawi on 08 December 1994. COMESA Member States are: Burundi Comoros, DR Congo, Djibouti, Egypt, Eritrea, Ethiopia, Kenya, Libya, Madagascar, Malawi, Mauritius, Rwanda, Seychelles, Sudan, Swaziland, Uganda, Zambia and Zimbabwe.



Established as “an organization of free independent sovereign states which have agreed to co-operate in developing their natural and human resources for the good of all their people”, COMESA's main focus is on the formation of a large economic and trading unit that is capable of overcoming some of the barriers that are faced by individual states. It is expected that in the next planning period COMESA will have introduced a common external tariff structure to deal with all third party trade and will have considerably simplified all procedures. COMESA has a wide-ranging series of other objectives, which necessarily include in its priorities the promotion of peace and security in the region, environmental sustainability, climate change, and smart agriculture, among others.

#### 1.4 Fundamental Principles According to Article 6 of the Treaty

The Treaty establishing COMESA binds together free independent sovereign States which have agreed to co-operate in exploiting their natural and human resources for the common good of all their people. In attaining that goal, COMESA Member States agreed to adhere to the following fundamental principles enshrined in Article 6 of the Treaty:

- a) Equality and inter-independence of the Member States;
- b) Solidarity and collective self-reliance among the Member States;
- c) Inter-State co-operation, harmonization of policies and integration of programmes among the Member States;
- d) Non-aggression between the Member States;
- e) Recognition, promotion and protection of human and people's rights in accordance with the provisions of the African Charter on Human and People's Rights;
- f) Accountability, economic justice and popular participation in development;
- g) The recognition and observance of the rule of law;
- h) The promotion and sustenance of a democratic system of governance in each Member State;
- i) The maintenance of regional peace and stability through the promotion and strengthening of good neighborliness; and
- j) The peaceful settlement of disputes among the Member States, the active co-operation between neighboring countries and the promotion of a peaceful environment as a pre-requisite for their economic development.

Due to resource constraints, the implementation of the Treaty is broken down into five-year strategies that contain activities and programmes to be prioritized in areas where the greatest impact can be made.

#### 1.5 Organs of COMESA

There are four organs of COMESA which have the power to take decisions. These are: the Authority of Heads of State and Government; the Council of Ministers; the Court of Justice; and the Committee of Governors of Central

Banks. The Intergovernmental Committee, the Technical Committees, the Secretariat and the Consultative Committee make recommendations to the Council of Ministers, which in turn make recommendations to the Authority.

- The Authority is the supreme Policy Organ of the Common Market. It is made up of Heads of State and Government and is responsible for the general policy, direction and control of the performance of the executive functions of the Common Market and the achievement of its aims and objectives. The decisions and directives of the Authority are by consensus and are binding on all subordinate institutions, other than the Court of Justice, on matters within its jurisdiction, as well as on the Member States.
- The Council of Ministers (Council) is the second highest Policy Organ of COMESA. It is composed of Ministers designated by the Member States. The Council is responsible for ensuring the proper functioning of COMESA in accordance with the provisions of the Treaty. The Council takes policy decisions on the programmes and activities of the COMESA, including the monitoring and reviewing of its financial and administrative management. As provided for in the Treaty, Council decisions are made by consensus, failing which, by a two-thirds majority of the members of the Council.
- The COMESA Court of Justice is the judicial organ of COMESA. The Court provides certainty that COMESA is as a rules-based institution, with rules, which can be enforced through a court of law. The Court, which has its permanent seat in Khartoum, Sudan, was formally brought into being at the COMESA Heads of State Summit in June 1998 at which the initial seven Judges of the Court were appointed. The Judges all hold high judicial office in their own countries. In 2004 the Treaty was amended to expand the Court into two Divisions. The lower Division which is called the Court of First Instance has seven judges. The upper Division of the Court, which has five Judges, is called the Appellate Division. The Court of Justice adjudicates and arbitrates on, among other matters, unfair trade practices, interpretation of Treaty (Protocols and other legislative acts) and ensures that Member States uniformly implement and comply with agreed decisions. Decisions of the Court on the interpretation of the provisions of the COMESA Treaty have precedence over decisions of national courts and are binding on all COMESA Member States.
- The Committee of Governors of Central Banks is empowered under the Treaty to determine the maximum debt and credit limits to the COMESA Clearing House, the daily interest rate for outstanding debt balances and the Staff Rules for Clearing House staff. It also monitors, and ensures the proper implementation of the Monetary and Financial Co-operation programmes.
- The Inter-Governmental Committee is a multi-disciplinary body composed of permanent secretaries from the Member States in the fields of trade and customs, agriculture, industry, transport and communications, administrative and budgetary matters and legal affairs. Decisions of the Committee are made by a simple majority. Its main functions include:
  - the development of programmes and action plans in all the sectors of co-operation, except in the finance and monetary sector;
  - the monitoring and keeping under constant review and ensuring proper functioning and development of the Common Market; and



- overseeing the implementation of the provisions of the Treaty and, for that purpose, requesting a technical committee to investigate any particular matter.
- Technical Committees are responsible for the preparation of comprehensive implementation programs and monitoring their implementation and then making recommendations to the Council through the Intergovernmental Committee.
- The Secretariat is headed by a Secretary General who is appointed by the Authority. The basic function of the Secretariat is to provide technical support and advisory services to the Member States in the implementation of the Treaty. To this end, it undertakes research and studies as a basis for implementing the decisions adopted by the Policy Organs.
- The Consultative Committee of the Business Community and other Interest Groups is responsible for providing a link and facilitating dialogue between the business community and other interest groups and other organs of COMESA.

Several institutions have been created to promote regional co-operation and development. These include:

- African Trade Insurance Agency (ATI), based in Kenya
- The COMESA Clearing House in Harare, based in Zimbabwe
- COMESA Competition Commission, based in Malawi
- COMESA Regional Investment Agency (RIA), based in Egypt
- The COMESA Leather and Leather Products Institute (LLPI), based in Ethiopia
- Federation of National Association of Business Women (FEMCOM), based in Malawi
- PTA Bank, based in Burundi
- The COMESA Re-Insurance Company (ZEP-RE), based in Kenya
- Alliance for Commodity Trade in Eastern and Southern Africa (ACTESA), based in Zambia
- COMESA Monetary Institute, based in Kenya

## CHAPTER TWO: BACKGROUND

## 2.1 Background

Regional integration is considered as one of the prominent strategies for development among countries and regions. Regional integration promotes sustainable economic growth and industrialization process through fostering intra-regional trade, infrastructure development and investment promotion. It provides a huge market for the parallel development of new industries which reduces external vulnerability through increasing bargaining power and in turn increases national incomes.

At the first and second conferences of independent African States, held in Accra, Ghana, in April 1958 and in Addis-Ababa, Ethiopia in June 1960, respectively, economic problems to be faced by independent Africa were discussed. There was consensus that the small size and fragmentation of post-colonial African national markets would constitute a major obstacle to the diversification of economic activity, away from a concentration on production of a narrow range of primary exports, to the creation of modern and internationally competitive enterprises, which would satisfy domestic needs and meet export requirements. It was therefore, agreed that African countries which had gained political independence, should promote economic co-operation among themselves.

Two options were advocated for the implementation of the integration strategy in Africa. The first was the Pan-African, all-embracing regional approach, which envisaged the immediate creation of a regional continental economic arrangement; and the second was the geographically narrower approach that would have its roots at the sub-regional levels and build on sub-regional co-operation arrangements to achieve geographically wider forms of co-operation arrangements.

The majority of the countries favored the narrower sub-regional approach. Based on this the United Nations Economic Commission for Africa (UNECA) proposed the division of the continent into four sub-regions: Eastern and Southern, Central, West and North Africa. The Commission's proposals were adopted by the OAU Conference of Heads of State and Government. All independent African States were enjoined to take, during the 1980's, all necessary steps to strengthen existing sub-regional economic co-operative groupings and, as necessary, establish new ones so as to cover the whole continent, sub-region by sub-region and promote co-ordination and harmonization among the groupings for the gradual establishment of an African Economic Community by the end of the century.

The Abuja Treaty, signed on 03 June 1991 in Nigeria, shapes the road towards the African Economic Community (AEC), to be established by 2028. However, the regional integration process is not necessarily smooth and linear. For example, progress has been uneven so far, among the eight RECs<sup>1</sup> recognized by the AUC which are the building blocks of regional integration in Africa.

Nevertheless, there have also been significant commitments made, aimed at accelerating the integration of African economies within the continent. The three RECs namely, the Common Market for Eastern and Southern Africa (COMESA), the East African Community (EAC) and the Southern African Development Community (SADC), have joined efforts on setting up a Tripartite Free Trade Area (TFTA). Moreover, in 2010, in Kigali, Rwanda, the African Ministers of Trade recommended fast-tracking of the regional integration agenda. In that sense, they proposed to establish a Continental Free Trade Area (CFTA) by 2017.

This was recently reaffirmed at the 18<sup>th</sup> African Union Summit held in Addis-Ababa in January 2015, where the Heads of State and Government endorsed a declaration on "Boosting Intra-African Trade and the Establishment of a Continental Free Trade Area". At the same occasion, the AU Member States also expressed the desire to see the share of intra-African trade doubling within the next ten years.

To date, African economies face noteworthy trade constraints, among them, tariff and non-tariff barriers to exchanges of goods as well as regulatory requirements on trade in services which hinder economic and social development. Indeed, the relatively weak trade performances of Africa, and especially the very low intra-trade as compared to other regions of the world, may partly be explained by such obstacles limiting spill-overs associated to exchanges within the continent. In this context, opening African economies within themselves is expected to generate great benefits to Africa. Therefore, the creation of a Continental Free Trade Area (CFTA) could be seen as a step towards helping African economies overcome at least part of their weaknesses. Indeed, the Abuja Treaty indicates that a Continental Customs Union (CCU) should be established by 2019 shortly after launch of the CFTA.

### 2.1.1 COMESA in the Continental Context

COMESA was established in 1994 to replace the Preferential Trade Area for Eastern and Southern Africa (PTA) which was set up in 1981 within the framework of the Organization of the African Unity's (OAU) Lagos Plan of Action and the First Act of Lagos. The COMESA regional bloc currently comprises 19 Member States namely; Burundi, Comoros, Democratic Republic of Congo, Djibouti, Egypt, Eritrea, Ethiopia, Kenya, Libya, Madagascar, Malawi, Mauritius, Rwanda, Seychelles, Sudan, Swaziland, Uganda, Zambia and Zimbabwe.

COMESA successfully established a Free Trade Area (FTA) on 31 October 2000 with the key aim being to facilitate regional integration through zero customs tariffs on goods traded among the Member States. It also launched its Customs Union in June 2009 which is yet to be operational. Moreover, COMESA envisages becoming a Common Market by 2017, and full Economic Community by 2025.

Over the years, COMESA has focused on the gradual transformation of isolated national markets into a single regional market for Eastern and Southern African countries. Remarkable achievements have been made especially in trade liberalization and facilitation through reduction and elimination of tariff and non-tariff barriers between Member States, which enabled intra COMESA trade to increase substantially.

COMESA has further demonstrated commitment to gender equality, equity, empowerment of women and social development as reflected in Articles 110, 143, 154 and 155 of the Treaty. The Member States have committed to the: United Nations Convention on the Elimination of all forms of Discrimination Against Women (CEDAW) adopted in 1979; Beijing Platform for Action adopted in 1995; UN Convention on the Rights of the Child adopted in 1989; African Youth Charter adopted in 2006; Copenhagen Declaration on Social Development that identifies the significance of social development and human well-being for all; Millennium Development Goals and related Post 2015 Sustainable Development Goals that promote human development as the key to sustaining social and economic development; and the African Union Agenda 2063, with aspirations focused on people centered development, respect for human rights and the potential of youth and women. Evidence from various reports, including the 2014 MDGs report and Beijing +20 review, show that despite some significant progress towards the advancement of women and social development, the region continues to struggle with

<sup>1</sup> CENSAD, COMESA, IGAD, EAC, ECCAS, ECOWAS, SADC, UMA

gender inequalities across all sectors of the economy, and achievement of social development for all, which all have various implications for the region's economic progress.

## CHAPTER THREE: SITUATION ANALYSIS

### 3.1 Stakeholder Analysis

It is important that all the stakeholders of regional integration are fully involved if the set objectives are to be achieved. Thus, it is necessary to reinforce the participation of a broader set of state and non-state actors such as the academia, industrialists, venture financiers, COMESA citizens in the Diaspora, legislators, micro, small and medium entrepreneurs and judiciary officials. Inclusivity prioritizes the creation of a shared vision and prosperity. It also means that the attainment of a common market must be all-encompassing if it is to improve the living standards of women and men, young and old alike. It is only when regional integration is owned and driven by all that it will attain a sustainable character. It is necessary to eliminate from the minds of the citizens that regional integration is a high level diplomatic and bureaucratic discussion in committees and board rooms disconnected from the citizens, who are the agency of social and economic transformation.

This stakeholder analysis (see Annex III) helps to identify areas for intervention to speed up implementation of legal instruments such as protocols, the decisions that have been adopted by Policy Organs, domestication of rules and regulations, among others. The regional integration agenda can attain higher levels if all stakeholders play their role.

COMESA is host to model laws, frameworks and protocols, the implementation/domestication of these is however slow partly because of low levels of commitment and ownership of the regional integration agenda. In addition, stakeholder involvement results into regular feedback through broader consultations to allow for sustained dialogue on matters of regional integration.

Apart from identifying stakeholder needs, it is imperative that they too have roles to play in order to achieve the desired objectives of the strategy. Timely payments of contributions are some of the roles stakeholders should fulfill for the regional integration agenda to progress at the desired speed and destination. Annex I contains the details of COMESA's stakeholders and their needs.

### 3.2 COMESA and the International Development Agenda

COMESA is aligned to global agendas in pursuit of its mission and vision notably Agenda 2063, Peace and Security and the Sustainable Development Goals (SDGs).

#### 3.2.1 Agenda 2063

Under the tagline of *"The Africa We Want,"* Agenda 2063 is structured around 7 Aspirations;

- i. A Prosperous Africa based on Inclusive Growth and Sustainable Development
- ii. An Integrated Continent, Politically United based on the ideals of Pan-Africanism
- iii. An Africa of Democracy, Respect for Human Rights, Justice and the Rule of Law.
- iv. A Peaceful and Secure Africa
- v. An Africa with a strong Cultural Identity, Values and Ethics

- vi. An Africa of people-driven development relying on the potential of its women & youth; and
- vii. Africa as a Strong, Resilient and Influential Global Player and Partner

#### 3.2.2 Peace and Security

COMESA is one of the Regional Economic Communities working together with the African Union Commission in the implementation of four out of the five pillars of the African Peace and Security Architecture. The COMESA Programme on Governance, Peace and Security aims to promote peace, security, stability and enhanced democratic governance through effective national and regional institutional mechanisms and structures. In this regard, Member States agree that regional peace and security are pre-requisites to social and economic development and vital to the achievement of regional economic integration objectives of the Common Market. Member States agree to foster and maintain an atmosphere that is conducive to peace and security through co-operation and consultations on issues pertaining to peace and security with a view of preventing, better managing and resolving inter-state or intra-state conflict.

#### 3.2.3 Sustainable Development Goals

COMESA is also fully associated with the United Nations seventeen (17) Sustainable Development Goals (SDGs) covering a broad range of development issues. These include; ending extreme poverty, combating climate change, and protecting oceans, lands and forests.

With the globally newly agreed to 2030 Sustainable Development Agenda and notably its Sustainable Development Goals (SDGs), the vision for COMESA and the need to create an Africa Economic Community has gained new relevance. The SDG agenda recognises international trade and investment as key and cross-cutting means of implementation of the SDGs. It also reaffirms the role of trade, investment flows and conducive economic and social policies as engines for environmental sustainability, sustainable production and consumption, sustained economic growth, while helping countries to achieve or transition towards food and energy security, climate resilience, natural resources management, and poverty reduction.



### 3.3 SWOT/PESTEL Analysis

For COMESA to be able to remain relevant and meet the needs of the future, the SWOT and Political, Economic, Social, Technological, Environment, Legal (PESTEL) Analysis below helps us to understand both our internal and external environments.

	Strengths	Weaknesses	Opportunities	Threats
<b>Political</b>	<ul style="list-style-type: none"> <li>Political will from COMESA Authority</li> <li>Most of COMESA region is peaceful and undertaking democratic processes</li> <li>Policy Organs are well articulated and supportive</li> <li>Strong support from co-operating partners</li> <li>Equal treatment of members (no dominating member State)</li> <li>Solidarity/collaborations with other RECs is adequately visible</li> <li>Seen as a highly credible institution</li> <li>Presence of a comprehensive Treaty</li> <li>Flexibility demonstrated by variable geometry approach</li> </ul>	<ul style="list-style-type: none"> <li>Some non-state actors in the region lack knowledge about COMESA</li> <li>Inadequate visibility of some of COMESA's outputs /outcomes</li> <li>Non-payment of some contributions towards COMESA Programmes and Institutions</li> </ul>	<ul style="list-style-type: none"> <li>Potential for catalyzing private investment in the region due to the prevailing peace and security</li> <li>Strong political support in the region can be an asset</li> <li>Mainstream Climate Change</li> <li>Mainstream Blue Economy</li> </ul>	<ul style="list-style-type: none"> <li>Overlaps in RECs may cause economic and political confusion and varied prioritization</li> <li>Terrorists attacks</li> </ul>

<b>Economic</b>	<ul style="list-style-type: none"> <li>Milestones achieved include advancement from PTA to FTA</li> <li>Availability of support from co-operating partners to champion the integration agenda</li> <li>Vibrant economies speed up the need for the services of COMESA trade facilitation tools such as the Yellow Card, CVTFS, Capacity Building and Standards, Guidelines and Protocols</li> <li>Broad macro-economic stability in the region</li> <li>Growing interest from financial agencies, civil society and business community among others</li> <li>Large market due to wide geographical coverage and large population (over 470 million people)</li> <li>Growing GDP in the region and globally,</li> </ul>	<ul style="list-style-type: none"> <li>Low industrialization makes the region depend on extra COMESA imports 90% of COMESA trade is outside of the region.</li> <li>Huge energy deficit in the region</li> <li>The consumer market is still young and dependent.</li> <li>Political instability in some parts of the region is disruptive on the speed of extending the regional integration agenda</li> <li>Lack of coherence between Private and Public entities.</li> <li>High cost of communication (mobile) and transport</li> <li>High perception to integrate globally than regionally</li> <li>Underdeveloped infrastructure</li> <li>High transaction costs</li> <li>Limited economic diversification in the COMESA region</li> </ul>	<ul style="list-style-type: none"> <li>Growing economies and potential for greater regional influence especially with the tripartite arrangement underway</li> <li>Revenue generation possibilities abide within COMESA</li> <li>Potential for attracting investments for development</li> <li>Further regional and global integration</li> <li>Proximity of input markets is an opportunity for economic development</li> <li>Potential to replace imports with local products</li> <li>Potential market for investment and trade</li> <li>Global mega blocs</li> </ul>	<ul style="list-style-type: none"> <li>Cost of running the Regional Integration Agenda is always growing but the limited resource Over reliance on donor funding</li> <li>Threat of being over shadowed by other RECs and member states advance economically</li> </ul>
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<b>Technical</b>	<ul style="list-style-type: none"> <li>➤ Availability of timely and comprehensive information for analysis and decision making supported by technologies e.g. COMSTAT</li> <li>➤ Supported by a Medium Term Strategic Plan and Budget</li> </ul>	<ul style="list-style-type: none"> <li>➤ Not all stakeholders and institutions are harnessing the technologies widely available within COMESA e.g. CVTFS</li> <li>➤ Scarce Resources to upgrade technologies</li> </ul>	<ul style="list-style-type: none"> <li>➤ Availability of many technological products on the market that require adoption</li> <li>➤ Potential to become a technology driven organization</li> <li>➤ Rapid advancement in technology to match advancements in ICTs, finance and infrastructure</li> <li>➤ Youth bulge and innovation</li> <li>➤ The advocacy and awareness of the regional integration agenda can be enhanced with the support of COMESA regulatory and legislative organs</li> <li>➤ Extensive networks to enable knowledge sharing and transfer of best practices</li> <li>➤ Green tech standards</li> <li>➤ Formulation of relevant laws and amendment of existing ones.</li> </ul>	<ul style="list-style-type: none"> <li>➤ Emerging threats especially those linked to cyber-crime.</li> <li>➤ Inadequate infrastructure such as energy</li> <li>➤ Climate related risks</li> </ul>
<b>Legislative/Regulatory</b>	<ul style="list-style-type: none"> <li>➤ COMESA is supported by strong regulatory and legislative organs, e.g. revenue authorities, civil aviation authorities, Investment Promotion Agencies Parliaments, etc.</li> <li>➤ Rule-based organization (Treaty, Court of Justice)</li> </ul>	<ul style="list-style-type: none"> <li>➤ Inadequate sensitization and knowledge about the regional integration agenda across the region</li> <li>➤ Low domestication of agreed policies and protocols</li> <li>➤ Existence of outdated regulatory frameworks</li> </ul>		<ul style="list-style-type: none"> <li>➤ Dynamic and fast changing environment not easily matched by the regulatory frameworks</li> </ul>

<b>Environment</b>	<ul style="list-style-type: none"> <li>➤ Existence of known champions for going Green and Conservation Agriculture (CA)</li> <li>➤ Plays a role in harnessing and coordination of member state's natural resources.</li> <li>➤ Has undertaken a programme approach through working with other entities in agriculture, trade, climate change etc.</li> <li>➤ Newly crystalizing priorities and adaptive planning by COMESA</li> <li>➤ COMESA is a low GHG emission</li> </ul>	<ul style="list-style-type: none"> <li>➤ The trade-off between 'growth and the green economy' is real and hard to beat</li> <li>➤ Low capacity in renewable energy within the region</li> <li>➤ Lack of appropriate tools for 'green' investments</li> <li>➤ Absence of environmental safeguards within COMESA</li> </ul>	<ul style="list-style-type: none"> <li>➤ Availability of advocacy mechanisms and potential funding</li> <li>➤ Carbon trading</li> <li>➤ Existence of sustainable development goals which emphasize on trade and especially carbon trading for sustainable development</li> <li>➤ Availability of renewable energy resources in the region</li> <li>➤ Possibilities for organic agriculture investments</li> <li>➤ Identified potential for mainstreaming of climate change risk analysis, proofing and resilience building into all COMESA sectors</li> </ul>	<ul style="list-style-type: none"> <li>➤ High vulnerability of all COMESA sectors to the effects of climate change</li> </ul>
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# CHAPTER FOUR:

## BALANCED SCORECARD PERSPECTIVES AND STRATEGIC OBJECTIVES

### 4.1 COMESA Strategy Map

The Balanced Scorecard is a strategic planning and management system that is used extensively in business and industry, government, and non-profit organizations worldwide to align business activities to the vision and strategy of the organization, improve internal and external communications, and monitor organization performance against strategic goals.

While various terminologies can be used to refer to the Balanced Scorecard, all of them drive at the fact that it is an integrated strategic planning and performance management system that has emerged as a best practice for organisations that intend to enhance productivity through the “balancing” of non-financial performance measures to traditional financial metrics.

The Balanced Scorecard was adopted by the COMESA Council of Ministers in 2012 in Kampala, Uganda as the performance tool to enable the organisation to translate its vision and strategy into reality.

Drawing from the key perspectives of the Balanced Scorecard, the 2016-2020 COMESA Medium Term Strategic Plan (MTSP) objective areas have been aligned as follows:

i. The Sustainability Perspective

The Sustainability perspective identifies the jobs (human capital), systems (information capital), and climate (organizational capital) that support the value creating process. In addition, the perspective recognizes rapid technological change, and the necessity for knowledge workers to be in a continuous learning mode as well as the need for dynamic organisational ICTs. Among the key results of the perspective are human capital, tools and innovation.

ii. Internal Processes Perspective (Areas for Continuous Improvement)

This perspective refers to internal business processes, allowing the organisation to know how well its business is running, and whether its products and services conform to customer requirements as it especially relates to its mission. For non-profit organisations, this perspective refers to the formulation of policies and frameworks that fulfill the achievement of the organisational mission. Key results of this perspective are efficiency and quality.

iii. The Financial Perspective

Also referred to as financial stewardship, this perspective describes the tangible outcomes of the strategy using familiar metrics such as return on investment, economic value added and operating profits among others. For non-profit organizations, this perspective recognises how mission value and effectiveness are maximized. Key results of this perspective are value addition and effective resource use.

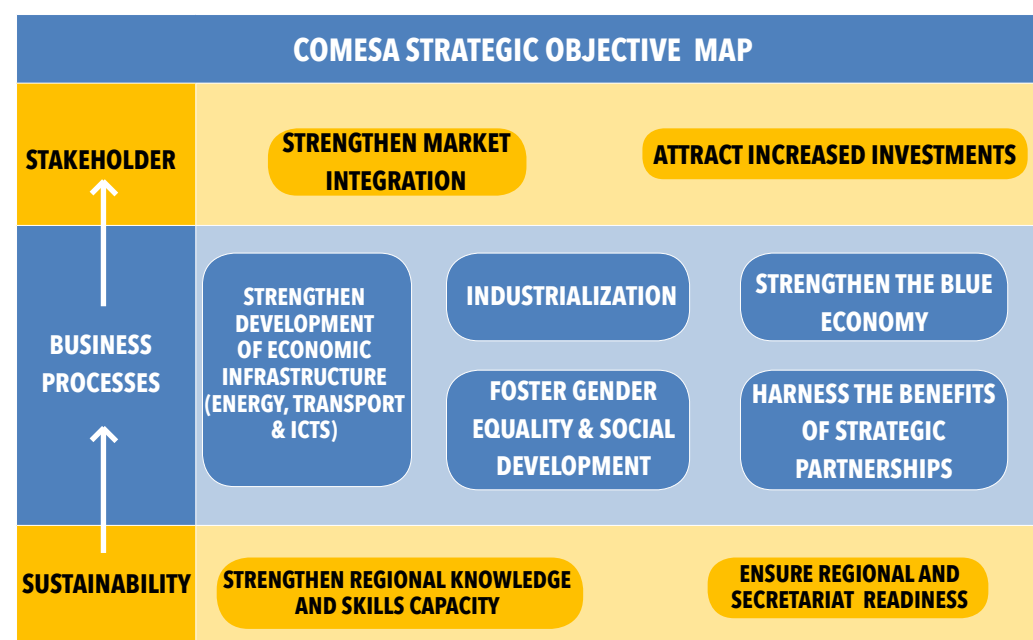
iv. The Customer Perspective

This perspective includes customer outcome measures such as satisfaction, retention, and growth. This perspective asks the critical question of how well the organisation is meeting the needs of its customers and stakeholders.



A strategy map is a key element of the Balanced Scorecard methodology. It describes the process of value creation through a series of cause and effect linkages among objectives in the four balanced scorecard perspectives outlined above. The map using a bottom-up, cause-effect linkage describes how strategy builds value from the internal to the external through the perspectives. Therefore, improvements in internal capacity through learning and growth result in improved internal business processes which in turn drive improved external financial and customer results.

The COMESA Strategy Map below, therefore, illustrates the cause-effect linkages among the objectives that have been identified as priorities for the 2016-2020 planning period, which are in line with the mission of the organisation.



## 4.2 Strategic Objectives

For the period 2016-2020, the following strategic objectives have been identified: strengthening market integration; attracting increased investments; strengthening the blue economy; harnessing the benefits of strategic co-operation; strengthening development of economic infrastructure (energy, transport and ICT); industrialization; fostering gender equality and social development; ensuring regional and Secretariat readiness and strengthening regional knowledge and skills capacity. In implementing the identified objective areas, COMESA will be mindful of environmental safeguards including climate risks. These strategic objectives and their attendant initiatives are further explained below.

For COMESA to meet these strategic objectives, there will be need for key pre-conditions to be in place which include, but are not limited to; good governance, peace, security and stability, environmental management, regional macro-economic stability, transparency, accountability and alignment of national policies/plans to the COMESA Treaty, model laws and protocols.

### 4.2.1 Strategic Objective 1: Strengthen Market Integration

This refers to the seamless flow of goods, services, capital, people and the right to establish and reside within the COMESA region. The objective also ensures trade facilitation through simplification and harmonization of documents and procedures. Further, the objective entails lowering the cost of cross-border trade through removal of trade barriers in line with the Tripartite agreement (COMESA-EAC-SADC).

Market integration is a practical way of addressing the small size of the markets of individual countries. One of the objectives of COMESA is to achieve joint development in all fields of economic activity and promote a more balanced and harmonious development of production and marketing structures. To this end COMESA is engaged in the regional integration process and achieved a Free Trade Area status in 2000 in which sixteen of the nineteen Member States are currently participating with the exception of three Member States that are envisaged to join in the near future. Going forward the non-FTA Member States namely, DRC, Ethiopia and Eritrea shall be assisted in the accession process to join the FTA.

COMESA-EAC-SADC Tripartite<sup>2</sup> integration initiative, the developmental integration model has been elaborated in the three pillars of industrial development, market integration, and infrastructure development. A sizable regional market is essential to nurture industry and build competitiveness through improved economies of scale. The Tripartite is a key Africa-led project aimed at promoting economies of scale, enabling competitiveness, diversification, addressing supply-side constraints, knowledge sharing, fostering regional value-chains, intra-regional trade and investment, cross-border infrastructure and overcoming the challenges of small markets. The objective of the Tripartite negotiations is to foster industrial development, market integration and infrastructure development and hence to achieve a comprehensive free trade agreement with a high degree of tariff liberalization.

On the 10<sup>th</sup> June 2015 in Sharm El Sheikh, Egypt the Tripartite FTA was launched with the immediate signing of more than 15 Member States. COMESA working with the other RECs will continue to follow up the remaining signatures, negotiations for the remaining issues under phase 1 and embark on phase 2 of negotiations.

It has been observed that without free movement of persons, labour, services and eventually right of establishment and residence, the aspirations of a fully integrated region cannot be realised. It is in this context that COMESA has joined hands with the African Union and other RECs in the continent to push this agenda and ensure that our people who have strong ethnic, cultural, political, historical, economic and social bonds enjoy the benefits of regional integration.

COMESA Secretariat has embarked on this process of facilitating the gradual removal and eventual elimination of visas. Some Member States, namely: Kenya, Mauritius, Rwanda and Seychelles have reached the highest rate of implementation of this protocol by removing the requirement of visas for almost all African citizens. All Member States are urged to follow this example and move to sign, ratify and fully implement all regional and sub-regional instruments on free movement of persons. The Secretariat and Member States will mount sensitisation campaigns to increase awareness on the benefits of free movement of persons as well as how to address vices that comes with it such as human trafficking.

<sup>2</sup> Parallel to the liberalization for trade in goods, and following global developments, COMESA has a programme The Tripartite brings together 26 States which are members of the three regional economic communities of COMESA, EAC and SADC



for liberalizing trade in services. For the period 2016-2020 there should be concerted efforts in the areas of implementation of the agreed commitments in the four priority sectors namely: transport, communication, financial and tourism services. Further, negotiations are ongoing in the three additional priority sectors namely: business, energy and construction.

The four specific annexes to the Treaty, namely, the Protocol on Transit Trade and Transit Facilities, the Protocol on Third Party Motor Insurance Scheme, and the Protocol on Rules of Origin provide the mandate for the key COMESA trade facilitation instruments, which have been developed and implemented over the years. For the period 2016-2020, the institution has mapped out trade facilitation projects to implement the new Bali WTO Trade facilitation Agreement. These include customs cooperation, transparency through consultation, notification and publication of trade measures, transit cooperation, fees and appeal procedures among others in the category A obligations that Member States can implement. In addition, trade facilitation tools will continue to be rolled out.

#### Initiatives:

1. Producing and disseminating harmonized quality, timely and policy responsive statistics.
2. Providing trade information through the Web-based trade facilitation portal, a compendium of trade rules, procedures and all requirements to both export and import within the COMESA Member States.

#### Trade

3. Harmonizing priority technical standards and SPS measures (COMESA and Tripartite levels) including those related to the global climate change agenda.
4. Supporting the implementation of necessary SPS/TBT regulatory reforms, including mutual recognition and equivalence agreements for specific SPS measures/ technical standards and trade flows.

5. Supporting the implementation of the regional framework for good regulatory practice and elimination/reduction of technical barriers to trade.
6. Strengthening the COMESA Simplified Trade Regime (STR).
7. Supporting the implementation of the regional Non-Tariff Barriers Regulations on the resolution of NTBs Member states to fully implement the protocol on rules of origin including the electronic certificate of origin.
8. Facilitating adoption and implementation of regional initiatives such as Yellow Card, Harmonised Road User Charges, One Stop Border Post (OSBP), single customs transit bonds for COMESA and Car Plate Numbers.
9. Facilitating the COMESA-EAC-SADC Tripartite Process and urge Countries that are yet to sign the Tripartite FTA.
10. Develop initiatives, tools and capacity building programmes to enhance cross border trade particularly in countries emerging from conflict

### Trade in Services

11. Implementing the schedules of commitment in the four priority trade in services sectors namely: transport, communication, financial and tourism services and negotiating liberalization in additional sectors. Further supporting the free movement of investment in and around the region.



12. Urge Member States that have not submitted their schedules of commitment on the agreed four sectors.

### Customs Union

13. Operationalizing the Customs Union through implementing key instruments for example the CMR, CET and CTN.
14. Implementing the COMESA Common Market.
15. Adopting and implementing modalities (rules and mechanisms) for free circulation and revenue sharing.
16. Implementing the COMESA protocols on visas and free movement of persons and to any agreement made on movement of business persons.
17. Supporting better border management, focusing on priority regional corridors (for instance automation of all customs processes and procedures, development of modern clearance including selective checking based on risk analysis and post-clearance strategies, structured dialogue mechanism with private sector on customs reforms, training modules for national customs administration, support to increased coordination of customs authorities with other agencies operating at the borders);
18. Implementing the COMESA Intellectual Property Policy.
19. Increasing awareness among stakeholders in order to improve utilization of available opportunities and instruments.

### 4.2.2 Strategic Objective 2: Attract Increased Investments

Promoting the COMESA region as a Common Investment Area will continue to be an area of strategic importance. COMESA will contribute to the improvement of Member States' investment and business climates through various capacity-building programmes targeting mainly the regions' Investment Promotion Agencies (IPAs). The capacity of IPAs will be strengthened to promote their respective countries to attract new investments while retaining investments from their existing investment base, and equip them with teams able to assist investors. COMESA will also strive to support development of Investment Promotion Bureaus and facilitate their synergy to foster cross-border initiatives. Further, promotional activities will continue to boost the image of the region to investors.

#### Initiatives:

1. Producing and disseminating harmonized quality, timely and policy responsive statistics
2. Creating an enabling business environment in Member States through legal and institutional reforms. These will include the following; business regulatory framework, registration, providing up dated taxation and banking (forex) information, establishment of one stop centres (digitalizing



investment procedures), conducive investment policies and legal framework, land lease. Harmonizing investment policy in the region through alignment to the CCIA.

3. Facilitating the coordination of investment promotion strategies with Member States through Investment Promotion Agencies in line with national priorities including employment creation.
4. Strengthening the capacity for FDI and domestic investment data collection
5. Promoting cross border investment through among others double taxation avoidance agreements, strengthening international taxation laws and Bilateral Investment Treaties (BITs) among Member States and between Member States and the rest of the world.
6. Increasing awareness among stakeholders in order to improve utilization of available opportunities and instruments.
7. Undertaking analytical work including data collection and analysis, preparing working documents and facilitating meetings of stakeholders
8. Build reliable and credible databases for monitoring and regulation of capital inflows and outflows

#### 4.2.3 Strategic Objective 3: Strengthen the Blue / Ocean Economy

The 2030 United Nations Agenda for Sustainable Development, is a plan of action for people, the planet and prosperity. It recognizes the balance between sustainable economic development and environment protection as the center of strategy formulation and implementation.

The Blue/Ocean Economy covers aquatic and marine areas, including oceans, seas, coastlines, lakes, rivers and groundwater. Furthermore it includes many productive sectors such as fisheries, aquaculture, tourism, transport, shipbuilding, energy, bio-prospecting and underwater mining to accelerate structural transformation. The ocean economy approach provides a prospect of sustained, environmentally sound, but also socially inclusive, economic growth based on COMESA countries' strengths in coastal and marine sectors as well as freshwater inland rivers and lakes.

COMESA envisions transformation by unlocking investments and the generation of jobs to citizens through rebranding the use of the water bodies to realize the potential for economic advancement and tapping into new areas of economic actions. The thrust of the Ocean/Blue Economy is to place value addition to water bodies as an area of development space and in support of the Sustainable Development Goals (SDGs) specifically SDG 14.

#### Initiatives:

1. Put in place legal, fiscal and other institutional frameworks for exploration and exploitation of hydro-carbon and mineral resources including management of the Exclusive Economic Zones (EEZ)
2. Fisheries, seafood and aquaculture:



- Focus on aquaculture and repositioning of Member States as a source of seafood in the region.
  - Establishment of fishing fleets to expand on the current processes and come up with a seafood hub and strengthen reciprocal fishing agreements.
3. Exploring deep ocean water applications such as for cooling of buildings and generation of renewable energy.
  4. Establish and / or strengthen marine services such as vessel registration, marine finance, ICT and marine tourism
  5. Seaport related activities such as extension and strengthening of the port facilities to allow for larger and more vessels including tourist cruise ships, dredging works of the navigation channel and the associated land reclamation, develop master plans and undertake studies to consider the new opportunities offered by activities related to the Ocean Economy and address the land use requirements for future port development projects such as making a hub for bunkering, trans-shipment, cruise and a full-fledged marina.
  6. Ocean knowledge: identify areas for research, science, technology and innovation in Member States. Engage Universities and high level Research Councils to produce knowledge and a critical mass of people knowledgeable in the area of Ocean and Blue Economy.
  7. Access to climate finance is of critical importance for climate change mitigation and adaptation projects and programmes for COMESA Member States, specifically the most vulnerable including SIDS.
  8. Develop a policy for maritime security and safety and ocean economy development
  9. Development and adherence to COMESA wide applicable environmental safeguards including for climate risks.
  10. Develop and follow up on Blue/Ocean Economy Strategies and National Plans (related policy frameworks)
  11. Development of marine spatial planning to make informed and coordinated decisions on sustainable use of marine resources
  12. Ensuring effective ocean management and governance for the sustainability of marine resources
  13. Development of disaster risk reduction policy
  14. Develop a monitoring protocol for the coastal and ocean region

#### 4.2.4 Strategic Objective 4: Harness the Benefits of Strategic Partnerships

This means actively engaging with national, regional and international strategic partners to leverage the benefits of inter-dependence and participatory decision making for the benefit of Member States, the private sector, academia and other stakeholders. It includes collaboration to leverage technical assistance training and sharing of information concerning lessons learned and best practices. It encompasses enhancing COMESA's influence amongst its partners and other RECs, building mutually beneficial relationships, commitment and willingness to share resources such as ideas, time and technical support. Please refer to Annex IV outlining COMESA's cooperating partners.

##### Initiatives:

1. Collaborating with respect to access and development of information systems (databases).
2. Getting involved in policy research, development and training.
3. Collaborating on baseline surveys and impact assessment in all programme areas.
4. Establishing and maintaining an up-to-date development partners' database.
5. Respecting the Memorandum of Understanding (MOU) and building a culture of transparency, accountability and mutual trust.
6. Fostering the regional integration agenda through collaboration between COMESA institutions, Secretariat, Member States, the private sector and other stakeholders.

#### 4.2.5 Strategic Objective 5: Strengthen Development of Economic Infrastructure (Energy, Transport and ICTs)

COMESA recognizes economic infrastructure development as a priority and strategic focus area that requires special attention. The strategic objective to be pursued is therefore to effectively address constraints related to the improvement of infrastructure and services in the region in order to reduce the cost of doing business and enhance competitiveness, through fostering physical regional connectivity and deepening quality infrastructure integration. It is noted that currently COMESA wide environmental safeguards including for climate risks are absent.

The infrastructure programmes in COMESA are consistent with the Treaty Provisions related to transport, energy and Information Communications Technology (ICTs). A holistic and corridor based approach to infrastructure development has been identified based on three key pillars i.e. development of priority regional physical infrastructure, policy and regulatory harmonisation and facilitation.

Energy is one of the basic inputs in the process of economic and social development. The concern of regional integration and hence economic development has drawn a considerable interest for Member States to indigenous energy resources inventory and development. These resources include hydropower; oil; natural gas; coal; and renewable energy resources such as biomass in terms of wood-fuels (fuel-wood and charcoal), solar, wind, and bio-fuels. Energy plays a critical role in the development process, as a domestic necessity but also as a factor of



production whose cost directly affects prices of other goods and services and the competitiveness of enterprises. Moreover, as the region's economy and trade continue to grow, energy will be a critical element to support and sustain the achieved growth. Cognizant of the global climate agenda, suitable low carbon investments and energy mixes ought to be considered in energy development investments.

Based on a study undertaken by the Secretariat, the COMESA region had an installed electricity capacity of 48,730 MW of power in 2010, this provided access to only 34% of the population. The installed capacity was projected to be 68,300 MW in 2015 and the projection for 2020 is 95,800 MW. This is the same as 7% growth rate per year with 2010 as the base. The projected installed capacity still only provides energy to 62% of the population, leaving another 38% out of energy supply.

Properly harnessed, ICT's can be transformative and significantly bring down the cost of doing business. The elements of this strategy will provide a means of enhancing COMESA's capacity to achieve its objectives by ensuring a strategic application of ICT's as an enabler. Several initiatives and innovations have been developed which have led to the tools and applications being less costly and more available and accessible to a wider section of the population through various sectors of development such as education, health, environment, public sector operations, agriculture and mining, among many others. In the recent past there has been a greater shift towards social media which has also positively impacted on the adoption and use of ICT's.

For COMESA to ensure that ICT's increasingly become an effective enabler for the region's development, it means adoption of modern systems and technologies to support the regional integration agenda. Such systems as Regional Payment Systems and Automated Customs and Transit Systems quicken the speed of doing business. This objective includes all programmes, support systems and tools that help Member States deliver quality services, and allow the Secretariat staff to effectively accomplish the critical business tasks of the organization.

COMESA, EAC and SADC decided that the Tripartite would replace the traditional national approach to transport corridor development, with a regional approach. The Tripartite's North-South Corridor (NSC) was designed as a cross-border transit and transport value chain to address transport constraints in a sequenced and multi-modal way. The NSC programme comprises inter-related projects that address: road infrastructure; road transport facilitation; management of railway systems and rail infrastructure; physical and procedural improvements at border crossings; port infrastructure; management of air transport; and energy interconnectors. The aim is to address both physical and non-physical bottlenecks along the corridor. It is engineered to implement an economic corridor based approach to trade facilitation and reduction of costs of cross-border trade in sub-Saharan regions. The North-South Corridor is a flagship infrastructure and trade facilitation programme of the Tripartite FTA process.

#### Initiatives:

1. Mobilizing resources for regional infrastructure projects funding through collaborating partners.
2. Assisting Member States in packaging regional infrastructure projects for funding.
3. Compiling a compendium of all the policies and strategies
4. Institutionalizing policy reforms for management and financing of various infrastructure.

5. Encouraging Public Private Partnerships (PPPs) to develop basic infrastructure (energy and water supply, transport facilitation).

## Energy

6. Establishing regional associations of operators and regulators where they do not exist.
7. Strengthening energy cooperation through enhancing trade (Power pools, inter connectors generators to mention some).
8. Facilitating development of regional energy infrastructure for the various economic sectors

## Transport

9. Identifying transport infrastructure bottlenecks and missing links, and developing programmes to address them.
10. Developing programmes for the transport sector and monitor implementation of transport instruments aimed at easing the flow of trade and transport services.
11. Recommending adoption of new technologies in transport infrastructure and equipment benchmarked on international best practice.
12. Liberalization of skies to establish a single seamless airspace in the COMESA sub-region

## ICTs

13. Enhancing COMESA website to include links to regulations, policies, reports and any technical document for Member States (e.g. as in WTO website).
14. Facilitating access to climate finance for ICT related investments addressing climate change mitigation and adaptation projects and programmes for COMESA Member States
15. Promoting the development and adoption of regional harmonized national ICT policies, regulations and legislations aimed at creating secure competitive markets, which will reduce prices, spur growth and increase the usage of ICT services.
16. Promoting a regional and national cyber security capacity by institutionalizing cyber security at regional and national level to ensure the protection of critical national infrastructure and internet users thus making the internet safe to serve national priorities and maximize socio-economic benefits of ICTs.
17. Promoting capacity building initiatives targeting policy makers, regulatory institutions, operators, the media, citizens and users of ICT in all the priority areas.
18. Promoting increased development and exploitation of physical ICT infrastructure interconnections and internet exchange points for sustainable Socio- Economic Development.

19. Developing and domesticating a COMESA Regional ICT strategy.

## 4.2.6 Strategic Objective 6: Industrialization

Industrial development has been placed at the core of the developmental integration agenda of COMESA with the Member States acknowledging that it is central to diversifying their economies. While diversification of the economies of the region has eluded the Member States over the years, it has been the preoccupation of Member States as it holds a lot of promise for the development of productive capacity, the creation of employment, reduction of poverty and set their economies on a more sustainable growth path. Availability of resources for industrialization is a key factor in the region. While some countries have development finance institutions and industrial development corporations, these have been facing challenges as witnessed by the low level industrialization. At a regional level, a number of institutions, including the Regional Investment Agency, the African Trade Insurance Agency (ATI) and the PTA Bank have been established to assist funding and insuring transactions that could assist the Member States to industrialize.

In particular, increasing agricultural productivity and agro-processing has been highlighted as one of the key intervention areas in the industrialization policy. Agriculture remains an important sector in sustaining most economies of COMESA Member States. As such, it is critical that it is given special focus, especially agro-processing. Agro-processing and Agri-food systems increase the income multiplier of agricultural commodities and create employment along the food chain. Agri-food systems should be informed by sound strategies that take into consideration consumer preferences. Strengthening agri-food systems include addressing SPS issues and promoting good agricultural practices in a Hazard Analysis Critical Control Point (HACCP) production approach.

### Initiatives:

1. Identifying and promoting investments in sectors of high potential with customized incentives for more value addition
2. Promoting MSMEs performance in industrial linkages and clusters development.
3. Increasing investment in agriculture and agribusiness activities through facilitating the CAADP Process.
4. Encouraging Public Private Partnerships (PPPs) to develop basic infrastructure for industrial development.
5. Enhancing co-operation in combating illicit trade and counterfeiting.
6. Strengthening standardization and quality assurance.
7. Promoting climate smart agriculture.
8. Promoting women and youth entrepreneurship in industrialization development.
9. Promoting environmental sustainability in industrial development.





10. Supporting research and development for innovation and industrial development.
11. Support Member States to implement and align the COMESA Industrial Policy.

#### 4.2.7 Strategic Objective 7: Foster Gender Equality & Social Development

The ultimate aim of COMESA's regional integration agenda is to improve the living standards of its citizens. This calls for people-centered regional development interventions that take into consideration values of social justice including inclusiveness, participation and sustainability. People-centered regional development and social justice will be realized through gender equality, empowerment of women and youth, protection and promotion of the rights of the vulnerable groups. Promoting gender equality is an important part of the development strategy that seeks to enable people, both women and men, to diminish their poverty and improve the standard of living. Research has demonstrated that ensuring women and youth's economic empowerment and access to control over resources impact on rise in human development. This is also in line with the international development agenda enshrined under Sustainable Development Goals and Agenda 2063.

##### Initiatives:

1. Conducting periodic research, gender audits and assessments in order to strengthen gender responsive knowledge base at regional level

2. Facilitating establishment of an oversight and accountability system for gender mainstreaming at programme management level within the Secretariat and in the Member States in order to ensure ownership across sectors
3. Undertaking gender analytical work including data collection and analysis, preparing working documents and facilitating meetings of stakeholders
4. Promoting pre-programme/project design gender assessment to determine the gender dimension and the status of disadvantaged groups such as women and youth whenever applicable
5. Facilitating information exchange and business linkages for women and youth in business through various forums and communication platforms and products
6. Promoting the delivery of gender sensitive services including security and relevant infrastructure and technology to support women's economic activities.
7. Addressing trade related security and cross border trading issues affecting women traders and build their capacity in line with entrepreneurial skill and access to finance so as to advance their economic performance at all levels.
8. Promoting youth empowerment through skills development, creation of job opportunities, internship and mentorship schemes, advocacy to participate in governance, increased access to information, technology and recreation facilities.
9. Promoting access to basic services including youth friendly health services particularly sexual and reproductive health services, and advocate for the elimination of harmful traditional practices.
10. Popularizing the COMESA Gender Policy, Social Charter and other mechanisms aimed at empowering and protecting women and youth among stakeholders to ensure implementation.
11. Facilitating consolidation of regional gender disaggregated and social data for knowledge documentation, and easy monitoring of progress and impact.
12. Increasing awareness among stakeholders in order to improve utilization of available opportunities and instruments.
13. Engaging various stakeholders to create an enabling policy and legal environment for the economic participation of women and youth.
14. Popularizing the COMESA Economic Empowerment Fund across the region

#### 4.2.8 Strategic Objective 8: Ensure Regional and Secretariat Readiness

This covers risk management, good governance and readiness to identify and address global and regional threats. In order to minimize and mitigate business disruption, appropriate systems should be put in place. Checks and balances are important for good governance and organizational sustainability. Natural and man-

made disasters such as climate risks and vulnerabilities, epidemics, terrorism and crime, have negative impact on implementation of programmes and call for timely mitigation measures. Global and regional economic crises have adverse effects on macro-economic and political stability, and livelihoods of citizens.

## Initiatives:

### Risk Management

1. Installing and popularizing risk management system for Secretariat, Institutions and Member States.
2. Revamping early warning mechanisms and undertaking periodic macro-economic risk analysis.
3. Adhering to rules, regulations and guidelines for procurement, finance and human resource management.
4. Putting in place comprehensive insurance schemes against identified risks.
5. Institutionalizing and undertaking activities for corporate social responsibility and grow the corporate social responsibility fund.
6. Developing, implementing and increasing awareness on regional programme on disaster risk reduction.
7. Establishing emergency funds for disasters and economic crises.
8. Supporting Member States to align their national policies to the COMESA Treaty, Medium Term Strategic Plan, Model Policies, Laws and Protocols.

### Climate Change

9. Developing strategies and tools for mainstreaming climate risk analysis, proofing and resilience building into COMESA wide operations, investments and programmes.
10. Development of COMESA wide applicable environmental safeguards including for climate risks.
11. Establishing a comprehensive early warning system for climate change, food security and conflicts including epidemics as well as other threats.
12. Combatting climate change and promoting climate smart agriculture.

### Peace and Security

13. Develop mechanisms and tools to address conflict, insecurity and instability in the COMESA region
14. Support Member States to consolidate democracy and good governance
15. Utilize the COMESA Committee of Elders to support the prevention, mitigation and resolution of conflict.



### Monitoring and Evaluation

16. Undertaking regular monitoring and evaluation of programmes and taking of corrective measures.

#### 4.2.9 Strategic Objective 9: Strengthen Regional Knowledge and Skills Capacity

Implementation of regional integration programmes requires institutional and human capacity. This means that experts in the public and private sectors in the region are continuously improving their capacity. Research and training institutions should be innovative and embrace the continuously evolving issues and technologies. Capacity building also means strengthening COMESA Secretariat and institutions for effective policy formulation and implementation. Further, it means harnessing the efforts of dedicated COMESA capacity building Institutions namely, Leather and Leather Products Institute (LLPI), COMESA Monetary Institute (CMI) and Regional Investment Agency (RIA).

#### Initiatives:

1. Developing a database of regional experts to provide training in respective areas.
2. Strengthening the capacities of institutions to effectively execute their mandates.
3. Collaborating with leading policy think tanks, research institutions, universities and institutions of higher learning in capacity building activities.
4. Establishing and operationalizing the School of Regional Integration offering residential, online and executive courses; made up of a network of selected universities.

5. Building the capacity for the all Divisions, Units, Programmes using various approaches including developing analytical skills, continuous awareness programmes, development of tools, sensitization on regional integration and utilizing robust monitoring and evaluation mechanisms at Secretariat and Member States level.
6. Reinforce regional institutions such as:
  - i. Technical Assistance Programme through AFRITAC South;
  - ii. Training in macroeconomic and financial through the setting up of the Africa Training Institute (ATI); and
  - iii. Peer-learning and peer support through Regional Multidisciplinary Centre of Excellence (RMCE).
7. Exchange programmes on knowledge and skills capacity for COMESA Member States

## CHAPTER FIVE: IMPLEMENTATION FRAMEWORK

## 5.1 Introduction

Successful implementation of the 2016-2020 Strategic Plan will depend significantly on a practical framework which is easy to coordinate. Given the wide nature of decision-making processes by REC organs, the Strategy's implementation framework will have a wide spectrum of players in order to allow for maximum participation of all relevant stakeholders. Existing institutional structures including the oversight bodies that undertake regulatory responsibilities will be charged with carrying out their appropriate roles. Specified responsible bodies or committees will be spearheading these issues.

Implementation of the strategy will need coherent approaches within and outside COMESA to fully exploit its comparative advantages while leveraging the resources and expertise of other stakeholders. COMESA understands that regional integration will not just happen; it therefore offers support through a number of institutions and instruments.

## 5.2 Institutional Arrangements

The strategy demands coordinated implementation throughout COMESA and with external partners. Internal implementation will be undertaken through a collaborative approach with the Policy Organs providing strategic leadership and direction.

The implementation of the 2016-2020 Strategic Plan will be the responsibility of the following institutional structures guided by the subsidiarity principle:

The Secretariat will continue to provide technical assistance and capacity building to Member States. It will also provide interface between COMESA and external stakeholders as well as to provide Member States with a platform relevant to achieve mutually acceptable formal cooperation. Such policy dialogue is key to shaping interventions. Further, the Secretariat will continue its role in resource mobilization, facilitating, coordinating and monitoring regional operations, with its capacity strengthened.

COMESA Institutions are implementation agencies with delegated mandate from policy organs through the Secretariat in line with specific provisions of the Treaty. Given their technical focus, institutions provide guidance, technical support and implement decisions of the Policy Organs. The COMESA institutions will also play a key role in implementing the MTSP.

Member States have state and non-state actors with specific roles and responsibilities. The implementation of this plan calls for close collaboration and participation between these actors. State actors provide the political leadership necessary for the formulation and implementation of sound regional policies and programmes. Non-state actors bring with them increased financial discipline, capital injection, new management styles and a stronger commercial orientation.

Co-operating Partners provide financial and technical support for achievement of the strategic objectives, support aid effectiveness by promoting harmonization, coherence, rationalization, alignment and ownership of development partner assistance; and require mutual accountability in relation to the commitment, provision, utilization and reporting on all adjustment support and regional integration resources.

During implementation there will be need to align national, regional and global agendas, policies and plans to the Medium Term Strategic Plan, model policies, laws and protocols.

## 5.3 Resource Mobilization

In line with the financial stewardship perspective of the balanced scorecard approach, regional integration process requires enormous resources calling for increased mobilization of domestic resources to fund the COMESA budget. This includes funds generated from Member States' assessed annual contributions, and any other resources that are generated from related activities carried out within the region. The resource mobilisation effort will call for improved efficiency and delivery of donor resources. Extra budgetary resources will consider all types of grants from development partners in terms of both financial and technical support extended to facilitate implementation of COMESA programmes. Resource mobilisation calls for a need to harmonize the activities and synergies across divisions, units, programmes and COMESA institutions.

To undertake resource mobilisation the following initiatives will be required;

1. Fast track the development and implementation of a resource mobilization roadmap
2. Operationalize a donor coordination mechanism
3. Galvanise COMESA institutions contributions
4. Mainstream leveraging and blending of donor funds
5. Reviewing and updating the current Member States' annual contributions formula with a view to enhancing the levels of commitments from Member States
6. In collaboration with CBC and the national chambers of commerce, conduct regional workshops for major cross border companies on the need to contribute financial and technical resources for supporting the implementation of COMESA projects and programmes.
7. Assisting Member States to develop an inter-institutional framework (especially with ministries of finance) on using the available resources to leverage their respective national programmes that supports regional integration
8. Supporting implementation of COMESA programmes at the national level through the COMESA Aid for Strategy with funding from the COMESA Adjustment Facility (CAF) and the COMESA Infrastructure Fund (CIF)

## 5.4 Accountability

Accountability for the implementation of this plan and the use of resources will be critical since it will require proper probity in utilization of financial, human and material resources. This demands that all stakeholders in the regional integration agenda take responsibility and be accountable for the use of resources. All institutions including COMESA Secretariat will account for all resources in accordance to the laid down regulations and procedures.



Part of accountability requires optimum utilization of resources which additionally is in line with the financial stewardship perspective of the balanced scorecard approach. Optimisation of resources covers all aspects of financial management of COMESA including improving the budgeting process, avoiding wastage and ensuring value for money in all operations, programmes and projects.

To achieve this, the following initiatives will be undertaken;

1. Providing financial oversight through Board of Auditors
2. Designing, harmonizing and implementing work programmes
3. Ensuring the efficient execution of work plans and budgets
4. Improving continuously the internal system and administrative controls to gain efficiency in all business processes
5. Strengthening financial reporting
6. Enhancing COMESA procurement and audit systems and processes, in line with international standards

## 5.5 Communication

COMESA recognizes that public awareness is a critical component of achieving the aspirations of the Treaty and the full realization of regional integration agenda. This entails the dissemination of information and raising awareness and level of knowledge of the public which is a prerequisite in mobilizing their participation. COMESA will use multiple communication channels to disseminate knowledge of regional integration, popularize the MTSP 2016-2020 and advise stakeholders—including COMESA staff and the public—of key activities and their benefits.

## 5.6 Human Resource Management

Human Resource is central towards the implementation of the strategy and as such it calls for adequate, knowledgeable and skilled capacity both at Member State and Secretariat level. Human Resource Management is therefore a strategic component that requires support with adequate financial resources and human resource development initiatives. Consequences of not addressing this strategic issue include COMESA not being able to deliver on its mandate as well as loss of confidence among stakeholders in the regional integration agenda. COMESA will endeavor to improve its organizational capacities by establishing the human capital requirements. This will include deployment of a talent management system to recruit, develop and retain competent staff at all levels, improving knowledge and skills through training and capacity building initiatives and institutionalization of the balanced scorecard performance management system.

## 5.7 Monitoring and Evaluation

M&E is an approach to how the organization should effectively learn from the lessons of the past, build on the progress now underway and strategically exploit all possible opportunities available in the immediate and medium term, so as to ensure positive socio-economic transformation.

The successful implementation of this Plan will depend largely on how the activities and outputs are effectively monitored and evaluated. The Plan's monitoring will be through the institutional arrangements both at Member State and Secretariat levels. Monitoring may be supported by the use of the COMESA M&E online system and the development of other monitoring and evaluation tools.

With respect to evaluation, the Plan will be subjected to two evaluations, Mid-Term Evaluation and Review; and Final Evaluation to ensure that the undesired experiences of the previous Plan's implementation are not repeated. As per good practice, the two evaluations will be done by an independent team of consultants with experience; who will be competitively sourced within the region. The evaluation should be done in collaboration with Member States.

Reporting on progress of implementation will be critical in adjusting strategic directions and measuring performance. Progress reports will be made on an annual basis. The reports will outline projected targets, achievements, facilitating factors and challenges.

## 5.8 Risk Management

There are several risks to the implementation of this strategic plan, including the timely availability of resources and human resource capacity. This requires that possible risks are analyzed to take precautionary measures in good time and prevent failure of the plan's implementation. (Annex II)

All entities face uncertainty in the course of implementing their strategies and the challenge for management is to determine how much uncertainty the entity is prepared to accept as it strives to grow stakeholder value. Commitment to robust enterprise risk management during the implementation of this Plan is needed to ensure that COMESA is proactive in identifying and managing the risks to which it is exposed. This gives the Executive Management an opportunity to design a 'mitigation strategy' to assist COMESA to direct resources and effort effectively and ensure that possible crises are averted.

Identifying strategic risks is only the first step in the process. The priorities following the identification of the key strategic risks are to ensure that improvement plans are continuously developed for those control structures that are considered inadequate. Ultimately successful enterprise risk management shall increase the probability of achieving the objectives outlined in the Strategy.

The inherent nature of the risk is the assessment of the risk without specific, focused controls/interventions in place. The residual nature of the risk is the assessment of the risk taking into account the existing controls/interventions and their perceived effectiveness. The larger the difference between the inherent and residual risk factors, the more effective the controls/interventions in place are perceived to be, and therefore reliance placed on the controls/interventions. The smaller the difference between the inherent and residual risk factors, the more management action and improved control/intervention effectiveness is needed to ensure that the risk is properly managed.

COMESA should recognize that the higher the inherent risk factor, the greater the need for effective controls/ interventions. Based on the relative score of the residual risk / exposure, management will need to decide whether or not they are willing to accept the identified level of residual risk / exposure. If the residual risk is considered to be too high, then an action plan will then need to be developed outlining the identified actions to reduce the risk to a level that is more acceptable to management and other stakeholders.

The action plans must clearly identify:

- i. the required action
- ii. the person responsible for implementing the action
- iii. the expected date of implementation.

Refer to the risk analysis attached as Annex III

## 5.9 Logical Framework

### 5.9.1 Measures/Indicators (Sources of Verification) – Annex I



# ANNEXES

## Annex I COMESA 2016-2020 MEDIUM TERM STRATEGIC PLAN: CONSOLIDATED LOG FRAME

Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
<b>OBJECTIVE: STRENGTHEN MARKET INTEGRATION</b>				
<b>Outcomes:</b>				
1. Confidence In The Regional Integration Agenda				
2. Prosperity Among Nations (Increased GDP)				
3. A Vibrant Trading Bloc				
Producing and disseminating harmonized quality, timely and policy responsive statistics	Statistics IT	Informed decision making	Time liness Accuracy Completeness	COMSTAT
Providing trade information through the web-based trade facilitation portal, a compendium of trade rules, procedures and all requirements to both export and import within the COMESA Member States.	Trade IT Statistics	Increased intra-regional trade	<ul style="list-style-type: none"> <li>Number of MS with information (trade regulations, documents) uploaded on the portal</li> <li>Availability of the portal to users (Uptime)</li> <li>Up to date data</li> </ul>	IT Division
Harmonizing priority technical standards and SPS measures (COMESA and Tripartite levels) including those related to the	Industry and Agriculture Trade Statistics Legal	Electronic certificate of origin designed and operationalized	Readiness of the design for use	
			No of MS using the Certificate of origin	Trade Statistics
		Increased trade flow	Number of SPS/TBT regulations harmonized and domesticated at regional level	WTO STDF project report, Council reports

<sup>1</sup>The outcomes will be analyzed by an independent entity over a 2 and half period from the launch of the Strategy.



Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
global climate change agenda.				
Supporting the implementation of necessary SPS/TBT regulatory reforms, including mutual recognition and equivalence agreements for specific SPS measures/ technical standards and trade flows.	Trade Industry and Agriculture		Number of countries having signed mutual recognition agreements for testing/certification processes	Signed Agreements
Supporting the implementation of the regional framework for good regulatory practice and elimination/reduction of technical barriers to trade	Trade	Increased trade	Number of NTBs resolved	Ministerial & Council reports
Strengthening the COMESA Simplified Trade Regime (STR)	Industry and Agriculture Trade CAADP	Increased trade flows among small traders	% increase in small-scale traders using the Simplified Trade Regime (disaggregated by gender)	Trade Statistics (STR Volume of Trade)
Supporting the implementation of the regional Non-Tariff Barriers Regulations on the resolution of NTBS	Trade and Customs	Increased intra-inter regional trade	% increase in the regional trade	Online NTB and Trade & customs committee reports
Member states to fully implement the protocol on rules	Trade and Customs IT	Increased intra-regional trade	Number of bilateral agreements signed between COMESA Member States to implement the COMESA Simplified Trade Regime	Annual Report
			% increase in the regional trade	Trade Statistics (STR Volume of Trade)
			Number of COMESA countries implementing the protocol on rules of origin including the	Trade and Customs Committee Reports

Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
of origin including the electronic certificate of origin.	Legal		electronic certificate of origin	
Facilitating adoption and implementation of regional initiatives such as Yellow Card, Harmonised Road User Charges, OSBP, Single customs transit bonds for COMESA. and Car Plate Numbers	Trade Yellow Card/RCTG Unit Infrastructure	Increased intra-regional trade	% increase of intra-regional trade	Annual Reports and Policy Organs
Facilitating the COMESA-EAC-SADC Tripartite Process and urge Countries that are yet to sign the Tripartite FTA.	Trade Industry and Agriculture Infrastructure Immigration	Seamless flow of goods, services and movement of people in a wider trade and investment bloc.	<ul style="list-style-type: none"> <li>% increase in the regional trade</li> <li>Harmonised policies, protocols, frameworks, and decisions.</li> </ul>	Annual Reports and Policy Organs
Develop initiatives, tools and capacity building programmes to enhance cross border trade particularly in countries emerging from conflict	Trade Governance, Peace and Security	<ul style="list-style-type: none"> <li>Increased trade flow</li> <li>Reduced resurgence of conflict</li> </ul>	Number of small scale cross border traders using/benefiting from COMESA installed border infrastructure and capacity building programmes	Annual Reports and Policy Organs
Implementing the schedules of commitment in the four priority sectors namely: transport, communication, financial and tourism services and negotiating liberalization in additional	Trade Statistics Industry and Agriculture RIA	<ul style="list-style-type: none"> <li>Capture trade in services statistics</li> <li>Increased trade in services</li> </ul>	Number of MS implementing the liberalized services sectors Number of regional services established in newly liberalized sectors	COMESA gazettes National Laws Statistics Reports

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Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
sectors. Further supporting the free movement of investment in and around the region Urge Member States that have not submitted their schedules of commitment on the agreed four sectors				
	Trade			
Operationalizing Custom Union through implementing key instruments for example the Customs Management Regulations (CMR), Common External Tariff (CET) and Common Tariff Nomenclature (CTN)	Infrastructure Trade Immigration Industry and Agriculture Customs	Alignment to instruments (Domestication)		
		CMR	Number of MS that have domesticated the instruments	Regional Integration Implementation Programme (RIIP) performance assessment reports and Council Reports
		CTN		
		CET		
Submission of list of sensitive products				
Implementing the COMESA Common Market	Trade Industry and Agriculture	Free movement of goods	Since 2000 COMESA has established FTA	
	Trade	Services	Level of commitment to services	
	CMI Legal	Free movement of capital	Implementation of the following by member countries: (i) COMESA Multilateral Fiscal Surveillance Framework	Member countries reports on macroeconomic performance and assessment of financial system stability

Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
Adopting and implementing modalities (rules and mechanisms) for free circulation and revenue sharing			(ii) COMESA Plan for Financial System Development and Stability (iii) Implementation of Common Investment Area	
	Legal	Labor	Signing of protocols and right of establishment	Council reports
Implementing the COMESA protocols on visas and free movement of persons and to any agreement made on movement of business persons	Trade and Customs Immigration CBC	Agreed modality (formula) Ownership of the modality.	Number of MS implementing modalities	Trade
		Achievement of free movement of persons	No of MS implementing more than 50% of the provisions of the protocol on visa gradual relaxation and eventual elimination	Status report adopted by COMESA ministers responsible of immigration
Supporting better border management, focusing on priority regional corridors (for instance automation of all customs processes and procedures, development of modern clearance including selective checking based on risk analysis and post-clearance strategies, structured dialogue mechanism with private sector on	Trade and Customs Immigration Industry and Agriculture Infrastructure IT Audit	<ul style="list-style-type: none"> <li>Coordinated management implemented.</li> <li>Shorter clearing time, Efficiency</li> <li>Increase cross border trade</li> </ul>	<ul style="list-style-type: none"> <li>Number of COMESA countries having strategy to implement (Coordinated Border Management, Single window, border agency connectivity)</li> <li>Number of countries implementing the strategies</li> </ul>	Council Reports

Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
customs reforms, training modules for national customs administration, support to increased coordination of customs authorities with other agencies operating at the borders)				
Implementing the COMESA Intellectual Property Policy.	Legal Industry and Agriculture	Increased innovation in the region	Number of COMESA countries having national science, technology and innovation policies in place	Status report adopted by COMESA ministers responsible of STI
Increasing awareness among stakeholders in order to improve utilization of available opportunities and instruments	All Divisions/Units	Increased intra-regional trade Enhanced image of regional integration agenda	% increase of intra-regional trade	Annual Reports and Policy Organs

Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
<b>OBJECTIVE: ATTRACT INCREASED INVESTMENTS</b>				
<sup>2</sup> Outcomes:				
1. A sustained increase in investments in the region. (Improved investment and business climate in the region)				
2. Increased revenue and infrastructure (roads, ICTs, transport etc)				
3. Improved revenue base				
4. increased employment in the region				
Producing and disseminating harmonized quality, timely and policy responsive statistics	Statistics IT	Evidenced based decision making	Timeliness Accuracy Completeness	COMSTAT
Creating an enabling business environment in Member States through legal and regulatory reforms	Industry and Agriculture CBC	Improvement in the ranking through doing business reforms by MS	Number of tackled key indicators (Company incorporation)	Doing Business (DB) annual reports
Harmonizing investment policy in the region through alignment to the CCIA	Industry and Agriculture Legal	Signature and domestication of the CCIA by all MS.	Number of MS domesticating and implementing the CCIA	Instruments of CCIA ratification
Facilitating the coordination of investment promotion strategies with Member States through Investment Promotion Agencies in line with national priorities including employment creation.	Industry and Agriculture COMESA-RIA	Establish a permanent meeting platform of IPAs	Availability of a shared portal of investment related information	Number of joint investment promotion events

<sup>2</sup> The outcomes will be analyzed by an independent entity over a 2 and half period from the launch of the Strategy.

Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
Strengthening the capacity for FDI and domestic investment data collection	Industry and Agriculture Statistics Unit	Establishment of an Investment reporting mechanism Improvement in analytical skills	Availability of FDI and domestic investment accurate databank	Annual investment reports
Promoting cross border investment through others double taxation avoidance agreements, strengthening international taxation laws and Bilateral Investment Treaties (BITs) among Member States and between Member States and the rest of the world.	Industry and Agriculture COMESA-RIA	COMESA DTA Model adopted and domesticated by MS	Number of reciprocal negotiated DTAs (concluded DTAs) by MS using COMESA DTA and BIT Models.	Domestication and use of the DTA Model
Increasing awareness among stakeholders in order to improve utilization of available opportunities and instruments.	All Divisions/Units	Increased investments Enhanced image of regional integration agenda.	Number of awareness programmes or initiatives conducted (includes surveys, radio or TV programmes)	Annual Reports

Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
Undertaking analytical work including data collection and analysis, preparing working documents and facilitating meetings of stakeholders Build reliable and credible databases for monitoring and regulation of capital inflows and outflows	Industry and Agriculture Statistics CBC SPS	Evidenced based decision making	<ul style="list-style-type: none"> <li>Turn-around time</li> <li>Number of adopted reports</li> </ul>	Policy Organs Reports
<b>OBJECTIVE: STRENGTHEN THE BLUE/OCEAN ECONOMY</b>				
<sup>3</sup> Outcome				
1. Sustained, environmentally sound and socially inclusive economic growth based on the coastal and marine sectors as well as freshwater inland rivers and lakes in the region.				
2. Increase investment opportunities Increased job creation				
Put in place legal, fiscal and other institutional frameworks for exploration and exploitation of hydro-carbon and mineral resources including management of the Exclusive Economic Zones (EEZ)	Industry and Agriculture CMI Legal	Increased development space	% increase in frameworks linked to the blue/ocean economy	<ul style="list-style-type: none"> <li>National reports</li> <li>Policy Organs Reports</li> </ul>
Project preparatory studies for	Industry and Agriculture	Increase in bankable projects	Number of approved projects	National reports

<sup>3</sup> The outcomes will be analyzed by an independent entity over a 2 and half period from the launch of the Strategy.

Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
bankability Focus on aquaculture and repositioning of Member States as a source of seafood in the region.	Industry and Agriculture GOV-VET CAADP	Increased development space	<ul style="list-style-type: none"> <li>% increase in sea food production</li> <li>% increase of national revenue</li> <li>% increase in trade</li> </ul>	<ul style="list-style-type: none"> <li>National reports</li> <li>Policy Organs Reports</li> </ul>
Establishment of fishing fleets to expand on the current processes and come up with a seafood hub and strengthen reciprocal fishing agreements.	Industry and Agriculture GOV-VET CAADP Infrastructure and Logistics	Increased sea food production	<ul style="list-style-type: none"> <li>% increase of sea food production</li> <li>% increase of national revenue</li> <li>% increase in trade</li> <li>% increase of reciprocal fishing agreements</li> </ul>	<ul style="list-style-type: none"> <li>National reports</li> <li>Policy Organs Reports</li> </ul>
Explore deep ocean water applications such as for cooling of buildings and generation of renewable energy.	Infrastructure and Logistics	Increase in the energy mix	% increase in MW from new sources of energy	<ul style="list-style-type: none"> <li>National reports</li> <li>Policy Organs Reports</li> </ul>
Establish and/or strengthen marine services such as vessel registration, marine finance, ICT and marine tourism	Infrastructure and Logistics Industry and Agriculture	Enhanced coordination and revenues	<ul style="list-style-type: none"> <li>% increase in number of marine services</li> <li>% increase of national revenue</li> </ul>	<ul style="list-style-type: none"> <li>National reports</li> <li>Policy Organs Reports</li> </ul>
Seaport development	Infrastructure and Logistics	<ul style="list-style-type: none"> <li>Increase in international trade</li> <li>Increase in employment</li> <li>Increase in government revenue</li> </ul>	<ul style="list-style-type: none"> <li>% increase of national revenue</li> <li>% increase in international trade</li> <li>% increase in employment</li> </ul>	<ul style="list-style-type: none"> <li>National reports</li> <li>Policy Organs Reports</li> </ul>

Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
Ocean knowledge	All Divisions/Units	<ul style="list-style-type: none"> <li>Critical mass of people knowledgeable in the sector</li> <li>Applied research to support decision making</li> </ul>	<ul style="list-style-type: none"> <li>Number of people trained in the sector</li> <li>Number of institutions offering studies and research opportunities in the sector</li> </ul>	<ul style="list-style-type: none"> <li>National reports</li> <li>Policy Organs Reports</li> <li>National reports</li> <li>Policy Organs Reports</li> </ul>
Access to climate finance	Climate Change Unit Technical Cooperation and Resource Mobilisation Unit	Comprehensively implemented work plans and programmes	Number of projects funded	
Develop a policy for maritime security and safety and ocean economy development	Governance , Peace and Security	Secure region	% reduction of incidents in piracy and related matters	Reports of the Meetings of Ministers of Foreign Affairs
Development and adherence to COMESA wide applicable environmental safeguards including for climate risks	Climate Change Unit TCRM	<ul style="list-style-type: none"> <li>Harmonized policies and strategies on environmental safeguards</li> <li>Mainstreaming of harmonized policies and strategies</li> </ul>	<ul style="list-style-type: none"> <li>% number of adopted polices and strategies</li> <li>Number of programmes that have incorporated elements of the policies and strategies</li> </ul>	<ul style="list-style-type: none"> <li>Policy Organs Reports</li> <li>Annual Reports</li> <li>Policy Organs</li> <li>National Reports/Strategies and Plans</li> </ul>
Develop and follow up on Blue/Ocean Economy Strategies and National Plans (related policy frameworks)	Strategic Planning	Coherence of Blue/Ocean Economy Strategies and National Plans	Number of strategies and national plans and aligned to the MTSP and Treaty	

Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
Acquiring of oceanographic data for the sustainable development of the ocean economy and for marine spatial planning to make informed and coordinated decisions on sustainable use of marine resources	MOI, Ministry of Ocean Economy, Marine Resources, Fisheries, Shipping and Outer Islands & Min of Environment	Sustainable use of the marine space and resources Zonation	Spatial, temporal and activity zoning within our sea Monitoring and Surveillance	Surveillance reports by relevant authorities for example NCG, etc
Ensuring effective ocean management and governance for the sustainability of marine resources	Ministry of Ocean Economy, Marine Resources, Fisheries, Shipping and Outer Islands & PMO	Conflicts resolution	Application of relevant legislations, e.g, UNCLOS by the relevant ministries and departments	<ul style="list-style-type: none"> <li>• Policy docs</li> <li>• Working papers</li> </ul>
Development of disaster risk reduction policy	National Disaster Risk Reduction Management Centre MOESD, DBM	<ul style="list-style-type: none"> <li>• Better equipped to handle Disaster</li> <li>• Enhance Preparedness</li> </ul>	<ul style="list-style-type: none"> <li>• Awareness campaigns</li> <li>• Adaptation measures</li> <li>• Mitigating measures</li> <li>• Policies</li> </ul>	<ul style="list-style-type: none"> <li>• Reports</li> <li>• Policy papers</li> </ul>
Develop a monitoring protocol for the coastal and ocean region	MOESD, DBM MOI Beach Authority	Baseline data for the coast and ocean Temporal data of evolution of the coast	Monthly, Trimestral monitoring programme	Monitoring reports

**OBJECTIVE: HARNESS THE BENEFITS OF STRATEGIC PARTNERSHIPS**

Outcomes:

1. Improved internal technical capacity and skills transfer, access to resources, lower transaction and finance costs,

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Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
2.1 Increased use of uniform standards and practices 3.1 Collective ownership of decisions and obligations 4.1 Reduction of overlap in use of available resources.				
Collaborating with respect to access and development of information systems (databases)	All Divisions, Units, Programmes & Institutions	Implemented regional integration programmes either through donor funding , either through international cooperation	Number of recorded signed development partners or MOUs with information documents	Copies of signed MOUs and exchanged information documents by post or by mail or any form of partnership agreement.
Involvement in policy research, development and training	All Divisions, Units, Programmes & Institutions	Partner planning activities completed with international collaboration.	Number of training offers and staff participants in the training	Documents on training offers and related candidates application and approval.
Collaboration on baseline surveys and impact assessment in all programme areas	All Divisions, Units, Programmes & Institutions	Achieved baseline surveys and impact assessment in all programme areas.	Number of baseline surveys and impact assessment	Questionnaire, interviews and documents related to baseline surveys and impact assessment in all programme areas
Establish and maintain an up-to-date development partners' database.	All Divisions, Units, Programmes & Institutions	Recorded donor funding activities or developed cooperation.	Number of implemented cooperation activities	Annual Reports
Respecting the MOU and building a culture of transparency, accountability and mutual trust	All Divisions, Units, Programmes & Institutions	Enhanced efficiency and effectiveness	Number of articles that have been complied with or breached.	<ul style="list-style-type: none"> <li>•! TCRM Reports on Implementation of MOUs</li> <li>•! Annual Reports</li> </ul>



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Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
Fostering the regional integration agenda through collaboration between COMESA institutions, Secretariat, Member States, the private sector and other stakeholders	All Divisions, Units, programmes & Institutions	Effective synergies between COMESA institutions, Secretariat, Member States, the private sector and other stakeholders	% increase in the implementation of council decisions	Policy Organs Reports
<b>OBJECTIVE: STRENGTHEN DEVELOPMENT OF ECONOMIC INFRASTRUCTURE (ENERGY, TRANSPORT AND CTS)</b>				
<b><sup>4</sup>Outcome:</b>				
Improvement of infrastructure and services in the region in order to reduce the cost of doing business and enhance competitiveness, through fostering physical regional connectivity and deepening quality infrastructure integration.				
Mobilizing resources for regional infrastructure projects funding through collaborating partners.	Infrastructure/Resource Mobilisation	Sound infrastructure developed & maintained	•! Funds raised ! Funded projects	Agreements signed
Assisting Member States in packaging regional infrastructure projects for funding	Infrastructure COMESA Infrastructure Fund (CIF)	Increased funding for projects	Bankable projects developed	Ministerial & Council reports
Compiling a compendium of all transport policies and strategies	Infrastructure	Sound decision making basis	•! List of policies ! List of strategies	•! Legal Division •! Strategic Plan Ministers & Council Reports
Institutionalize policy reforms for management and financing of	Infrastructure/Legal	Improved management Good investor environment	•! Policy reforms introduced •! New projects financed	•! Legislation passed •! Statutory Instruments

<sup>4</sup> The outcomes will be analyzed by an independent entity over a 2 and half period from the launch of the Strategy.

Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
various infrastructure				
Encouraging Public Private Partnerships (PPPs) to develop basic infrastructure (energy and water supply, transport facilitation)	Infrastructure and Logistics Legal Member States	Increased resource mobilisation	% decrease in infrastructure funding gap	Gazette Policy Organs Reports
Energy Sector				
Establishing regional associations of operators and regulators where they do not exist	Infrastructure and Logistics	Consistency and coherence (Level playing ground and oversight)	Reduced overlap, better use of supplied capacity building and expertise	Policy Organs Reports
Strengthen energy cooperation through enhancing power trade (Power pools, inter connectors generators to mention some)	Infrastructure Division, RAERESA, East Africa Power Pool, MS Ministries of Energy, National Energy Regulators and Service Providers.	Enhanced energy trade	Number of energy export and import among MS	• Country Energy Profiles Surveys
Facilitate development of regional energy infrastructure for the various economic sectors	Infrastructure Division	<ul style="list-style-type: none"> <li>Development of energy infrastructure projects to bankability</li> <li>Physical construction of energy projects (medium to long term)</li> </ul>	<ul style="list-style-type: none"> <li>Number of developed projects up to bankability</li> <li>Number of projects for physical construction</li> </ul>	<ul style="list-style-type: none"> <li>Investments reports</li> <li>Country profiles and surveys</li> </ul>
Transport				
Identifying infrastructure bottlenecks and transport	Infrastructure/Trade	New infrastructure developed Upgraded infrastructure	List of projects identified Programmes developed	National statistics COMSTAT



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Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
missing links, and developing programmes to address them		Bottlenecks removed Smooth flow of trade	Transport programmes developed	Ministerial & Council reports Gazette Regional Integration Implementation Programme (RIIP)/COMESA Adjustment Facility (CAF) Reports
Develop programmes for the transport sector and monitor implementation of transport instruments aimed at easing the flow of trade and transport services	Infrastructure/Trade/COMAI D	Improved transport services Smooth flow of trade reduced cost of doing business		Legislation Ministerial & Council reports
Recommend adoption of new technologies in transport infrastructure and equipment benchmarked on international best practice	Infrastructure	Adoption of new technology & Improved efficiency & competitiveness Environmental protection	New technology adopted	
Liberalization of skies to establish a single seamless airspace in the COMESA sub-region	Infrastructure and Logistics	Increase intra-regional trade	% increase of intra-regional trade	Policy Organs Reports
ICTs				
Enhancing COMESA website to include links to regulations, policies, reports and any technical document for Member States (e.g. as in WTO website)	Information & Networking Division	Member States having access to regulations, policies, reports and any technical document. Regulations and policies enforced by Member States.	Upload of regulations, policies, reports and any technical document on the COMESA website. Links to these documents are visible and accessible on the COMESA website.	COMESA website

Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
Facilitate access to climate finance for ICT related investments addressing climate change mitigation and adaptation projects and programmes for COMESA Member States.	Infrastructure and Logistics Climate Change Unit Technical Cooperation and Resource Mobilisation	Technical documents used by Member States. Comprehensively implemented ICT work plans and programmes	% increase in resource mobilisation	Annual Reports
Promoting the development and adoption of regional harmonized national ICT policies, regulations and legislations aimed at creating secure competitive markets, which will reduce prices, spur growth and increase the usage of ICT services	Infrastructure/Telecoms	Strengthened ICT policy, planning capacity, and legislative and regulatory frameworks for ICT to provide an enabling environment for sustainable development	Work Programs and budgets developed and adopted Development of model ICT policies and regulatory instruments for members states adoption	Ministerial & Council reports
Promoting a regional and national cyber security capacity by institutionalizing cyber security at regional and national level to ensure the protection of critical national infrastructure and internet users thus making the internet safe to serve national priorities and maximize socio-	Infrastructure/Telecoms	<ul style="list-style-type: none"> <li>•! Cyber security policies, laws, Strategies and instruments developed at both regional and national Member States.</li> <li>•! Enhanced national expertise on cyber security in technical, legal and regulatory, institutional and</li> </ul>	Development of model ICT policies and regulatory instruments for members states adoption	Ministerial & Council reports

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Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
economic benefits of ICTs		<p>organizational aspects.</p> <ul style="list-style-type: none"> <li>Improved national preparedness in identification, prevention, response, and resolution of cyber security threats/incidents as well as the establishment of CIRTs and PKI implementation facilitated.</li> <li>Training curricula developed on cyber security</li> </ul>		
Promoting capacity building initiatives targeting policy makers, regulatory institutions, operators, the media, citizens and users of ICT in all the priority areas	Infrastructure/Telecoms	The Member States, policy makers, regulators, regional associations, and other stakeholder's knowledge, skills and experience strengthened and experts trained	Capacity Building programs	Ministerial & Council reports
Promoting increased development and exploitation of physical ICT infrastructure interconnections and internet exchange points for sustainable socio-economic development	Infrastructure/Telecoms	Increased connectivity and access to ICT services	Implementation of ICT regional projects facilitated	Ministerial & Council reports
Developing and domesticate a	Information & Networking	COMESA Regional ICT strategy	<ul style="list-style-type: none"> <li>Develop and share the strategy with the</li> </ul>	Member States

Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
economic benefits of ICTs		<p>organizational aspects.</p> <ul style="list-style-type: none"> <li>Improved national preparedness in identification, prevention, response, and resolution of cyber security threats/incidents as well as the establishment of CIRTs and PKI implementation facilitated.</li> <li>Training curricula developed on cyber security</li> </ul>		
Promoting capacity building initiatives targeting policy makers, regulatory institutions, operators, the media, citizens and users of ICT in all the priority areas	Infrastructure/Telecoms	The Member States, policy makers, regulators, regional associations, and other stakeholder's knowledge, skills and experience strengthened and experts trained	Capacity Building programs	Ministerial & Council reports
Promoting increased development and exploitation of physical ICT infrastructure interconnections and internet exchange points for sustainable socio-economic development	Infrastructure/Telecoms	Increased connectivity and access to ICT services	Implementation of ICT regional projects facilitated	Ministerial & Council reports
Developing and domesticate a	Information & Networking	COMESA Regional ICT strategy	<ul style="list-style-type: none"> <li>Develop and share the strategy with the</li> </ul>	Member States

Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
COMESA Regional ICT strategy	Division Member States	developed and shared with the Member States. Member States domesticating the strategy, implementing some of the projects proposed in the strategy and attaining the goals detailed in the strategy.	Member States. •! Member States to domesticate the strategy.	
<b>OBJECTIVE: INDUSTRIALISATION</b>				
<sup>5</sup> Outcome:				
1.! Increased employment and economic activity				
2.! Increase in economic growth and development				
Identifying and promoting investments in sectors of high potential with customized incentives for more value addition.	Industry and Agriculture	Increased value added products in sectors of high potential.	<ul style="list-style-type: none"> <li>•! Sectors with high potential productivity at national and regional levels identified</li> <li>•! Selective incentives and appropriate measures to facilitate investment defined and implemented by the Secretariat and Member States</li> <li>•! Established sustainable special economic zones/export processing zones/agro-industrial parks and other related facilities for industrial development</li> </ul>	National and regional annual reports on industrialisation

<sup>5</sup>The outcomes will be analyzed by an independent entity over a 2 and half period from the launch of the Strategy.

Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
Promoting MSMEs performance in industrial linkages and clusters development	CBC Industry and Agriculture SPS Legal	<ul style="list-style-type: none"> <li>•! Productive capacity of MSMEs on competitive standards and compliance enhanced.</li> <li>•! MSMEs linked to national and regional value chains.</li> </ul>	<ul style="list-style-type: none"> <li>•! Number of MSMEs trained and supported (in terms of access to finance and technology) in business and market linkages</li> <li>•! Sector of MSMEs clusters expanded</li> </ul>	Quarterly progress reports
Increasing investment in agriculture and agribusiness activities through facilitating the CAADP Process	Industry and agriculture	<ul style="list-style-type: none"> <li>•! Increased food security in the region</li> </ul>	<ul style="list-style-type: none"> <li>•! Number of CAADP outputs/initiatives implemented</li> <li>•! Increase FDI, public and domestic investments in agriculture</li> <li>•! Agro-related investment supporting policies, regulations and strategies enacted</li> </ul>	Investment Reports Production or manufacturing reports
Encouraging Public Private Partnerships (PPPs) to develop basic infrastructure for industrial development	Industry and agriculture Infrastructure and Logistics	Improved required infrastructure for industrial development (Energy and water supply, transport facilitation)	<ul style="list-style-type: none"> <li>•! Development of relevant infrastructure development supported.</li> <li>•! Number of PPPs signed and implemented</li> <li>•! Number of facilities created to support industrialisation (water, transport etc)</li> </ul>	Ministerial & Council reports

Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
Enhancing co-operation in combating illicit trade and counterfeiting	CBC Industry and Agriculture Trade Legal	Improved competitiveness of manufactured products in the COMESA region	<ul style="list-style-type: none"> <li>•! One regional protocol on anti-illicit trade adopted by Member States</li> <li>•! "Made in COMESA Label" used by industries</li> <li>•! Number of MS that have enacted legal framework on illicit trade and counterfeiting</li> </ul>	<ul style="list-style-type: none"> <li>•! Policy organ reports</li> <li>•! CBC Annual report</li> </ul>
Strengthening standardization and quality assurance	CBC Industry and Agriculture Legal	Quality products and competitiveness of manufactured products promoted	<ul style="list-style-type: none"> <li>•! Number of industries that meet the standards and technical requirements (technical measures and quality infrastructure) to improve competitiveness</li> <li>•! Number of industries supported with technical and quality infrastructure to improve competitiveness</li> </ul>	TBD
Promoting climate smart agriculture		Climate change mitigation and adaptation addressed in agricultural production.	<ul style="list-style-type: none"> <li>•! Number of Farmers supported and using climate smart agriculture practices</li> <li>•! % increase in commodities produced by climate smart agricultural activities</li> </ul>	
Promoting women and youth entrepreneurship in industrialization development	Industry and Agriculture Gender	Women and youth empowered in entrepreneurship activities.	<ul style="list-style-type: none"> <li>•! increase in number of women and youth business start up</li> <li>•! Number of Women and youth supported in entrepreneurship and business startup.</li> </ul>	Business and investment reports
Promoting environmental sustainability in industrial development	Industry and Agriculture Climate Change	<ul style="list-style-type: none"> <li>•! Environmental laws and regulations harmonized at national and among Member States</li> </ul>	<ul style="list-style-type: none"> <li>•! % increase in Green Industries</li> <li>•! % increase in contribution of Green Industries to GDP</li> <li>•! % Decrease in GHG Emission from</li> </ul>	Business and investment reports

Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
Supporting research and development for innovation and industrial development	Industry and Agriculture	<ul style="list-style-type: none"> <li>•! Capacity of stakeholders to implement environmental regulations enhanced</li> <li>•! Solid knowledge base to support science, technology and innovation capacity to meet the industrialization needs of the region reinforced</li> </ul>	<ul style="list-style-type: none"> <li>industries</li> <li>•! Strategies for the protection and preservation of the environment against all forms of industrial pollution coordinated.</li> <li>•! % increase in number of enterprises embracing research and technology</li> <li>•! % increase in product innovation e.g. using Return on Product Development Expense, (RoPDE)</li> <li>•! % increase in share of medium and high value technology in GDP</li> <li>•! Regional platforms for networking on R&amp;D set up.</li> </ul>	Business Reports and Economic Indicator Reports
Support Member States to implement and align the COMESA Industrial Policy	Industry and Agriculture			

**OBJECTIVE: FOSTER GENDER EQUALITY, WOMEN EMPOWERMENT & SOCIAL DEVELOPMENT**

6 Outcome:

\* People-centered regional development and social justice through gender equality, empowerment of women and youth, protection and promotion of the rights of the vulnerable groups.

Conduct periodic research, gender audits and assessments in order to strengthen gender	Gender and Social Affairs Division	Existence of information on the situation of women and men in different sectors for gender	<ul style="list-style-type: none"> <li>•! Existence of sector information on the situation of women and men in the region</li> <li>•! Percentage of staff and MS with knowledge</li> </ul>	<ul style="list-style-type: none"> <li>•! Gender Publications (Newsletters, Bulletins, etc.)</li> </ul>
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<sup>6</sup> The outcomes will be analyzed by an independent entity over a 2 and half period from the launch of the Strategy.

Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
responsive knowledge base at regional level	Gender & Women's Affairs at Member State level	responsive programming and decision making.	in gender	•! Annual Gender Reports
Facilitate establishment of an oversight and accountability system for gender mainstreaming at programme management level within the Secretariat and in the Member States in order to ensure ownership across sectors;	Gender and Social Affairs Division Administration Division Audit Unit Ministries Responsible for Gender & Women's Affairs at Member State level	Gender mainstreamed in programmes	<ul style="list-style-type: none"> <li>•! Multi-sectoral Report on Gender Mainstreaming and empowerment of women initiatives</li> <li>•! Level (1-5) (maturity profile) of gender mainstreaming</li> </ul>	<ul style="list-style-type: none"> <li>•! Audit report</li> <li>•! Gender Report</li> <li>•! Survey Findings</li> </ul>
Undertaking gender analytical work including data collection and analysis, preparing working documents and facilitating meetings of stakeholders	Gender and Social Affairs Statistics Member States	Gender Evidenced based decision making	<ul style="list-style-type: none"> <li>•! Existence of Gender disaggregated data for evidenced based decision making</li> <li>•! Number of gender responsive reports produced and adopted</li> </ul>	National Reports
Promote pre-programme/project design gender assessment to determine the gender dimension and the status of disadvantaged groups such as women and youth whenever applicable	Gender and Social Affairs Division All Divisions, programmes, COMESA Institutions & Member States	Gender responsive projects and programmes	Percentage of projects/programmes that are gender responsive/sensitive	Annual Gender Reports
Facilitate information exchange and business linkages for women and youth in business through	Gender and Social Affairs Division FEMCOM	Increased business start-ups and growth among women and youth in business	<ul style="list-style-type: none"> <li>•! No. of women and youth participating in business platforms</li> <li>•! Business linkages established for women</li> </ul>	Annual Gender Reports at Member State level

Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
various forums and communication platforms and products;	CBC Legal IT Infrastructure and Logistics Agriculture and Industry Public Relations Member States	Enhanced confidence and protection of women cross border traders	and youth in business	Annual Reports
Promote the delivery of gender sensitive services including security and relevant infrastructure and technology to support women's economic activities;	Gender and Social Affairs Division Member States Trade Infrastructure and Logistics	Protection of women and gender sensitivity in service provision at border posts	Gender sensitive infrastructure projects	Annual Reports
Address women traders security and cross border trading issues and build their capacity in line with entrepreneurial skill and access to finance so as to advance their economic performance at all levels.	Gender and Social Affairs Trade CBC Governance , Peace & Security RMTC	Number of women and gender service providers trained on gender and related tools on protection of women and trade facilitation targeted at small scale cross border traders	Number of border officials and other service providers trained on gender and related tools on protection of women and trade facilitation targeted at small scale cross border traders	Gender Reports
Promote youth empowerment through skills development, creation of job opportunities;	Gender and Social Affairs Division Member States	Reduction in youth unemployment in the region	<ul style="list-style-type: none"> <li>•! Number of interventions/ projects on youth empowerment</li> <li>•! Number of youth participating in youth</li> </ul>	Annual Reports on Youth Empowerment

Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
internship and mentorship schemes, advocacy to participate in governance, increased access to information, technology and recreation facilities;	CBC Governance , Peace & Security RMTC IT IPPSD		programme interventions •! Percentage of empowered youth following interventions.	
Promote access to basic services including youth friendly health services particularly sexual and reproductive health services, and advocate for the elimination of harmful traditional practices;	Gender and Social Affairs Division CBC Peace & Security	Improved health and well-being of young women and men	Number of initiatives promoting provision of social and economic services to youth	•! Annual reports •! Reports from Member States
Popularize the COMESA Gender Policy, Social Charter and other mechanisms aimed at empowering and protecting women and youth among stakeholders to ensure implementation	Gender and Social Affairs Division Public Relations Unit	Enhanced protection of rights of women and the promotion of women empowerment	•! Number and type of communication and information products on gender and social development •! Best practices documented and disseminated	Annual Reports and Policy Organs
Facilitating consolidation of regional gender disaggregated and social data for knowledge documentation, and easy monitoring of progress and impact.	All Divisions/Units	Effective decision making (Decisions that respond to the situation of women and men on the ground)	Consolidated regional gender disaggregated and social data sets	Annual Reports and Policy Organs
Increasing awareness among	All Divisions/Units	Enhanced utilization of trade	Incorporation of gender in all COMESA	Annual Reports and Policy

Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
stakeholders in order to improve utilization of available opportunities and instruments		facilitation initiatives aimed at benefiting women and youth	programmes	Organs
Engaging various stakeholders to create an enabling policy and legal environment for the economic participation of women and youth.	Gender and Social Affairs Division FEMCOM Legal	Economic empowerment of women and youth	% number of women and youth taking part in key economic activities	Annual Reports and Policy Organs
Popularizing the COMESA Economic Empowerment Fund across the region	Gender and Social Affairs FEMCOM PTA Bank MS	Increased access to finance	% increase of women benefitting under the WEEF	Annual Reports and Policy Organs

**OBJECTIVE: ENSURE REGIONAL / SECRETARIAT READINESS**

**Outcomes:**

- 1.! Minimum business disruption and strong risk management and disaster preparedness

<sup>7</sup> The outcomes will be analyzed by an independent entity over a 2 and half period from the launch of the Strategy.



Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
<b>2.1 Improved risk assessments, and timely and reliable policy.</b>				
Installing and popularizing risk management system for Secretariat and Institutions.	Audit Unit	<ul style="list-style-type: none"> <li>•! Risk management framework in place</li> <li>•! Risk management Profile in addition to business continuity plans and adequate mitigation measures in place</li> <li>•! Raised awareness on risk management</li> </ul>	<ul style="list-style-type: none"> <li>•! Risk awareness index (Risk map)</li> <li>•! Percentage of disruptions arising from known risks</li> </ul>	Audit and Budget Sub Committee Reports
Revamping early warning mechanisms and undertaking periodic macro-economic risk analysis	TCMA Division Strategy and Research Unit	Macro-economic risk reports Macro-economic databases	Number of reports produced in a year	Annual Reports
Adhere/improve/develop rules, regulations and guidelines for procurement, finance and human resource management.	Finance Division Administration Divisions All Divisions & Units	Rules, regulations and guideline reports Positive reputation	No of reports produced	Annual Reports
Put in place comprehensive insurance schemes against identified risks	All Divisions & Units	Insurance scheme placed against identified risks	Percentage no of risks insured	Annual report
Institutionalizing and undertaking activities for corporate social responsibility and grow the corporate social responsibility fund	Finance Division Admin Divisions All Divisions	Positive reputation/image	Number of news clips with positive comments	Media reports

Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
Developing, implementing and increasing awareness on regional programme on disaster risk reduction	Audit Unit Climate Change	Risk management index	Percentage of risk awareness programmes on DRR	Climate Change Reports
Establishing emergency funds for disasters and economic crises	ASGs	Up to date emergency Fund	Amount of emergency funds available	Financial Report
Supporting Member States to align their national policies to the COMESA Treaty, Medium Term Strategic Plan, model policies, laws and protocols	SPR All Divisions/Units COMESA Institutions	Alignment	Number of Member States with national strategies aligned to regional, Agenda 2063 and SDGs	Transition report
Developing strategies and tools for mainstreaming climate risk analysis, proofing and resilience building into COMESA wide operations, investments and programmes	Climate Change Unit	Reinforcing risk management culture	Number of strategies and tools developed	Progress reports
Development of COMESA wide applicable environmental safeguards including for climate risks	Climate Change Unit	Minimum business disruptions	Number of environmental safeguards developed	Progress reports
Establishing a comprehensive early warning system for climate change, food security and conflict including epidemics as we as other threats.	Climate Change Unit	Early warning report	Up time of the early warning system	Climate Change reports

Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
Combating climate change and promoting climate smart agriculture	Climate Change Unit	Implementation of Smart-Agriculture	Number of Climate Smart Agriculture projects implemented	Climate Change reports
Develop mechanisms and tools to address conflict, insecurity and instability in the COMESA region	Governance, Peace and Security Division	Enhanced peace, security and stability	<ul style="list-style-type: none"> <li>•! Tools for conflict prevention such as the COMESA Early Warning System (COMWARN) fully operational</li> <li>•! Number of jurisdictions &amp; stakeholders such as Financial Intelligence Units (FIUs) and Law Enforcement Agencies (LEA) strengthened to fight transnational crimes that lead to insecurity</li> </ul>	Annual and Council Reports Ministers of Foreign Affairs Reports
Support Member States to consolidate democracy and good governance	Governance, Peace and Security Division	Improved democratic space	<ul style="list-style-type: none"> <li>•! Elections observed by COMESA</li> <li>•! Utilisation of recommendations</li> <li>•! Number of pre-election assessment missions undertaken</li> </ul>	Annual and Council Reports Ministers of Foreign Affairs Reports
Utilize the COMESA Committee of Elders to support the prevention, mitigation and resolution of conflict.	Governance, Peace and Security Division	Enhanced peace, security and stability	Number of preventive diplomacy by the Committee of Elders	Annual and Council Reports Ministers of Foreign Affairs Reports
Undertake regular monitoring and evaluation of programmes and take of corrective measures	M&E Unit All Divisions and Units	M&E reports for regular feedback and corrective action	Frequency of monitoring reports	M&E Reports

Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
<b>OBJECTIVE: STRENGTHEN REGIONAL KNOWLEDGE AND SKILLS CAPACITY</b>				
<sup>9</sup> Outcomes:				
1. Competent human resource at the secretariat and region				
2. Pool of experts that can sustain the regional integration agenda				
Developing a database of regional experts to provide training in respective areas.	<ul style="list-style-type: none"> <li>• Human Resources</li> <li>• All Divisions, Units &amp; Programmes</li> </ul>	Pool of subject matter experts	No of experts per Division	Division reports
Strengthening the capacities of institutions(e.g. CMI,CCC, LLPI, RIA) to effectively execute their mandates	Council	Level of organization performance	Staff productivity levels (BSC, reworks, )	Survey Finding Audit reports
Collaborating with leading policy think tanks, research institutions, universities and institutions of higher learning in capacity building activities	<ul style="list-style-type: none"> <li>• Strategic Planning and Research Unit</li> <li>• All Divisions and Units</li> </ul>	Strategic partnerships in capacity building	No of trainings facilitated through partnerships	Capacity building report
Establishing and operationalizing the School of Regional Integration offering residential, online and executive courses; made up of a network of selected universities	Trade All Divisions Human Resources	Capacity Built	Percentage of MS receiving relevant certification	
Build capacity for all Divisions,	All Divisions/Units	Competent and motivated staff	<ul style="list-style-type: none"> <li>• Staff productivity levels</li> </ul>	Capacity Building Reports

<sup>8</sup> The outcomes will be analyzed by an independent entity over a 2 and half period from the launch of the Strategy.

Initiatives	Responsible Divisions/Units/ Programmes	Outcome	Measure	Source of verification
Units, Programmes using various approaches including analytical skill, continuous awareness(Change Management ) programmes, development of tools, sensitization on Regional Integration and utilizing robust monitoring and evaluation mechanisms at Secretariat and Member States level			<ul style="list-style-type: none"> <li>Percentage of staff with relevant skills</li> <li>Percentage of knowledge sharing sessions conducted by trained</li> </ul>	
Reinforce collaboration with regional institutions such as AFRITAC South, Africa Training Institute (ATI), Regional Multidisciplinary Centre of Excellence (RMCE)	All Divisions/Units	Improved efficiency in performance	Percentage of MS receiving relevant certification	Capacity Building Reports
Exchange programmes on knowledge and skills capacity for COMESA Member States	All Divisions/Units Human Resources	Shared knowledge and skills among MS.	Number of exchange programmes	

## Annex II: Risk Profile

**Annex II: Risk Profile**

Link to Strategic Objectives	Risk name	Root causes to the risk	Consequences of the risk	Impact	Likelihood	Inherent risk exposure	Current business processes / controls in place to manage identified risks	Risk owner	Perceived control effectiveness	Residual risk exposure	Mitigating action plans to further address the residual risk exposure
1	Strengthen Market Integration	Inadequate commitment and buy-in from member states  Various economic ability of member states Lack of member state interest to implement COMESA executing member state functions Inadequate political will of member states Lack of representation at member state level Lack of publicity programmes by member states	Poor domestication of COMESA protocol and Council decisions  Reputational damage Loss of donor interest Non realisation of benefits by citizens	Catastrophic	Almost certain	Extreme	Stakeholder engagement through various meetings, missions, forums and participation in national related events  Appointed country officers to assist between Secretariat and members states  Lobbying with political decision makers and groups  Dissemination of updated information on COMESA activities  Annual policy organ meetings	Secretary-General	Satisfactory	Priority 1	1. Increased engagement of member states and frequency of committee meetings 2. Monitoring of decision making and the effectiveness thereof 3. Enforcement of current Treaty to ensure commitment 4. Education, awareness and involvement of member states relating to decision making 5. Increase research/ surveys for end user satisfaction 6. Increase involvement of member states in dissemination of COMESA related information 7. Amplify benefits of regional integration to member states

2	Formulation, Facilitation, Harmonization, Coordination of Conductive/ Inclusive Policy and Regulatory Mechanisms	nadequate coordination in order to execute the mandate Processes not addressing programme needs Non implementation of programme approach Silo culture Fear of change Mode of delivering mandate (Organisation structure, policies, procedures and systems	Unsatisfied stakeholders Reputational damage Increased costs Inefficient use of human resources Poor and delayed programme delivery Duplication of effort Role conflict which may lead to interpersonal conflict	Critical	Almost certain	Extreme	Approved Implementation Procedure 28 (IP 28)	Deputy Secretary-General: Programmes	Satisfactory	Priority 2	1. Enforcement of Medium and Long Term Strategic Plan (MTSP) 2. More involvement at planning and design stage 3. Enforcement of Implementation Procedure 28 4. Enhancement between MTSP and corporate balanced scorecard
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Link to Strategic Objectives	Risk name	Root causes to the risk	Consequences of the risk	Impact	Likelihood	Inherent risk exposure	Current business processes / controls in place to manage identified risks	Risk owner	Perceived control effectiveness	Residual risk exposure	Mitigating action plans to further address the residual risk exposure
3	Attract Increased Investments	<p>Reliance on donor funding</p> <p>Changes in donor funding requirements and priorities</p> <p>Donor funding pressure/fatigue</p> <p>Uncoordinated identification of donors</p> <p>Insufficient and delayed contributions from member states</p> <p>Unwillingness of member states to increase contributions</p> <p>Inadequate innovation for the generation of alternative funding initiatives</p> <p>Overlap of membership with other RECs</p>	<p>Non-achievement of mandate</p> <p>Reduction/loss of donor funding</p> <p>Delayed and poor programme delivery</p>	Critical	Almost certain	Extreme	<p>Prepare proposals to mobilise funding</p> <p>Engage funding institutions/ proactively pursue funding opportunities</p> <p>Regular reporting to development partners, financial institutions and respond to requests on assessment and validation</p> <p>Compliance to development partners' and financial institutions' regulations</p>	Deputy Secretary-General: Administration	Satisfactory	Priority 2	<p>1. Development of innovative and alternative sources of financing</p> <p>2. Engaging member states to either increase their funding or to ensure that their funding is timely</p> <p>3. Harmonisation of the COMESA objectives and development parties and financial institutions objectives</p> <p>4. Demonstrating value for money by administering more success stories and programmes in member states</p>

Link to Strategic Objectives	Risk name	Root causes to the risk	Consequences of the risk	Impact	Likelihood	Inherent risk exposure	Current business processes / controls in place to manage identified risks	Risk owner	Perceived control effectiveness	Residual risk exposure	Mitigating action plans to further address the residual risk exposure
4	Strengthen Regional Knowledge and Skills Capacity	<p>Intangible benefits realised from COMESA</p> <p>Benefits realised over the long term</p> <p>Lack of domestication of decisions and legislation at member state level</p> <p>Inadequate and repetitive reporting mechanisms</p> <p>Inadequate publicity of COMESA achievements and benefits from COMESA activities</p>	<p>Disgruntled stakeholders</p> <p>Loss of donor funding</p> <p>Reputational damage</p> <p>Unsustainability of implemented projects/programmes</p>	Critical	Almost certain	Extreme	<p>Technical support provided to member states</p> <p>Domestication strategy in place</p> <p>Raising awareness of programmes in member states</p> <p>Marketing campaigns to raise awareness of success stories</p>	Secretary - General	Satisfactory	Priority 2	<p>1. Develop SMART metrics of how to implement domestication strategies</p> <p>2. Alignment of reporting to address domestication thereof</p> <p>3. Report successes and develop criteria reporting elements within current reporting frameworks and requirements (at member state as well as programme level)</p> <p>4. Institutionalisation of M&amp;E function</p> <p>5. Demonstrating value for money by administering more success stories and programmes in member states</p> <p>6. Replication of successful programmes to other member states</p> <p>7. Increase internal awareness of COMESA activities and benefits thereof through regular interactions and forums</p>



Link to Strategic Objectives	Risk name	Root causes to the risk	Consequences of the risk	Impact	Likelihood	Inherent risk exposure	Current business processes / controls in place to manage identified risks	Risk owner	Perceived control effectiveness	Residual risk exposure	Mitigating action plans to further address the residual risk exposure
5	Strengthen Market Integration	Emerging economies that are not part of COMESA (BRICS)	Globalisation Shift of focus from mandate Delayed or decreased integration New alternative source of funding Conflict between member states	Critical	Almost certain	Extreme	Global missions to determine demands and needs of wider community Attendance of international forums and meetings Organisation of joint events with other economic groups	Secretary-General	Satisfactory	Priority 2	1. Innovative initiatives to enter emerging markets and derive benefits
6	Strengthen Market Integration	Lack of sustainability of COMESA programmes Lack of involvement of member states at implementation of programmes Inadequate domestication of Council decisions and Treaty requirements Reliance on donors	Unachieved goals Reputational damage Unsatisfied stakeholders Non delivery of mandate Disassociation of member states	Critical	Likely	High	Inclusion of visibility clauses and regulations within agreements Inclusion of sustainability responsibilities for member states in agreements Involvement and participation of member states in programme design	Deputy Secretary-General: Programmes	Weak	Priority 1	1. Counterpart funding and involvement in programme implementation 2. Enforcement of visibility and sustainability clauses in agreements 3. Uniform application of visibility and sustainability clauses 4. Institutionalisation and mobilisation of M&E 5. Strengthen involvement of member states at programme design stage

7	Harness the Benefits of Strategic Partnerships	Poverty Poor governance Political and economic exclusion Third party factions Disputed election results Inadequate legal instruments governing electoral process Constrained democratic space Ethnic/religious diversity	Delayed integration Loss of investments Destabilisation of the region Loss of donor Shift in member state and donor priorities Non-payment of member state contribution Increased costs	Catastrophic	Moderate	High	Preventative diplomacy / mediation by COMESA Committee of Elders Collaboration with other REC's and AU Panel of Wise Ad-hoc meetings of the COMESA CPS Early warning mechanisms Post - conflict programmes Capacity building	Secretary-General	Weak	Priority 2	1. Develop an early response mechanism 2. Encourage member states to utilise early warning reports 3. Increase economic activities and sharing of resources between member states
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Link to Strategic Objectives	Risk name	Root causes to the risk	Consequences of the risk	Impact	Likelihood	Inherent risk exposure	Current business processes / controls in place to manage identified risks	Risk owner	Perceived control effectiveness	Residual risk exposure	Mitigating action plans to further address the residual risk exposure
8	Strengthen Regional Knowledge and Skills Capacity	Inadequate skill sets and not understanding COMESA's mandate Non-alignment of responsibility versus current capacity	Increasing job pressure Limited satisfaction levels of stakeholders Non-fulfilment of programme mandate Poor delivery Low productivity Low morale Stress	Serious	Likely	Moderate	Hiring of short term consultants Engagement of member states in execution of programmes Formal training and development of staff	Deputy Secretary-General: Administration	Weak	Priority 2	1. Advocate for recruitment to ensure vacant positions are filled and program mandates are achieved 2. Identification of needs and roll-out of specific training requirements 3. Conduct skills and capacity gap analysis 4. Commitment of additional resources for training and development 5. Encourage benchmarking

9	Enhance Resource Mobilization	Poor co-ordination between divisions Lack of guidelines to direct program execution Staff not held accountable for their actions/inactions	Inefficient use of financial resources Non-achieving of program objectives Reputational damage	Serious	Likely	Moderate	Approved Implementation Procedure 28 Oversight forum/ Council meetings to assess programme implementation Independent stakeholder reviews/ assessment	Deputy Secretary-General: Programmes	Weak	Priority 2	1. Institutionalise M&E function 2. Design of SMART work plans 3. Oversight role by member states 4. Alignment of strategy to address current deficiencies within programmes 5. Alignment of strategy to national development plan 6. Adherence to planning and budgeting cycle through effective consequence management
10	Strengthen Market Integration	Competing for donor and member state resources Competing for skilled and qualified human resources	Duplication of effort Reputational damage Limited/ stretched resources for execution of programmes Inadequate commitment and divided loyalties by member states	Serious	Likely	Moderate	Implementing of programmes based on Tripartite agreement Efforts to streamline and co-ordinate oversight between REC's at executive management level Harmonisation and joint implementation of programmes	Secretary-General	Satisfactory	Priority 4	1. Continuous design on implementation programs using the Tripartite approach 2. Improve co-ordination, implementation of Tripartite programs 3. Enhance harmonisation and planning amongst RECs

Link to Strategic Objectives	Risk name	Root causes to the risk	Consequences of the risk	Impact	Likelihood	Inherent risk exposure	Current business processes / controls in place to manage identified risks	Risk owner	Perceived control effectiveness	Residual risk exposure	Mitigating action plans to further address the residual risk exposure
11	Foster Gender Equality & Social Development	Organisational culture	Motivation and attitudes towards execution of mandate	Poor delivery of programmes Staff turnover Non delivery of mandate	Critical	Moderate	Leadership training Implementation of revised organisational structure Regular institutional assessments by external parties	Secretary-General	Unsatisfactory	Priority 2	1. Change management programme across the organisation 2. Increased buy-in for new innovations/ changes through sensitisation 3. Comprehensive implementation of the IP 28 and other IS 4. Develop reward policy and link performance to rewards
12	Strengthen Formulation, Facilitation, Harmonization, Coordination of Conductive/ Inclusive Policy and Regulatory Mechanisms	Relevance of COMESA Public/ stakeholder perception of COMESA Lack of buy-in from member states Inadequate engagement of member states Perception that visibility requires financial resources Not seizing opportunities to publicise COMESA Overlap of membership with other RECs Mode of delivering mandate (organisation structure, policies, procedures and systems)	Upside risk - integration/ achievement of mission and vision Job losses Revenue losses	Catastrophic	Unlikely	Low	PR initiatives at various levels Implementation of various programmes at member state level Demonstration of benefits and values to member states Secondment policy with member states Functional performing programs, harmonisation and coordination	Secretary - General	Weak	Priority 4	1. Innovation initiatives to promote COMESA amongst stakeholders

## Annex III - COMESA Stakeholders

Stakeholder	Their needs/expectations	Their Role
<b>Citizens of COMESA/Diaspora</b>	<ul style="list-style-type: none"> <li>Awareness and up to date information and analytical tool or skills</li> <li>Free Movement of People, Goods and Services (Improved trading environment (better prices) and investment opportunities)</li> <li>Up to date information across the region</li> <li>Innovation in dissemination channels</li> <li>Up to date web site</li> <li>High standards of living and more job opportunities</li> <li>Sensitization (Human Rights Based Approach)</li> <li>Value for money</li> <li>Facilitate access to Information</li> <li>Capacity Building</li> <li>Value for money</li> <li>Advisory opinion</li> <li>Timely Dispute resolution</li> <li>Interpretation of the Treaty</li> <li>Profile / Visibility</li> <li>Good Governance</li> <li>Regional Pride</li> <li>Enforcement of judgments</li> </ul>	<ul style="list-style-type: none"> <li>Ambassadors of COMESA</li> <li>Explore Trade and Investment Opportunities</li> <li>Dialogue partners in terms of consultations</li> <li>Full participation of citizens and diaspora to COMESA objectives</li> </ul>
<b>Governments (Member States)</b>		As per Treaty provisions

<b>Policy Organs</b>	<ul style="list-style-type: none"> <li>Advisory opinion (Proposals to overcome challenges of the region)</li> <li>Interpretation of the Treaty</li> <li>Effective support in the review and drafting of policy papers</li> <li>Regular reporting</li> <li>Technical Assistance</li> <li>Assurance that systems, processes and data are reliable for decision making.</li> <li>Value for money</li> <li>Positive image of COMESA</li> <li>Collaboration and exchange</li> <li>Research opportunities</li> <li>Linkages for networking</li> <li>Up to date information and website across the region</li> </ul>	As per Treaty provisions
<b>Academia/ Think tanks</b>		<ul style="list-style-type: none"> <li>Participate in COMESA initiatives</li> <li>Research and analytical work</li> <li>Advisory services</li> </ul>
<b>Development Partners</b>	<ul style="list-style-type: none"> <li>Information (reports, monitoring information etc)</li> <li>Positive image of COMESA</li> <li>Accountability, checks and balances</li> </ul>	<ul style="list-style-type: none"> <li>Participate in financing COMESA activities</li> <li>Support (financial, equipment, human resource etc.)</li> <li>M&amp;E</li> <li>Checks and balances</li> <li>Policy guidance</li> </ul>

<p><b>African Union and other RECS</b></p>	<ul style="list-style-type: none"> <li>▪ Information (Up to date website)</li> <li>▪ Collaboration and exchange of experiences</li> <li>▪ Linkages and networking</li> <li>▪ Common understanding in negotiations</li> <li>▪ Guidelines, Rules and Procedures</li> <li>▪ Point of reference</li> <li>▪ Clear regulations, rules and guidelines.</li> <li>▪ Enforcement of rules</li> <li>▪ Create awareness, Information center and database for business opportunities</li> <li>▪ Easier access to markets</li> <li>▪ Free movement of business persons</li> <li>▪ Low costs of doing business</li> <li>▪ Understand limit of jurisdiction of COMESA matters</li> <li>▪ Business facilitation (Simple processes) e.g. one border post</li> <li>▪ Positive image of COMESA</li> <li>▪ Infrastructure</li> <li>▪ Capacity building</li> <li>▪ Efficient services</li> <li>▪ Access to finances</li> </ul>	<ul style="list-style-type: none"> <li>▪ Assist COMESA on technical matters and exchange of experiences</li> <li>▪ Peace and security</li> <li>▪ Trading partners</li> <li>▪ Extension of FTAs</li> <li>▪ Role modeling and best practices</li> <li>▪ Make COMESA profitable destination area</li> <li>▪ Investors</li> <li>▪ Advise governments through consultations</li> <li>▪ Provide quality goods and services</li> <li>▪ Support governments in payment of revenues</li> <li>▪ Adherence to rules and regulations</li> <li>▪ Employment creation and social responsibilities</li> </ul>
<p><b>Business Community</b></p>		

<p><b>Secretariat/ Institutions (from other stakeholders)</b></p>	<ul style="list-style-type: none"> <li>▪ Good analytical work</li> <li>▪ Advice policy recommendations</li> <li>▪ Compliance to all rules, regulations</li> <li>▪ Reports</li> <li>▪ Proposed Budgets and work-plans (Value for money)</li> <li>▪ Positive image of COMESA</li> <li>▪ Reliable, secure &amp; cost effective technology</li> <li>▪ Implement Continental Agenda</li> <li>▪ Support Development partners</li> <li>▪ Guidance and timely decisions by Member States</li> <li>▪ Bankable projects</li> <li>▪ Proposed Budgets and work-plans</li> <li>▪ Reports and risk management plan</li> <li>▪ Up to date website</li> <li>▪ Fair business environment</li> </ul>	<ul style="list-style-type: none"> <li>▪ As per Treaty provisions</li> <li>▪ Provide funds for COMESA projects</li> <li>▪ Financial advise</li> <li>▪ Financial support/ loans</li> <li>▪ M&amp;E</li> <li>▪ Enhance collaboration between national media and COMESA media</li> <li>▪ Awareness creation</li> <li>▪ Informing/education and critiquing</li> </ul>
<p><b>Financial Institutions</b></p>		
<p><b>Media</b></p>	<ul style="list-style-type: none"> <li>▪ Innovation in dissemination channels</li> <li>▪ Up to date information across the region</li> <li>▪ Capacity Building</li> <li>▪ Up to date website</li> </ul>	



<b>Communities of Practice, Authorities</b>	▪ Capacity Building	Implementation of COMESA programmes and execute requirements as appearing on the column 2	
	▪ Information (project proposals)		
	▪ Analysis on absorption capacity		
	▪ Status of implementation, progress reports		
	▪ Effective Oversight,		
	▪ Cooperation and coordination		
	▪ Information,		
	▪ Good policies and practices		
	▪ Up to date website		
	▪ Awareness		
<b>Civil Society</b>	▪ Information	Collaborate in implementation of COMESA programmes	
	▪ Up to date information across the region		
	▪ Innovation in dissemination channels		
	▪ Analytical tools / skills (knowledge)		
	▪ Up to date web site		
	▪ A visible COMESA		
	▪ Participation		
	▪ Awareness creation/whistle blowing/citizens watchman		Oversight and lobbying
	▪ Information		
	▪ Up to date information across the region		

Annex IV - List of COMESA Cooperating Partners includes but are not limited to the following

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ACBF	African Capacity Building Foundation	IFAD	International Fund for Agricultural Development
ACP	African Caribbean Pacific	IFPRI	International Food Policy and Research Institute
AFD	Agence Française pour le Développement (South Africa) (Put English version)	ILO	International Labor Office
AfDB	African Development Bank	India	
AUC	African Union Commission	IGAD	Inter-Governmental Authority on Development
AGRA	Alliance for Green Revolution in Africa	IOC	Indian Ocean Commission
AFF	Alliance Forum Foundation	ISDB	Islamic Development Bank
AMSCO	The African Management Services Company	ITC	International Trade Centre
ATMS	African Training and Management Services Project of UNDP	KfW	German Development Bank
AUSAID	Australian Aid	KFAEDF	Kuwait Fund for Arab Economic Development Fund
BADEA	Arab Bank for Economic Development in Africa	NEPAD	New Partnership for Africa's Development
CFC	Common Fund for Commodities	Norway	
CIDA	Canadian International Development Agency	NTO	National Telecommunications Operators
COMSEC	Commonwealth Secretariat	OIF	Organisation Internationale de la Francophonie
DBSA	Development Bank of Southern Africa	ProInvest,	
DFID	Department for International Development	Rockefeller	Foundation with World Wildlife Fund
EAC	East African Community	SADC	Southern Africa Development Community
<b>Embassies Accredited to COMESA</b>		STDF	Standards and Trade Development Facility
EU	European Union	TASAM	Turkish Asian Centre for Strategic Studies
FAO	Food and Agriculture Organisation	TUSKON	Turkish Confederation of Businessmen and Industrialists
GM	Global Mechanism	UN	United Nations
GTZ	German development Agency	UNCTAD	United Nations Conference on Trade and Development
HF	Hewlett Foundation	UNECA	United Nations Economic Cooperation for Africa
IDRC	International Development Research Centre	UNIDO	United Nations Industrial Development Organization
		UPU	Universal Post Union

USAID	United State Agency for International Development
USTDA	US Trade and Development Agency
WFP	World Food Programme
WB	World Bank Group
WTO	World Trade Organisation

