

African Community of Practice on Managing
for Development Results (AfCoP-MfDR)

Putting results first in **Africa**

CHANGING THE LIVES OF PEOPLE

A REPORT ON THE AFCOP-COMESA MEETING

REGIONAL INTEGRATION
RESULTS: IT'S EVERYBODY'S
BUSINESS



May 2013 – Lusaka, Zambia

Table of contents

INTRODUCTION	3
KEY MESSAGES	5
AFRICA FOR RESULTS INITIATIVE – AfriK4R	7
BUILDING ON AfCoP FOUNDATIONS	8
REGIONAL APPROACH FOR RESULTS	9
COMESA STRATEGIC PARTNERSHIP FOR REGIONAL INTEGRATION	11
TARGETING THREE COMESA KEY POLICIES	11
GOVERNANCE STRUCTURE TO EMULATE PERFORMANCE	12
COUNTRY ROADMAP FOR REGIONAL INTEGRATION	17
PUTTING COMESA-COP INTO COUNTRY ACTION	18
ASSESSING RESULTS CAPACITY AND IMPLEMENTING ACTIVITIES	19
ANNEXES	23
ANNEX 1: LUSAKA DECLARATION OF THE COMESA COMMUNITY OF PRACTICE ON MFDR	23
ANNEX 2: COMESA COMMUNITY OF PRACTICE CHARTER	24
ANNEX 3: MEETING AGENDA	28
ANNEX 4: PARTICIPANTS LIST	31

INTRODUCTION

From 14 to 17 of May 2013, one hundred and fifty delegates met in Lusaka, Zambia, to establish the Common Market for Eastern and Southern Africa Community of Practice on Managing for Development Results (COMESA CoP MfDR), as well as to roll out the country roadmap to **accelerate regional integration through managing for development results in the COMESA region**.

The first two days of the meeting were dedicated to effectively launch the COMESA CoP, while the remaining two days were used to share knowledge on results and present the country roadmap as part of the broader Africa for Results (AfriK4R) initiative. Under the title “Regional Integration: It’s Everybody’s Business”, the event gathered country delegates coming from the public administration, civil society organizations, parliaments, the academia and private sector, from most COMESA member states and Tanzania as an associate country. Representatives from West Africa also joined the meeting. Participants shaped the new COMESA CoP and set their own roadmap to move the initiative forward.



The Lusaka Declaration on the COMESA-CoP-MfDR and the charter constitute the main outcome documents of this event. The declaration embodies the commitment of countries to hold themselves mutually accountable in achieving regional integration results and to partner together in exchanging good practices. It also commits networks and countries to fully embrace and implement the Africa for Results (AfriK4R) Initiative country roadmap that includes (i) assessing MfDR capacity, (ii) developing an action plan, (iii) implementing the plan with support from coaches and (iv) setting a space for action and mutual accountability by mobilizing key country stakeholders. The COMESA-CoP charter provides an overview of the MfDR background in Eastern and Southern Africa, details the mission and objectives of the CoP as well as focuses on the CoP governance structure and the country roadmap.



This new endeavor builds on the accomplishments of the African Community of Practice (AfCoP) on Managing for Development Results. Its members are change agents who contribute to empowering societal actors by transforming hands-on experiences into shared knowledge in order to effect institutional change to improve results. More than 3,000 members (civil servants, parliamentarians, representatives of civil society, the private sector, academia, the media and donors) from 43 African countries have joined the AfCoP since its establishment in 2007 to make their organizations more results-oriented and accountable. Since 2007, over a hundred case studies on MfDR have been discussed online. Nine AfCoP National Chapters have been established, with the mission of building capacity in MfDR through sharing experiences, networking and building learning relationships.

This report is an official record of the Lusaka event. Following the main messages delivered at the opening ceremony, it provides an overview of the AfriK4R initiative, presents the structure and scope of the COMESA partnership for regional integration results with the AfCoP and details the activities that each country will roll out.



KEY MESSAGES



Eminent keynote speakers delivered important messages which are instrumental to effectively establish the COMESA-CoP on MfDR and roll out its country roadmap. These were preceded by opening remarks from **Lamine N'Dongo**, AfCoP Secretariat Coordinator and Lead Results Adviser of the Quality Assurance and Results Department with the African Development Bank (AfDB), who outlined the objectives of the meeting and recalled that this event was taking place on the eve of the 50th anniversary of the African Union, an institution which puts regional integration at the center of its mandate. These remarks were followed by ones from **Anne Ndirangu**, Chief Monitoring and Evaluation with the COMESA, who reminded participants of the vital importance to achieve results in the COMESA region.



Ledule Bosch, co-Chair of the AfCoP and Monitoring and Evaluation Chief Director for the South African Department for Public Service and Administration, paid tribute to all country delegates stating that this assembly composed of the lifeblood of managing for development results – government, civil society, private sector and development partners – will demonstrate that, as the meeting title puts it: regional integration is everybody's business.

The AfCoP Co-Chair reminded participants that regional integration is a great plan that involves all the nations of the sub-region. But this plan will only gather dust on the shelf if it does not translate into concrete achievements to improve peoples' lives. Countries must be creative to open up new paths towards greater integration and the Africa for Results Initiative provides a framework for accelerating this. She called on countries to effectively implement activities and engage on periodic peer review on the progress made.



Dr. Freddie Kwesiga, Resident Representative of the AfDB Zambia office, presented his vision for the achievement of regional integration results. He recalled that regional integration is one of the major challenges facing Africa. Through bringing about free movement of goods, services, people and capital between national markets, regional integration can ensure African entrepreneurs' access to regional markets and make countries more competitive. Further to listing the obstacles to regional integration, including low political commitment, the Resident Representative explained that the AfriK4R initiative is one of the responses to these challenges and could contribute to the transformation of the continent for the benefit of all.

The Resident Representative added that the AfriK4R is taking a regional approach which is consistent with the ten-year strategy of the AfDB for the period 2013-2022 which support the continent's transformation based on the vision of a new Africa that aims to become a stable, prosperous and integrated continent with diverse competitive economies fully integrated into the global economy. Over the past five years, the Bank has invested approximately USD 11 billion in the construction of the necessary infrastructure to unlock Africa's potential.



He stressed that regional integration is not limited to “hard” infrastructure, but is also made of institutions and regulations – “soft” infrastructure – that are designed to encourage the free movement of goods, capital and human talent. He stated that this is where the AfriK4R initiative comes in and called on countries to fully own and institutionalize the managing for develop results approach.



Dr. Kipyego Cheluget, Assistant Secretary-General at COMESA, reminded the COMESA approach to regional integration. It starts with a preferential trade area, to move to a free trade area and finally establish a customs union and a common market, leading to the establishment of a monetary union. In line with this approach, the 2011-2015 COMESA Medium Term Strategic Plan aims at, among other objectives, removing barriers to factor mobility, building productive capacity for global competitiveness and addressing supply side constraints related to infrastructure.

The Assistant Secretary-General stressed that the transposition or domestication of COMESA regulations and decisions is far from satisfactory. He added that poor implementation is also made worse by the fact that country development plans often do not reflect the commitments made at COMESA and that the M&E capacity at COMESA is low, making it difficult to track implementation. This is why the AfriK4R initiative will be of great help to the COMESA region in contributing to bring about a results culture and a stronger commitment for regional integration through building leadership, strengthening institutional capacity and empowering non-state actors to hold decision makers accountable for achieving results.



Hon. Keith Mukata, Deputy Minister of Finance for Zambia, opened the meeting on behalf of the government of Zambia. He underlined that Zambia recently registered relative macro-economic stability and strong growth rates of more than five percent and that his country has largely improved its monitoring and evaluation capacity. Trade promotion is critical to make these results sustainable, which is why he reminded his full country commitment to contribute to COMESA's objectives.

Deputy Minister Mukata demonstrated that by focusing on a set of key policies – trade facilitation, business climate and macro-economic policies –, the AfriK4R initiative goes a long way toward securing the support of regional leaders in removing obstacles to regional successes and making policies more results-oriented.

The Deputy Minister reminded participants that Zambia is shifting mind sets and behaviors for effective results through its own community of practice on results, and called on Eastern and Southern African countries to fully support the AfriK4R initiative by establishing a COMESA community of practice on results that is inclusive and effective.

AFRICA FOR RESULTS INITIATIVE – AfriK4R



Africa faces new challenges affecting its development process. Against a backdrop of overall robust growth, the continent now needs to translate this growth into effective poverty reduction and sustainable human development, through inclusive development and the establishment of effective service delivery systems. For Africa to become a pole for global growth in the years ahead, it must unleash its regional integration potential, build strong institutions and instill a results culture that infuses all areas of public affairs.

This requires implementing the African transformation agenda which lies on the vision of a new continent aspiring to stability, an integrated and thriving continent with competitive, diversified and sustainable economies – a continent with large domestic and integrated markets fully participating in global trade and investment.

With this background, the African Community of Practice (AfCoP) on Managing for Development Results (MfDR¹) gave itself the ambition to contribute to the transformation of Africa through sharing and using managing for development results as a change management process to support institutional reforms for sustainable change on the continent with a focus on regional integration.

The African Development Bank, in partnership with the African Capacity Building Foundation, supports the AfCoP to mainstream results-based practices into the policies and strategies of countries and Regional Economic Communities (RECs). It also aims to enhance the capacity of the (RECs) and their member countries to facilitate the implementation of regional policies and programs through MfDR, and thereby to promote regional integration.

¹ MfDR is a change management process that focuses on delivering outcomes and results. As such, MfDR requires political buy-in and empowerment of people to make governments accountable for results. With its holistic approach, MfDR is composed of the following main pillars: leadership for results, results-based planning and budgeting, accountability and partnership, monitoring and evaluation, as well as information systems.

AfCoP developed a framework for action called the Africa for Results (AfriK4R) initiative, a regional approach to development, to help materialize that vision by mobilizing African leaders from all walks of modern life around the results and regional integration agendas. The AfriK4R initiative aims to: strengthen public sector management systems to build capable states; build results-oriented organizations for better service delivery; and enhance regional convergence through MfDR to improve regional integration.

BUILDING ON AfCoP FOUNDATIONS

The AfCoP was established in 2007 in response to developing countries' call for stronger ownership and leadership in shaping their results agenda, as well in reinforcing their capacity to strengthen country institutions and to support national efforts to implement the Paris Declaration. The AfCoP is a coalition of leaders whose primary vision is to improve the lives of citizens across Africa through using MfDR practices to bring about sustainable change.

Since the 2002 Monterrey Conference, African countries have been increasingly implementing results-based management principles, mainly through making poverty reduction strategies and national development plans more results oriented, as well as through using results frameworks and monitoring performance of public service delivery. They, however, continue to face challenges including first and foremost a lack political will to fully manage for results as well as limited capacity in the following areas:

- incentive structure that rewards performance;
- Monitoring and Evaluation, and statistical systems at national and local levels; (iii) linkages between budget planning and performance;
- evaluation and knowledge culture to improve decision-making;
- institutional mechanisms to ensure government accountability and transparency;
- civil society's contribution to policy formulation and evaluation.

The AfCoP's strategy aims to help overcome these challenges through:

- building MfDR capacity in Africa through sharing experiences, networking and building strong learning relationships with MfDR practitioners in Africa and around the world;
- providing a platform for the exchange of experiences and knowledge among practitioners who seek to develop and expand their capacity to manage for development results; and
- improving development processes by assisting and advocating for results-focused and people-centered policies and programs through national and regional chapters.

AfCoP contributed to shaping the African perspective on development effectiveness at the regional meeting held in Tunis on November 2010 which provided a valuable input to the 2011 Busan Partnership for Effective Development Co-operation. The Tunis consensus recast the attention from aid effectiveness to the broader development effectiveness agenda and recognized that development in Africa requires a robust and private sector-led growth, effective and accountable states able to finance their development needs from their own revenues. To be truly effective, it must also be accompanied by stronger economic integration across the continent thus creating economies of scale that will boost trade and investment and equip Africa to compete in the global economy.

To help materialize this vision, AfCoP chose to partner with regional economic communities (RECs) and their member states to help accelerate the implementation of regional policies through MfDR. A regional community of practice for managing for development results (regional CoP) will be established to promote a results culture and, in synergy with the national CoPs, provide support to the RECs and their member states in implementing regional policies and programs, as well as strengthening the convergence of their policies and performance.

REGIONAL APPROACH FOR RESULTS

The rationale behind AfriK4R is that although the African continent is replete with examples of good practices, significant disparities exist between sub-regions and countries. If these good practices are shared, and harmonized, and applied using results-based management principles, policy performance will be enhanced and, the economic and social convergence will be improved.

The regional integration process, understood as a cooperative model by which a group of countries aware of the interdependence of their economies, the limits of their national policies and seeking to maximize their chances of development accept to abandon a part of their national sovereignty in favor of common policies carried by regional structures. In addition, domestic issues such as poverty, climate change and poor governance are likely to have cross-border effects with negative externalities that can affect regional economic growth.

The Afrik4R conceptual model takes into account the African context, including economic integration challenges. There is a consensus that the continent abounds in resources that could sustain higher growth rates and increase trade. But it can reap these benefits only if its countries integrate with one another. With 54 countries and over a billion inhabitants, the continent's population density tends to be low. Nineteen African nations count fewer than 5 million people each, and sixteen are landlocked. Poor infrastructure, high transport costs, scant intra-regional trade and a dearth of foreign direct investments compound the problems.

Despite the efforts to bring Africa's regional integration vision to fruition, progress has not proceeded apace with that of other developing regions. Africa accounts for less than 2.5% of world trade. The level of intra-African trade is also low, accounting for only 10%, compared with about 40% in North America and about 60% in Western Europe. Africa also ranks low on trade policy and facilitation performance, with seven African countries listed among the ten most restrictive trade regimes. Thus, innovative approaches to regional integration are critical to achieve regional integration objectives.

Managing for development results will contribute to respond to the regional integration challenges, including: low political commitment for regional integration; lack of policy convergence and integration between national policies and regional programs; limited national and regional capacities; and inadequate non-state actors' participation.

It is agreed that the targeting of common goals (inclusive growth, trade facilitation, investment climate, social cohesion, climate change, etc.) and the assurance of greater efficiency in state actions through harmonizing standards and implementing results-based management principles and instruments can considerably boost economic and social convergence among countries of the same region or sub-region. Indeed, having a series of common indicators at the regional level could facilitate comparison and harmonization and be used for using peer pressure to accelerate the performance of countries lagging behind. The partnership between the RECs, their member states, the African community of practice on MfDR and its regional and country chapters will be very relevant to that end.

The respective governments will therefore commit to achieve results in key regional integration areas. As such, they will have reciprocal responsibilities to their neighbor countries regarding their domestic policies and their commitments at regional level, thus becoming mutually accountable to each other vis-à-vis the commitments they voluntarily made within the regional integration treaties and protocols, regarding trans-border challenges and regional externalities of domestic policies. A mutual accountability framework with coordinated policies and harmonized management tools to enhance policy convergence is required to that effect. It could include the following elements:

- A shared agenda that set out clear goals, objectives and commitments that bring together all the partners as a basis of cooperative action;



- Monitoring mechanisms to measure progress towards delivering the agreed agendas using performance information based on mutually agreed performance criteria;
- Spaces and mechanisms for dialogue, debate and negotiation based on mutual consent, common values and trust for mutual accountability,
- Platform for sharing knowledge and good practices, exchanging experiences and mutual learning.

This framework will provide incentives to the countries and RECs to effectively deliver on their commitments and thereby achieve poverty reduction through increased regional integration by: (i) tracking commitments from governments to deliver shared goals as stated on the agreed common policies; (ii) reinforcing accountability to key stakeholders such as the non-state actors through providing evidence on results and through transparency and debate during peer review meetings or international fora; (iii) rewarding performance for governments and RECs to enhance their reputation, increase trust and bring about greater legitimacy through declaring outcomes at high profile events, either at national, regional or continental level. It is expected that sustained change behavior for regional integration will originate from relational and reputational incentives, through peer pressures and advocacy from various stakeholders including parliamentarians and non-state actors.

Conditions for successful implementation of such a framework include: strong government leadership and ownership of the regional integration agenda; relationships between stakeholders based on reciprocal trust; spaces for dialogue and debate open to national stakeholders to participate in the formulation and monitoring of the regional policies; strong synergies between regional and national levels; solid systems for managing development results and performance information and improved stakeholders' capacity (government, parliament, non-states actors, etc.) to generate shared agendas, monitor progress and engage in dialogue and negotiation as equals. AfriK4R aims to help overcome these challenges.



COMESA STRATEGIC PARTNERSHIP FOR REGIONAL INTEGRATION



TARGETING THREE COMESA KEY POLICIES

COMESA is a regional economic grouping made up of nineteen member states, totaling an estimated population of over 400 million and a combined gross domestic product of over USD 345 billion. This regional economic community was established in 1994 with at its core focus the promotion of regional integration through trade development, investment promotion and sustainable utilization of natural resources for the benefit of all.

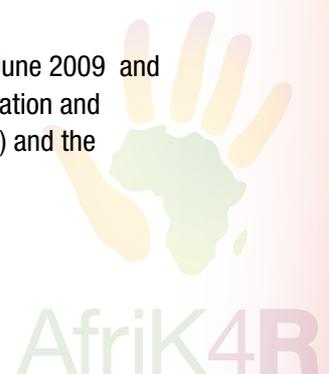
Building on the early success and challenges in implementing its 2011-2015 Medium Term Strategic Plan, the COMESA defined with the AfCoP key policy areas that should benefit from the AfriK4R initiative. The four below listed partnership areas have been identified by the COMESA and the AfCoP to best accelerate regional integration. Below is presented the context of each policy and the indicators that will be measured at regional level.

Trade facilitation and free movement of goods and factors

To develop a regional market and promote intra-regional trade, COMESA launched a customs union in June 2009 and is now working at implementing it. It also helped to set up since 2001 a tripartite framework of co-operation and harmonization of regional policies and programs among the COMESA, the East African Community (EAC) and the Southern Africa Development Community (SADC).

This partnership area includes the following indicative elements:

- import and export procedures including customs and administrative procedures;
- immigration procedures including free movement and settlement of people;



- transit procedures; and
- procedures in road traffic corridors.

Enabling a conducive business environment

To enhance competitiveness, attract investment and promote growth and employment, COMESA is working at promoting the region as an attractive investment area. It adopted in 2007 the COMESA Investment Agreement which grants national treatment to COMESA investors opens up economic sectors and enhances cooperation among countries on investment promotion. In parallel with this work, the COMESA is also addressing the constraints hampering private businesses to prosper through providing technical support to member states to formulate national roadmap on improvement of business environment and establishing the COMESA Business Council, as a coordination platform for private sector bodies.

This area includes the following indicative elements:

- Starting a business;
- Registering property;
- Protecting investors; and
- Enforcing contracts.

Establishment of effective management systems for public financial management

To strengthen macroeconomic convergence and contribute to enhance monetary cooperation among member states, the COMESA has set up internal bodies as well as convergence criteria. These criteria include an overall budget deficit gross domestic product ratio that should not exceed 5%, an annual average inflation rate not above 5%, the fact that central bank financing of the budget should reach 0% and the achievement of stable exchange rates.

Given the key role of public financial management in implementing sound macro-economic policies, the COMESA chose to monitor with the AfriK4R initiative the following indicators :

- Program-based budgeting;
- budget credibility;
- comprehensiveness and transparency; and
- resource mobilization.

Bringing about effective institutions

Leveraging the AfCoP's convening power, the COMESA will bring together stakeholders for learning and dialogue sessions around the key topics of "soft" infrastructure, such as how MfDR can bring about change and accelerate regional integration. It will provide for member states access to peer learning opportunities and training to make reform work.

The COMESA-CoP will do so by:

- promoting leadership for results;
- setting up solid managing for results systems, and
- promoting a culture of accountability.

GOVERNANCE STRUCTURE TO EMULATE PERFORMANCE

Establishing a COMESA-CoP to achieve results

Given its partnership with the AfCoP, the COMESA took the initiative of this meeting to establish a COMESA Community of Practice on MfDR. This COMESA-CoP set itself the objective of helping to promote a results culture and to strengthen the implementation of reforms and regional integration policies. Participants agreed that the role of regional communities of

practice is to build MfDR capacity at the regional level and to support COMESA in implementing regional policies and in sharing knowledge between countries of the same region. The COMESA CoP will also influence key policy processes to achieve the desired results through advocacy, parliamentary oversight and increase dialogue.

The country delegations agreed on the following governance structure:

- An executive committee, composed of the Permanent Secretaries, heads of country CoPs and coordinators of regional clusters, whose role is to provide strategic advice on the convergence of select policies through ensuring ownership of regional and national decision makers and, ensure synergies between regional and national processes;
- a regional cluster for the public sector to accelerate the implementation of regional policies selected by the initiative;
- a regional cluster of non-state actors to push forward the results and regional integration agendas by demanding greater accountability from the executive; and
- a regional cluster for the private sector to facilitate the implementation of regional policies through leadership and lobby for trade facilitation and enabling business environment.

Besides, to ensure synergies between the regional and national level, members of regional communities of practice from each country form national platforms in country CoPs to disseminate the regional agenda.

In line with previous AfCoP activities, the COMESA-CoP is a member-driven community which defines its own strategy and action plan, in coordination with COMESA and the AfriK4R Secretariat. A group of core members commit their time and efforts to bring the COMESA-CoP to another level.

COMPOSITION OF THE COMESA-COP EXECUTIVE COMMITTEE

Co-Chairs

- Permanent Secretary of Uganda, as the country holding the rotating presidency of COMESA policy organs
- Solomon Mhlanga, Zimbabwe, AfCoP Core Management Team representative for Southern Africa, Office of the President and the Cabinet, Modernization Department, Director

Country focal points

- Burundi, Immaculée Bigirimana, Permanent Secretary, Ministry of Finance and Economic Development Planning
- DRC, Edith Mwanje, Permanent Secretary, Ministry of Planning
- Kenya, Stephen Wainana, Permanent Secretary, Ministry of Devolution and Planning
- Malawi, Cliff Chiunda, Office of the President and Cabinet
- Rwanda, Kampeta Sayinzoga, Permanent Secretary, Ministry of Finance
- Tanzania, TBD
- Uganda, Christine Guwatudde Kintu, Permanent Secretary, Office of the Prime Minister
- Zambia, Nkulukusa, Permanent Secretary, Ministry of Finance
- Zimbabwe, Solomon Mhlanga, Office of the President and Cabinet

Regional integration resource person

- Burundi, Patricia Rwimo, Permanent Secretary, Ministry for Trade
- DRC, Joseph Nkoy Baumbu, Permanent Secretary for Regional Cooperation, Ministry of Foreign Affairs and International Cooperation
- Kenya, Ibrahim Mohamed, Permanent Secretary, Ministry of Commerce



- Malawi, TBD
- Uganda, Edith Mwanje, Permanent Secretary, Ministry of East African Community
- Rwanda, Amb. Bill Kayonga, Permanent Secretary, Ministry of East African Community
- Tanzania, TBD
- Zambia, Stephen Mwanza, Permanent Secretary, Ministry of Commerce, Trade and Industry
- Zimbabwe, T. T. Chifamba, Permanent Secretary, Ministry for Regional Integration

Regional cluster special coordinator

- Public sector cluster: Abdul Muwanika, Uganda, National Integrated Monitoring and Evaluation System
- Non state actors cluster: Richard Ssewakiryanga, Uganda, Uganda National NGO Forum, Executive Director
- Private sector cluster: TBD

COMESA focal point

- Anne Ndirangu, COMESA, Chief Monitoring and Evaluation, AfCoP Core Management Team member

Chairs of National CoPs

- Democratic Republic of the Congo, Théo Kanene, Ministère du Plan, Directeur de la Coordination des Ressources extérieures
- Kenya, Samson Machuka, Ministry of Devolution and Planning, Monitoring and Evaluation, Director
- Zimbabwe, Solomon Mhlanga, Office of the President and the Cabinet, Modernization Department, Principal Director

Given its regional focus, the COMESA-CoP has set up an Executive Committee, whose members represent all key partners of the CoP. They are in charge of the following roles:

- Supervise the implementation of activities in coordination with the RECs;
- Provide strategic advice on the convergence of policies;
- Contribute to the support of policy makers at regional and national levels;
- Ensure synergies between regional and national processes;
- Ensure the existence of a consensus on good practices on select regional policies;
- Support regional clusters for action and advocacy, and
- Facilitate regional peer review meeting and ensure that results are shared.

Tracking country progress at regional level

Participants agreed that for the AfriK4R initiative to be successful, strong monitoring of country commitments must take place. To that effect, the following key tools will be used:

- Common methodologies for assessing the status of implementation of regional policies in selected areas and the degree of their incorporation in the country management cycle to establish baselines;
- The definition of common performance indicators to monitor progress;
- The development of standardized reporting formats to share performance information;
- Identifying good practices in selected areas that will be targeted by countries;
- The definition of action plans based on good practices in selected areas;
- Facilitating the process of implementing action plans at country level through the action of national coaches;

Progress reports on the performance in implementing action plans have to be validated at country level and presented for peer review at the regional level.

Once validated at the country level, the yearly performance report will be discussed during the annual regional peer review event and provide a framework for the exchange of experiences and good practices, and mutual learning.

The conclusions of the regional peer review meeting will be shared with the decision-making bodies of the RECs and provide a basis for mutual accountability and motivate the least performing countries. Successful cases constitute best practices that will be posted on the online platform AfCoP and will be adapted by national CoPs within their programs of capacity building at the country level.

Three Clusters to Empower Stakeholders

Given its approach to managing for development results and regional integration, the AfCoP has an opportunity to bring together key stakeholders and build capacity for change. This provides with a chance to draw upon experiences across sectors, learn lessons from other countries and build capacity for greater effectiveness. Representatives from the public sector, civil society and private sector worked in different group and founded their own regional clusters.

These clusters stem from the fact that although these stakeholders already contribute to regional integration processes, they do so on a piecemeal basis and too often lack both the expertise and access to decision makers, hindering the effectiveness of their work. Parliamentarians, government, private sector and civil society actors are facing a series of challenges that the clusters will contribute to overcome, including:

- **Public Sector**

The public sector often faces a weak political commitment to move forward in implementing regional regulations and directives. There is a limited sense of responsibility in terms of compliance to regional rules. This cluster and the AfriK4R tools will help accelerate the implementation of key reforms for better regional integration for the benefit of the people. This platform will also help make the most effective parliamentarians in their oversight and representation of the people.

- **Civil Society**

The advocacy role of civil society organization is conducted on piecemeal basis, selecting specific policies, but removed from a broader regional integration discussion. This stems from a lack of capacity in this area, but also from the limited transparency of regional institutions and the complexity of the topics discussed.

- **Private Sector**

Private companies are among the top users of trade policies between states. The private sector is often not consulted by the authorities of regional integration. Similarly, their contribution is important to improve the business climate to better define the standards involved. This platform will enable the private sector to better express its needs for more effective regional integration as well as to reconcile their needs with the general interest.

Through bringing stakeholders together, it is expected that cluster members will be:

- sharing good practices on ways to accelerate regional integration;
- following training in MfDR;
- increasing government accountability vis-à-vis parliament, the private sector and citizens in regional integration;
- strengthening democratic ownership and parliamentary oversight of regional integration;
- supporting cooperation between the private sector, civil society and the public sector to make more effective regional integration; and
- increasing the recognition of the role of parliament, non-state actors and the public administration in the regional integration process.

Each regional cluster has nominated its country representatives, as well as one cluster coordinator. The cluster coordinator is from the country chairing the COMESA policy organs, which is Uganda at the moment. Each cluster coordinator is also part of the COMESA-CoP Steering Committee.



	PUBLIC SECTOR	NON-STATE ACTORS	PRIVATE SECTOR
Coordinators from Uganda	<ul style="list-style-type: none"> Abdul Munawika 	<ul style="list-style-type: none"> Ssewakiryanga Richard 	<ul style="list-style-type: none"> Ruth Aine Tindyebwa
Country focal points	<ul style="list-style-type: none"> Burundi: Ciza Antonine Batungwanayo Comoros: Hachim Abbas Mohamed DRC: Joseph Nkoy Baumbu Kenya: Joshua N. Mwiranga Malawi: Hon. Matumula Rwanda: Byingana Uganda: Julius Onen Zambia, Crane Muleya Zimbabwe: R. Nuny Adu 	<ul style="list-style-type: none"> Burundi: Gahunga Blaise Djibouti: Saleh Ali Houssein DRC: Tshionza Kamonia Georges Ethiopia: Haile Nigest Kenya: Buoga Omondi Jared Malawi: Mkandawire Nelson M.K. Rwanda: Havugimana Cassien Uganda: Mugambe Beatrice Zambia: Nshindano Kryticous Patrick Zimbabwe: Dr. Zinhumwe C. 	<ul style="list-style-type: none"> Burundi: Noël Nshimirimana DRC: Lilian Prosperine Okende Egypt: Dr. Amany Asfour Kenya: Joshua N. Mwiranga Malawi: Katherine Ichoya Mauritius: Ginette Villeneuve Anaudin Rwanda: Ninsiima Innocent Tanzania: Gideon Kaunda Zambia: Maureen Sumbwe Zimbabwe: Phides Mazhawidza



COUNTRY ROADMAP FOR REGIONAL INTEGRATION



Member countries of the COMESA-CoP on MfDR can be fully involved in the AfriK4R initiative process and get support to conduct the series of activities designed by the initiative. The AfriK4R Secretariat will respond to country letters requesting support and bring its assistance on a first come, first served basis, for up to a total of seventeen African countries. It will also provide the support of two country coaches in charge of working with countries on each activity.

Main Activities	Objectives and sub-components
Set up an institutional mechanism	<ul style="list-style-type: none"> • Launch of a new community • Reactivation of an existing community
National CoP Launch	<ul style="list-style-type: none"> • Evaluation to accelerate deductions policies • Assessment of national capacities GRD
MFDR readiness assessment	<ul style="list-style-type: none"> • Evaluation to accelerate deductions policies • Assessment of national capacities GRD
Action Plan Development	<ul style="list-style-type: none"> • Realistic action plan • Validation at the highest level
High Level Workshop	<ul style="list-style-type: none"> • Building Leadership • Consensus on priorities
Action Plan Implementation	<ul style="list-style-type: none"> • Accompanying a coach • Stakeholder engagement
Peer Review Meeting	<ul style="list-style-type: none"> • Presentation of the results achieved • Commitment to advancing
Knowledge Sharing	<ul style="list-style-type: none"> • Workshops and training to build capacity • Exchanges online streaming



PUTTING COMESA-COP INTO COUNTRY ACTION

Set up an Institutional Mechanism

Experience has shown that for countries to achieve greater impact in various policy areas, it matters to have a core group of champion made of a country focal point and at least one senior level representative per key ministry. To ensure strong institutional leadership, it matters that the country focal point in charge of rolling out activities be at Permanent Secretary level and based with the Ministry of Economy, Planning and Finance, whilst the Permanent Secretary in charge of regional integration would be responsible to report back on progress made to its peers at regional level.

The focal point will be responsible to:

- Coordinate the implementation of the project in countries;
- Work closely with the national CoP Core Management Team and regional focal point;
- Develop an action plan for the project at the country level;
- Support the activities of national steering committees;
- Organize high-level forums in the country;
- Coordinate the country MfDR readiness assessment and implementation of action plans;
- Supervise the activities of coaches in the country and prepare the report on country performance on action plan implementation.

Engaging Stakeholders

Once a core group of country champions is identified, the next step is to generate national authorities' interest and commitment as well as their ownership to move forward with the AfriK4R initiative. It matters to first identify all possible regional integration stakeholders. Creating a sense of urgency to mobilize policy makers in order to motivate them to act has been analyzed as a good practice.

National steering committees coordinate the implementation of activities at national level. They will be composed by members of the Regional Steering Committee of each country, members of the CMT National CoP, national coordinators of regional platforms and Team Leaders. Gender parity is strongly encouraged. The Permanent Secretary of the Ministry responsible for regional integration each country will act as focal points. They will perform the following tasks:

- Coordinate the implementation of activities in countries;
- Ensure synergies and complementarities to promote national culture results and regional convergence;
- Provide support for high level decision makers;
- Check that the regional methodologies and best practices are shared at national level;
- Supervise coaches in assessing MfDR readiness and assessing the level of implementation of select regional policies, and the development of the action plan;
- Validate report on the implementation of the national action plan;
- Ensure that the results of regional peer reviews are integrated into national processes, and
- Participate in capacity building events.

The following actors play a major role in the process:

- the political leader (a Minister), whose role is to lead the process and get the support of policy makers;
- the strategic leader (a Permanent Secretary of the Department or Head of Staff of the Minister), whose role is to coordinate and mobilize teams and resources;
- team leaders (Heads of department in charge of the strategic areas identified including: Budget, Trade, Investment) whose role is to lead teams composed of those involved in the strategic areas, to assign tasks to different members, to follow the implementation step by step and to report to the strategic leader on the implementation of teams' work plan;
- national coaches (experts selected in national CoPs who are well versed in the methodology), whose role is to establish the basic documents for assessing the readiness of implementation of regional policies, identify good practices, and support teams in the definition and implementation of their action plans.
- Parliamentary and non-state actors whose role is crucial in the process through influencing and advocating for the

implementation of regional policies. «Brainstorming» sessions provide an opportunity to give a good understanding of the issues and articulate strategies for action. They also allow to understand the decision-making process, to identify people likely to influence or make decisions and to formulate messages and advocacy or to form appropriate strategic alliances.

The steering committee, chaired by the strategic leader and which will include the various stakeholders and members of national CoPs, will coordinate the process

Establishing or Reactivating a National Community of Practice

Since 2009, the AfCoP embarked on a new phase. To increase its impact at country level, it chose to establish national chapters, which are independent and member drive bodies that aim at building country MfDR capacity. Already eight national chapters exist, and the launch of nine additional ones is planned for 2013.

Country practitioners decided to bring the AfCoP at the national level through creating national CoPs which contribute to:

- instilling a results culture at country level;
- strengthening the capacity of stakeholders involved in the national development process on both the supply and demand sides of MfDR, hence equipping them to engage in country development policy dialogue;
- influencing key policy processes for achieving development results through advocacy and increased dialogue with governments and donors; and
- carrying out research and analysis that aim at promoting evidence-based decision making.

These objectives are achieved through networking and training sessions. CoPs use mechanisms to lobby governments and development organizations to make programs and structures more results oriented. These national communities are working closely with the AfCoP to enliven the national debate and increase awareness of leaders at all levels with regards to managing for results.

Delegates from countries which already have established a national CoP recognized that they must give a new shape to their internal structure to best reflect the AfriK4R initiative goals. They will involve regional integration-related ministries and also focus on the trade and business climate departments.

Knowledge Sharing and Training

Transforming hands-on shared experience into knowledge that contributes to institutional change is at the heart of the AfCoP mission. Since 2007, the AfCoP helps countries engage in the exchange of knowledge so that countries both receive and provide development results solutions that are locally adopted and appropriate to country contexts.

It is planned that in each country involved with the AfriK4R initiative, knowledge sharing and training sessions on MfDR will be held. Country coaches working directly with the AfriK4R initiative will be responsible for delivering the training sessions. Training sessions will be customized to various levels of public, including top political level and technical level civil servants, to achieve best results. These training will contribute to bring about a results culture in the country and improve day-to-day practice in public affairs.

ASSESSING RESULTS CAPACITY AND IMPLEMENTING ACTIVITIES

MfDR Readiness Assessment

Countries which are partnering with the AfriK4R initiative are doing so to accelerate regional integration through MfDR. An important step in that direction is to move into that direction is to first get a clear picture of the country's MfDR capacity.

To do so, the AfriK4R initiative is offering countries to use a readiness assessment tool, an integrated framework that allows measurement of the level of MfDR institutionalization and its progress over time. It can be applied at the country, institution and regional economic community levels to evaluate the challenges institutions face in implementing regional policies.



Building on the successes and challenges of results-based assessment tools, the assessment tool has been designed:

- **To capture the main components of managing for development results** through analyzing its six pillars: (i) strategic planning; (ii) results-based budgeting; (iii) institutional capacity to deliver goods and services; (iv) information systems, statistical capacity, and monitoring and evaluation; (v) leadership; and (vi) accountability and partnership.
- **With a higher level of granularity** than other assessments focusing on specific parts of the policy cycle. This simplicity in design is also found in its implementation which is structured around a set of interviews.
- **To be scored based on hard evidence** that will reinforce the objectivity and credibility of the assessment results.
- **To be cost-effective** through the empowerment and use of local coaches in guiding the assessment and subsequent action plan implementation.
- **To transfer the capacity** to conduct assessments through engaging key stakeholders and training local coaches in African countries for repeat exercises.

Three different readiness assessment frameworks have been developed to best meet the needs of different levels of assessment. They are based around six identical core MfDR components, but their sub-components differ. The following frameworks are designed to assess at the:

- **Country level** – This evaluates the government capacity as a whole to deliver results through the entire management cycle, its institutions, systems and processes;
- **Institution level** – This evaluates specific organizations capacity to effectively and efficiently implement the material, human and financial resources to effectively deliver goods and services to achieve its mission;
- **Regional integration policy reform level** – This evaluates how managing for results principles and tools are used in the formulation, implementation, monitoring and evaluation of the related policies to achieve the targeted objectives

Each component or sub-component has a number of dimensions linked to its subject, which are to be assessed separately. Each indicator seeks to measure capacity or performance of a specific MfDR element against a six-point ordinal scale from zero (0) to five (5).

The regional integration policy reform assessment will be critical to the AfriK4R initiative as it is where support to implement action plan will directly be provided. This assessment will specifically look into the nuts and bolts of whether trade facilitation processes are monitored in a results-oriented manner, whether policies to improve the business climate are managed with a multi-year expenditure process and whether an outcome-based planning structure is in place to reach macro-economic convergence goals.

Action Plan Development

The AfriK4R initiative will apply the assessment tool before and after implementation of the action plan. Each component ranked on a scale from one to five will provide a baseline and an endline to analyze the effects of the actions taken. Once endorsed, assessment results provide the baseline against which future progress should be evaluated.

Chart 1 shows how the assessment results focusing on MfDR pillars will be clearly depicted. A similar exercise will be undertaken to assess the implementation stage of the select regional policies and the targeted improvement through the action plan implementation.

Based on the background report prepared by the coaches on the state of readiness to implement the select regional policies, brainstorming sessions will be organized in a participatory manner to discuss the issues and challenges, identify challenges and propose solutions. An action plan will be developed taking into account the best practices in each area with verifiable data and targets. This action plan will be prepared into an annual plan and applied to each team with a clear identification of those responsible for various tasks, schedules and implementation of resources for implementation. shows how the assessment results focusing on MfDR pillars will be clearly depicted. A similar

Chart 1: Example of Evaluation Results and Targets by Pillar

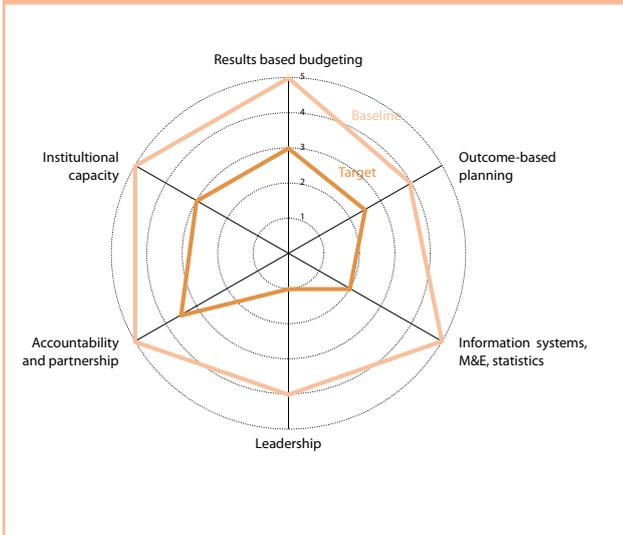
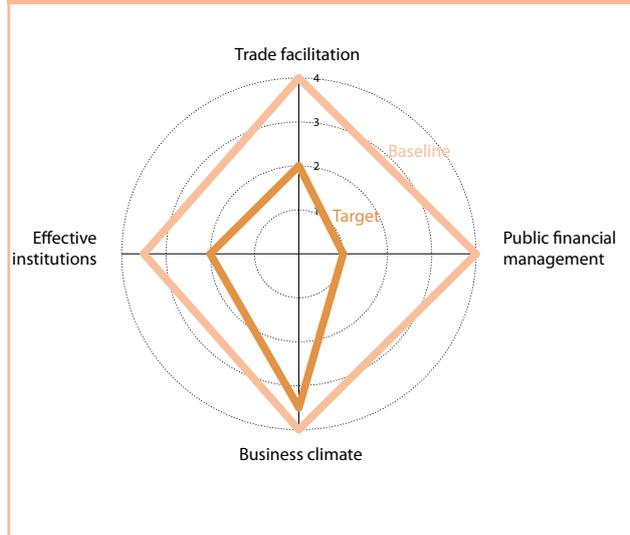


Chart 2: Example of Evaluation Results and Targets by targeted policy



exercise will be undertaken to assess the implementation stage of the select regional policies and the targeted improvement through the action plan implementation.

High Level Workshop

Top level country stakeholders will be invited to validate the assessment report and finalize the action plan. This endorsement from national political leaders will build support and mobilize workforce for implementation.

Findings will be shared and discussed providing a chance to reflect at the top level on critical managing for development results issues and to map a way forward for the planning process.



Action Plan Implementation

Assessing the capacity and defining an action plan is vital to understanding the MfDR strengths and weaknesses of a given institution, but countries have to implement rigorous actions and reforms to reinforce MfDR capacity and deliver concrete development results.

A three step approach will be used to that effect by: (i) providing the enabling conditions for teams in charge of implementing strategies and action plan, (ii) jump-starting a complex reform and accelerating its implementation, and (iii) institutionalizing effective practices and changes leading to achieving the expected development goals as well as sustaining the momentum for results.

Country coaches will work with government official to designating teams and start implementing the activities. Coaches will provide the necessary support, including capacity strengthening on the job when needed. A monthly monitoring plan will be established by each team leader with periodic review meetings with his group to review progress, identify potential challenges and provide appropriate solutions. The team leaders will also hold monthly meeting with the strategic leader to provide an on the progress made. The Steering Committee will also hold quarterly monitoring meetings. Coaches will establish annually a performance report on the implementation of the action plan according to the standard format defined at regional level and using common performance indicators.



ANNEX 1: LUSAKA DECLARATION OF THE COMESA COMMUNITY OF PRACTICE ON MFDR

May 17, 2013 – Lusaka, Zambia

We, the founding members of the Common Market for Eastern and Southern Africa Community of Practice on Managing for Results (COMESA-CoP) met in Lusaka, Zambia from May 14-15, 2013, on the theme “Regional integration results, it’s everybody’s business.

- Recognizing the principles and recommendations of the December 2012 Tunis Declaration on the African Platform for Results;
- Adhering to the implementation of the Africa for Results (AfriK4R) framework;
- Promoting regional integration for the benefits of the people;
- Considering the importance of sharing knowledge to achieve results;
- Recognizing the major challenges existing in the field of regional integration;
- Inspired by the critical role of managing for results to bring about change;
- Convinced of the role of accountability to inform stakeholders of the achieved results;

We will:

- Create the COMESA Regional Community of Practice on Managing for Development Results;
- Fully subscribe to the Africa for Results (AfriK4R) initiative and unite our forces to ensure its success;
- Work towards the implementation of the community’s roadmap to contribute to accelerate regional integration;
- Support the establishment or revitalization of national CoPs as soon as possible;
- Promote and strengthen effective partnerships between stakeholders
- Build national MfDR capacity and develop regional expertise;
- Advocate for involving non-state actors, parliamentarians and government in regional integration;
- Establish synergies between national and regional activities to accelerate the implementation of regional policies;
- Facilitate peer review by providing regular reports on the progress achieved against commitments;
- Contribute to building capable information systems and institutions for greater leadership for results; and
- Encourage development partners to support the COMESA-CoP.



ANNEX 2: COMESA COMMUNITY OF PRACTICE CHARTER

BACKGROUND

International MfDR Background

Countries and development partners have made the need to achieve development results a priority. A series of international events on MfDR established the principles of this approach and led to the establishment of regional communities of practice.

MfDR Background and Regional Integration in Eastern and Southern Africa

The African Community of Practice (AfCoP) on Managing for Development Results (MfDR) gave itself the ambition to contribute to the transformation of Africa through the sharing and use of results-based management development as a process of change management to support institutional reforms for sustainable change on the continent, with an emphasis on regional integration.

AfCoP has developed a framework called the Africa for Results (AfriK4R) initiative which is a regional approach to the issue of development to help achieve this vision through the mobilization of African leaders from all walks of public affairs for results and regional integration. AfriK4R aims to strengthen: (i) management systems in the public sector to promote the development of capable states, (ii) institutions for better service delivery, and (iii) regional convergence to enhance regional integration.

MISSION AND OBJECTIVES OF THE COP

Mission

The mission of the Regional Community and its three clusters is to contribute to building a culture of results and to accelerate regional integration in Eastern and Southern Africa through the sharing of experiences, networking and building learning relationships with MfDR practitioners across Eastern and Southern Africa. Clusters contribute to these objectives in their own fields, namely a public sector cluster, a private sector cluster and a civil society cluster.

Objectives of the CoP

The Regional CoP and its clusters are designed to:

- Build MfDR capacity;
- Bring policymakers closer to shared MfDR experiences;
- Synergies between countries and COMESA around the issue of achieving results;
- Influence key policy processes to achieve the desired results through advocacy, parliamentary oversight and increased dialogue; and
- Build a culture of decision making based on performance.

Action Plan and CoP Partnership

The roadmap includes the following activities planned for the year 2013 on national CoPs, regional CoP and its clusters:

- Launch Meeting;
- MfDR and regional integration readiness assessment;
- Development of an action plan and implementation supported by coaches;

- MfDR learning Events;
- Peer review of the results achieved.

STRUCTURE OF THE COP AND CONTRIBUTION

Internal governance of the Regional CoP is made up of three bodies: the Executive Committee and three specialized regional platforms, each with a coordinator.

Executive Committee

The Executive Committee of the Regional CoP:

- Co-chaired by the Permanent Secretary (or Chief of Staff) of the Ministry in charge of Regional Integration from the country holding the Presidency of the COMESA;
- Co-chaired by the representative for Southern Africa of the AfCoP Core Management Team;
- One representative per country – Permanent Secretary/Ministry of Finance or the Plan;
- One Regional integration resource person per country – Permanent Secretary of the Ministry in charge of Regional Integration;
- A special coordinator for regional platform (public sector, private sector, civil society);
- The focal point of the COMESA; and
- The Chairs of the National CoP.

Members of the Regional Steering Committee of each country will be part of the national steering committee to oversee the implementation of the project.

Role of members of the governance structures of regional CoP

Members of national and regional management committees should:

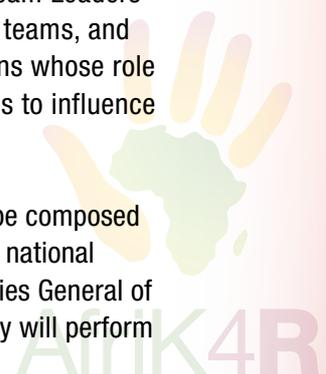
- Supervise the implementation of activities in coordination with the RECs;
- Provide strategic advice on the convergence of policies;
- Contribute to the support of policy makers at regional and national levels;
- Ensure synergies between regional and national processes;
- Ensure the existence of a consensus on good practices on select regional policies;
- Support regional clusters for action and advocacy, and
- Facilitate regional peer review meeting and ensure that results are shared.

Country CoP Structure

Executive Committee

Committees at country level are made of: (i) Policy Leader (Ministry of Finance or Planning) whose role is to ensure the leadership of the process, (ii) the Strategic Leader (Permanent Secretaries of the Ministry of Finance or Planning or Chief of Staff), whose role is to coordinate and mobilize teams and resources, (iii) Team Leaders (Directors of departments in charge of the identified strategic areas) whose role is to facilitate the teams, and (iv) national coaches whose role is to support the process at technical level, (v) the Parliamentarians whose role is to stimulate and oversee the action of the executive, and (vi) non-state actors state whose role is to influence policy through advocacy.

National steering committees coordinate the implementation of activities at national level. They will be composed by members of the Regional Steering Committee of each country, members of the CMT National CoP, national coordinators of regional platforms and Team Leaders. Gender parity is strongly encouraged. Secretaries General of the Ministry of Finance or Planning (or Cabinet Directors) in each country will act as focal points. They will perform the following tasks:



- Coordinate the implementation of activities in countries;
- Ensure synergies and complementarities to promote national culture results and regional convergence;
- Provide support for high level decision makers;
- Check that the regional methodologies and best practices are shared at national level;
- Supervise coaches in assessing MfDR readiness and assessing the level of implementation of select regional policies, and the development of the action plan;
- Validate report on the implementation of the national action plan;
- Ensure that the results of regional peer reviews are integrated into national processes, and
- Participate in capacity building events.

National Focal Points

Permanent Secretaries of the Ministry of Finance or Planning in charge of in each country will act as focal points. They perform the following tasks:

- Coordinate the implementation of the project in countries;
- Work closely with the national CoP CMT and regional focal point;
- Develop an action plan for the project at the country level;
- Support the activities of national steering committees;
- Organize high-level forums in the country;
- Coordinate the country MfDR readiness assessment and implementation of action plans;
- Supervise the activities of coaches in the country and prepare the report on country performance in implementing of action plans;
- Organize learning activities in the country.

Synergies with the regional support consultant

The regional focal point will be assisted by a consultant funded by the project. The consultant will perform the following tasks:

- Help focal points in the management of project activities at regional and national levels;
- Provide advice to the focal points on the implementation of regional and national action plans;
- Support regional focal points by organizing regional peer review meetings;
- Conduct MfDR COMESA assessment;
- Conduct training for COMESA;
- Coordinate the training of regional clusters;
- Coordinate the training programs.



Roadmap

Main Activities	Objectives and sub-components
Set up an institutional mechanism	<ul style="list-style-type: none"> • Launch of a new community • Reactivation of an existing community
National CoP Launch	<ul style="list-style-type: none"> • Evaluation to accelerate deductions policies • Assessment of national capacities GRD
MFDR readiness assessment	<ul style="list-style-type: none"> • Evaluation to accelerate deductions policies • Assessment of national capacities GRD
Action Plan Development	<ul style="list-style-type: none"> • Realistic action plan • Validation at the highest level
High Level Workshop	<ul style="list-style-type: none"> • Building Leadership • Consensus on priorities
Action Plan Implementation	<ul style="list-style-type: none"> • Accompanying a coach • Stakeholder engagement
Peer Review Meeting	<ul style="list-style-type: none"> • Presentation of the results achieved • Commitment to advancing
Knowledge Sharing	<ul style="list-style-type: none"> • Workshops and training to build capacity • Exchanges online streaming

ANNEX 3: MEETING AGENDA

DAY 1: TUESDAY 14 MAY 2013

THEME 1 : LEADERSHIP FOR RESULTS IN EASTERN AND SOUTHERN AFRICA

8:30	<p>REGISTRATION</p> <p>The entire meeting will be facilitated by Amadou Mahtar Ba.</p>
09:00-9:10	<p>WELCOME AND MEETING INTRODUCTION</p> <ul style="list-style-type: none"> • Anne Ndirangu, Monitoring and Evaluation Expert, COMESA • Mamadou Lamine N'Dongo, Lead Results Adviser, African Development Bank, Quality and Results Department
09:10-10:00	<p>OPENING STATEMENT</p> <ul style="list-style-type: none"> • Ledule Bosch, South Africa, AfCoP Co-Chair, Chief Director for Monitoring and Evaluation, Department for Public Service and Administration • Dr. Freddie Kwesiga, Resident Representative, African Development Bank, Zambia Country Office • Dr. Sindiso Ngwenya, Secretary General, COMESA • Hon. Keith Mukata, Zambia, Deputy Minister of Finance
10:00-10:30	<ul style="list-style-type: none"> • Tea/Coffee Break
10:30-12:30	<p>PRESENTATION – MANAGING FOR RESULTS APPLIED TO REGIONAL INTEGRATION</p> <ul style="list-style-type: none"> • Mamadou Lamine N'Dongo, Lead Results Adviser, African Development Bank, Quality and Results Department <p>This session will feature a presentation, followed by a question and answer session.</p>
11:30-12:30	<p>PRESENTATIONS – KEY REGIONAL POLICIES OF THE AFRICA FOR RESULTS INITIATIVE (AFRIK4R)</p> <ul style="list-style-type: none"> • Anne Ndirangu, COMESA, Chief, Monitoring and Evaluation • Thierry Kalonji, COMESA, Acting Director, Investment Promotion and Private Sector Development Division • Dr. Francis Mangeni, COMESA, Director, Trade and Custom Division • Ibrahim Zeidy, COMESA, Director, COMESA Monetary Institute <p>This session will feature presentations, followed by a question and answer session.</p>
12:30-14:00	<ul style="list-style-type: none"> • Lunch Break
14:00-15:30	<p>DISCUSSION PANEL – PUTTING INTO ACTION AFRIK4R FOR REGIONAL INTEGRATION</p> <ul style="list-style-type: none"> • Dr Kipyego Cheluget, COMESA, Assistant Secretary General / Programmes • Eric Ronge, Kenya, Director for External Trade, Ministry of Trade • Didace Niyobgabo, Burundi, Adviser, Budget Directorate, Ministry of Finance and Economic Planning • Maximilien Singa Kusa, Democratic Republic of the Congo, Director, National Agency for Investment Promotion • Lamin Manneh, African Development Bank, Chief Regional Integration Officer
15:30-16:00	<ul style="list-style-type: none"> • Tea/Coffee Break



16:00-17:30	DISCUSSION PANEL – MOBILIZING REGIONAL INTEGRATION PLAYERS <ul style="list-style-type: none"> • Gideon Kaunda, Tanzania, Director, Tanzania Private Sector Foundation • Jean-Baptiste Kumasamba Olom, Democratic Republic of the Congo, Member of Parliament, Vice-President of the Fiscal Committee, National Assembly • Vitalice Meja, Kenya, Coordinator, Reality of Aid Africa Network • Emiliana Tembo, COMESA, Director, Gender Division • Rotimi Olawale, Nigeria, Program Manager, Youth Hub Foundation
19:00-21:00	• COCKTAIL

DAY 2: WEDNESDAY 15 MAY 2013**THEME 2: MOBILIZING STAKEHOLDERS TO ACHIEVE REGIONAL RESULTS**

09:00-09:15	SECOND DAY OVERVIEW <ul style="list-style-type: none"> • AfCoP Secretariat
09:15-10:30	ROUNDTABLES – A MULTI-LAYERED APPROACH TO ACHIEVE RESULTS WITH AFRIK4R Participants will convene by type of stakeholders to discuss their cluster's course of action and internal governance structure. ROUNDTABLE 1 <ul style="list-style-type: none"> • PRIVATE SECTOR CLUSTER • Facilitator: Gideon Kaunda ROUNDTABLE 2 <ul style="list-style-type: none"> • CIVIL SOCIETY CLUSTER • Facilitator: Kango Laré-Lantone ROUNDTABLE 3 <ul style="list-style-type: none"> • PUBLIC SECTOR CLUSTER • Facilitator: Sylvester Obong'O
10:30-11:00	• Tea/Coffee Break
11:00-12:30	• ROUNDTABLES – continued.
13:00-14:00	• Lunch Break
14:00-15:30	PLENARY – REPORT FROM THE ROUNDTABLES AND REGIONAL COP GOVERNANCE Working session to define the coordinating bodies of the regional CoP and its clusters.
15:30-15:45	• Tea/Coffee Break
15:45-17:00	PLENARY – ADOPTING THE REGIONAL COPS AND CLUSTERS' CHARTER AND ROADMAP The founding members commit to contribute to the regional CoP's success and to mobilize stakeholders to achieve its objectives

DAY 3: THURSDAY, MAY 16, 2013**DAY OF SHARING**

09:00-09:15	OVERVIEW OF THE DAY <ul style="list-style-type: none"> • AfCoP Secretariat
09:15-10:30	PRESENTATIONS – MANAGING FOR RESULTS <ul style="list-style-type: none"> • Introduction to Results-Based Management • Kango Laré-Lantone, Consultant, Expert in Managing for results
10:30-11:00	• Tea/Coffee Break
11:00-12:30	PRESENTATIONS – LEADERSHIP AND ACCOUNTABILITY <ul style="list-style-type: none"> • Leadership for Results • Sylvester Obong'O, Consultant • Enabling Demand for Greater Accountability • Jacqueline Nzisabira, ANSA-Africa
13:00-14:00	• Lunch Break



14:00-15:30	<p>PRESENTATIONS – MFDR TOOL – PLANNING, BUDGETING, INFORMATION AND M&E SYSTEMS</p> <ul style="list-style-type: none"> • Planning and budgeting • William Rukundo, Rwanda, District Executive Secretary • Monitoring and Evaluation • Ledule Bosch, South Africa, Chief Director for Monitoring and Evaluation, Department for Public Service and Administration
15:30-16:00	<ul style="list-style-type: none"> • Tea/Coffee Break
16:00-17:00	<p>PRESENTATIONS – REFORMING TRADE FACILITATION IN COMESA MEMBER STATES</p> <ul style="list-style-type: none"> • Emily Mburu-Ndoria, COMESA, Coordinator, Trade in Services and Trade Facilitation Unit • Norman Murozoki Chakanesta, Zimbabwe, Ministry of Industry and International Trade, Director for Research and Domestic Trade • Silver Ojakol, Uganda, Commissioner, Ministry of Industry, Trade and Cooperatives, External Trade Department

DAY 4:FRIDAY, MAY 17, 2013AY

DAY OF SHARING

09:00-09:15	<p>OVERVIEW</p> <ul style="list-style-type: none"> • AfCoP Secretariat
09:15-10:00	<p>PRESENTATION – TOOLS FOR RESULTS</p> <ul style="list-style-type: none"> • Cyril Blet, AfCoP Secretariat
10:00-10:30	<ul style="list-style-type: none"> • Tea/Coffee Break
10:30-12:00	<p>ROUNDTABLE – IMPLEMENTING AFRIK4R AT COUNTRY LEVEL</p> <p>Participants will meet in sessions by country delegation to discuss the implementation of the roadmap at country level.</p>
12:00-13:00	<p>CLOSING CEREMONY AND DECLARATION OF LUSAKA</p>



ANNEX 4: PARTICIPANTS LIST

BURUNDI

Marcelline Bararufise

National Assembly
Education, Youth, Sports and Leisure, Culture
and Communication Committee
Member of Parliament, Committee Chair
marcellinebararufise@yahoo.fr

Ciza Antonine Batungwanayo

Ministry of Finance and Economic
Development Planning
Prospective Department
Director
cizatony@yahoo.fr

Immaculée Bigirimana

Ministry of Finance and Economic
Development Planning
Permanent Secretary
bigimma2006@yahoo.fr

Blaise Gahungu

BIRATURABA
Project Coordinator, Civil Society Focal Point
gahubla@yahoo.fr

Cyprien Mbonigaba

AfriK4R National Coach Consultant
cmbonigaba@yahoo.fr

Didace Niyobgabo

Ministry of Finance and Economic
Development Planning
Budget Directorate
Adviser
niyodidace@yahoo.fr

Ernest Niyonzima

Organisation d'Appui à l'Autopromotion
Support to Self-Promotion Organization
Responsible for food safety component and
community leadership development
ernestniyo2007@yahoo.fr

Jean Nkeshimana

Terre des Jeunes du Burundi
Aid Effectiveness Monitoring for Development
Country Program Manger
tdj_burundi@yahoo.fr

Noël Nshimirimana

Burundi Investment Promotion Agency
Administrative and Finance Chief
investissements@burundi-investment.com

Jacqueline Nzisabira

ANSA-Africa
Consultant
jnzisabira@idasa.org.za

Alice Remezo

AFAB
afab.afab2013@gmail.com

Valérie Siniremera

AfriK4R National Coach Consultant
sinivalerie@yahoo.fr

Francoise Tuyisenge

Permanent Secretariat for Monitoring
Economic and Social Reforms
Technical Advisor
tufrancoise@yahoo.fr

COMORES

Abbas Mohamed Hachim

Ministry of Finance, Economy and Trade
Department of Economic Affairs
General Director
abbashachim@yahoo.fr

DEMOCRATIC REPUBLIC OF THE CONGO

Judith Asobe Ibambi

National Assembly
Member of Parliament
asobe240@yahoo.fr

Benjamin Bonge Gibende

National Secretariat for Capacity
Strengthening (SENAREC)
Adjunct Secretary
DRC CoP, Secretary
benjaminbonge@yahoo.fr

Théo Kanene

Ministry of Planning,
Department of External Resources
Coordination
Director
theo_kanene@yahoo.fr

Saturnin Kite Nduwa

Ministry of Planning
Programming and Public Investment
Budgeting Directorate
Head of Division
AfriK4R National Coach Consultant
skitnduwa@yahoo.com

Jean-baptiste Kumasamba Olom

National Assembly
Member of Parliament
jlmotokambali@gmail.com

Jacqueline Lofulo Wayela

Ministry of Gender, Family and Children
Permanent Secretary
jlofula@yahoo.fr

Gisèle Pemba Luaka

Strengthening of support to Civil Society and
Grassroot Communities (SERACOB)
Programme Officer, Monitoring and
Evaluation
gisluka@yahoo.fr

Jacqueline Musugani

IFESIDI
Development Staff / Executive Director
musujac@yahoo.fr

Joseph Nkoy Baumbu

Ministry of Foreign Affairs, Cooperation and
Francophonie
Permanent Secretary for Regional
Cooperation
josephnkoybaumbu@yahoo.fr
nkoybaumbu1@yahoo.fr

Jennyfer Nkuka

Events RDC
Communication
Journalist / Responsible for Customer and
Public Relations
soljycœur@gmail.com



Liliane Prosperine Okende Kalambay

Businesswoman, Trade and Sellers Network
Vice President of the National Council of the
Private sector
Expert in trade negotiation
femcomsa@yahoo.fr
lilianeprosperine@gmail.com

Maximilien Singa Kusa

National Agency for Investment Promotion
Director
maxsinga92@gmail.com

Georges Kamonia Tshionza

Capacity Strengthening Program for Civil
Society Organizations to Prevent Conflicts
(PREGESCO)
Coordinator
kamoniam754@yahoo.fr

Prince Wilondja Wabilima

Agri Hub DR Congo
Agribusiness
Youth Focal Point
wilsonprincew@yahoo.fr

DJIBOUTI**Saleh Ali Houssein**

FORAS+
Permanent Secretary
sahfyrha638@gmail.com

EGYPT**Amany Asfour**

Egyptian Business Women Association
asfour2712@yahoo.com

Nermine Mohamed Ismail Wally

World Food Programme / AfrEA
Monitoring and Evaluation, and Reporting
Programme Officer
nerminewally@gmail.com

ETHIOPIA**Daniel Dangiso**

Ministry of Water and Energy
Policy & Planning Directorate
Director
rukisadani@gmail.com

Nigest Haile Goshu

Center for African Women Economic
Empowerment (CAWEE)
Executive Director
cawee@ethionet.et
cawee07@yahoo.com

KENYA**James Obuya Bagaka**

CLEAR - Kenya Institute of Management
Lecturer
obuya.bagaka@ksg.ac.ke

Jared Omondi Buoga

Tembea Youth Centre for Sustainable
Development
Human Rights Advocacy and Good
Governance
Program Director
buogager@gmail.com

Stephen Wainaina Chege

Ministry of Devolution and Planning
Economic Planning Secretary
swainaina@planning.go.ke
wainainacs@gmail.com

Keli Kiilu

Corporate and Regulatory Solutions
Managing Director
kkiilu@crsolutions.co.ke

Samson Masese Machuka

Ministry of Devolution and Planning
Monitoring and Evaluation Department
Director
smachuka@planning.go.ke
smmasese@yahoo.com

Lamin Manneh

African Development Bank
Kenya Country Office
REC's Liaison & Partnership Officer
l.manneh@afdb.org

Gemma Mbaya

Prime Minister's Office
Public Service Transformation Department
Results Based Management Programme
Coordinator
mbaya.gemma@gmail.com

Vitalice Amakanji Meja

Reality of Aid Africa Network
Coordinator
meja@roafrica.org
roaafrica-secretariat@realityofaid.org

Charles Mulingi

AfriK4R National Coach Consultant
charles.gonza@hotmail.com

Jennifer Mutua

AfREA
Member & Rep. for Eastern Africa
jennicrafke@yahoo.com

Joshua Njagi Mwiranga

NEPAD-Kenya
Programme Manager
jnmwiranga@yahoo.com

Sylvester Ogutu

ReSAKSS
Markets, Gender & Livelihoods
Research Analyst
s.ogutu@cgiar.org

Maurice Ongala

Nyanza Youth BCC Study
Research Officer
mauryii2006@yahoo.com

Shori Rheka

AfriK4R National Coach
Consultant
rekhashor@hotmail.com

Eric Ronge

Ministry of Trade
External Trade
Director
eronge_05@yahoo.com

Viviene Charity Simwa

Ministry of Devolution and Planning
Monitoring and Evaluation Directorate
Chief Public Communication Officer
vcawino@yahoo.com

Ibrahim Zeidy

COMESA Monetary Institute
Director
izeidy@comesa.int

MALAWI**Tayani Vincent Banda**

Ministry of Finance
Debt and Trade
Economist
tayanibanda@yahoo.co.uk

Mathews Chikankheni

Confederated Chambers of Commerce,
Industry and COMESA Business Council
President and Chairman
mjchikankheni@sdp.org.mw
chikankhenimj@dulux-mw.com

Graham Chipande

AfriK4R National Coach Consultant
chechipande@gmail.com

Moses Chirwa

Ministry of Finance
Debt and Aid Management Division
Assistant Director
mochinb@yahoo.com
moseschirwa@finance.gov.mw

Cliff Chiunda

Office of the President and Cabinet
Programmes and Projects Implementation,
M&E
Director
cliffchiunda@yahoo.co.uk

Katherine Nyangui Ichoya

FEMCOM Secretariat
Chief Executive
kichoya@comesa.int
kichoya@gmail.com

Dalitso Kingsley Kubalasa Gabriel

Malawi Economic Justice Network (MEJN)
Executive Director
dkubalasa@gmail.com

Hannock Kumwenda

AfriK4R National Coach Consultant
muliska@yahoo.com

George K. Lipimile

COMESA Competition Commission
Director & Chief Executive Officer
glipimile@comesa.int

Misheck Coco Longwe

Ministry of Industry and Trade
Policy Planning Department
Chief Economist
coco1longwe@yahoo.co.uk

Emma Mabvumbe

Ministry of Finance
Budget Department
Deputy Budget Director
emabvumbe@yahoo.com
emabvumbe@finance.gov.mw

Mary Malunga

National Association of Business Women
Executive Director
mfmalunga@nabwmalawi.org

Yusufu Matumula

National Assembly
Member of Parliament
nyakwawajeff@yahoo.com

Geoffrey Mbuzi

National Assembly
Member of Parliament
nyakwawajeff@yahoo.com

Nelson Moffat Kajawa Mkandawire

Economics Association of Malawi
Executive Director
nelson@ecamamw.org
nmkandawire1@gmail.com
ecama@ecamamw.org

Donnex Mpuzeni

National Assembly
Member of Parliament
nyakwawajeff@yahoo.com

Kenneth Msiska

Young Advocates for the Advancement of ICT-
related Development (Y.A.A.ICT-D)
Executive Director
kennethmsiska@yahoo.com

Robert Chitembeya Msuku

Ministry of Economic Planning and
Development
Monitoring and Evaluation Division
Principal Economist
rmsuku@gmail.com

Jeffrey Mwenyehelim

National Assembly
Parliamentary Service
Principal Clerk Assistant
nyakwawajeff@yahoo.com

Bisa Namarika

Malawi Investment and Trade Centre
Projects and research
Senior Manager
bnamarika@yahoo.com

Rudolf Nkhata

Chapita Consulting Engineers
Water section
Associate Consultant/Information Analyst
rnkhata@gmail.com

Alex Richard Nkosi

Centre for Social Concern
Social Economic Conditions
Programme Manager
alexnkosi@yahoo.com

Daveson Nyadani

National Assembly
Member of Parliament
nyakwawajeff@yahoo.com

MALI**Mahamadou Zibo Maïga**

Programme cadre de renforcement des
capacités nationales pour une gestion
stratégique du développement
Coordinator
mahamadouzibo@yahoo.fr

MAURITIUS**Parwez Ali Mohamudally**

Ministry of Foreign Affairs, International Trade
and Cooperation
Regional Integration Division
Deputy Director
pmohamudally@mail.gov.mu
aneewoor@mail.gov.mu
mofarc@intnet.mu

Devendra Parsad Ruhee

Ministry of Civil Service & Administrative
Reforms
Public Officers Welfare Council
Chairman
devruh555@yahoo.com

Marie Ginette Villeneuve Anaudin

Mauritius Association of Women Business
Head (AMFCE)
Company Director
cosicouette@intnet.mu

NIGERIA**Rotimi Olawale**

Youth Hub Africa
Programs, Policy and Advocacy
Program Manager
rotimi@youthhubafrica.org

RWANDA**Cassien Havugimana**

Health Development Initiative
Director of Programs
cassien@hdirwanda.org

Landry Ndiriko Mayigane

Ministry of Agriculture and Animal Resources
/ Youth Alliance for Climate Actions
National Poultry Program
Coordinator / Founder- President
landry.mayigane@rwanda-yaca.org ;landry.
mayigane@gmail.com

Innocent Ninsiima

Ministry of Youth and I.C.T
Youth Empowerment
Commonwealth Youth Representative
innocent250@gmail.com

Robert Amigo Nkiiko

AfriK4R National Coach Consultant
TradeMark East Africa Challenge Fund
Cross Boarder Trade
Country Coordinator
dossx1@yahoo.com
ramigo@trac-fund.com

G. William Rukundo

District Executive Secretary
rkuwil2002@yahoo.com

John Rusagara

ADR
Chairman
jbrusagara@gmail.com

Alex Twahira

AfriK4R National Coach Consultant
Prime Minister's Office
Ministry of Gender and Family Promotion
Gender Technical Advisor
twahilex@yahoo.com



SECRETARIAT OF AFCOP

Amadou Mahtar Ba

Facilitator and Communications Consultant
amaba@allafrica.com

Cyril Blet

African Development Bank
Quality and Results Department
AfCoP Facilitator
c.blet@afdb.org

Samia Gharbi

African Development Bank
Quality and Results Department
AfCoP Secretariat
s.gharbi@afdb.org

Kango Lare-Lantone

Results-Based Management Consultant
lantone@aol.com

Abdou Karim Lo

AfCoP Secretariat
Regional Support Consultant
loabdoukarim@yahoo.fr

Mamadou Lamine N'Dongo

African Development Bank
Quality and Results Department
Lead Results Adviser
AfCoP Coordinator
m.ndongo@afdb.org

er Obong'o

AfCoP Secretariat
Regional Support Consultant
sylvester.obongo@uon.edu.au

Catherine Piloto

Africa Capacity Building Foundation
AfCoP Secretariat
Knowledge Management Coordinator
c.piloto@acbf-pact.org

SOUTH AFRICA

Ledule Bosch

Department for Public Service and
Administration
Monitoring and Evaluation Unit
Chief Director
Leduleb@dpsa.gov.za

Anke Braumann

CABRI Secretariat
Marketing and Communications Manager
Anke.Braumann@treasury.gov.za;
anke.braumann@cabri-sbo.org

Bob Kalanzi

NEPAD Agency
Capacity Development- Office of the CEO
Africa Platform for Development
Effectiveness Programme Officer
bobk@nepad.org

Tendai Kadenhe Mhiza

Integra Africa
Chief Executive Officer
tendai@me.com

Carole Wanjau

Graca Machel Trust
Womens Rights
Programme Manager
caroleW@gracaMacheltrust.org

TANZANIA

Gideon Hosea Kaunda
Tanzania Private Sector Foundation
Director
gideonkaunda@yahoo.co.uk

Joseph Rugumyamheto

AfriK4R National Coach Consultant
jarugum@yahoo.co.uk

Godfrey Simbeye

Tanzania Private Sector Foundation
Executive Director
simbeye@tpsftz.org;
godfreysimbeye@yahoo.co.uk

UGANDA

Mohammed Kabaale Ngati

Ministry of Finance, Planning and Economic
Development
Investment and Private Sector Department
Assistant Commissioner
kabaale@finance.go.ug

Abdul Muwanika Mpolampola

National Integrated Monitoring and
Evaluation System
abdulmuwanika@hotmail.com

Beatrice Mugambe

Development Research and Training
Executive Director
bmugambe@drt-ug.org;
bnmugambe@gmail.com

Silver Ojakol

Ministry of Trade, Industry and Cooperatives
External Trade Department
Commissioner
sojakol@mtic.go.ug ;
sojakol@hotmail.com

Richard Ssewakiryanga

Uganda National NGO Forum
Executive Director
r.ssewakiryanga@ngoforum.or.ug

Ruth Aine Tindyebwa

YouthHubAfrica
Journalist / Blogger
ruthaine@gmail.com

Fredrick Twesiime

Ministry of Finance, Planning and Economic
Development
Aid Liaison
Principal Economist
fred.twesiime@finance.go.ug

ZAMBIA

Philip Boahen

African Development Bank
Zambia Country Office
Principal Country Program Officer
p.boahen@afdb.org

Chola Chabala

Ministry of Finance
National Planning
Acting Director
cjchabala@yahoo.co.uk

Dr Kipyego Cheluget

COMESA
Assistant Secretary General/Programmes
kcheluget@comesa.int

Brian Chigawa

COMESA
Legal Affairs Division
Director
bchigawa@comesa.int

Yvonne Chileshe

Ministry of Commerce Trade and Industry
Foreign Trade
Director
ychileshe@mcti.gov.zm

Patrick Chilumba

AfriK4R National Coach Consultant
patchilumba@gmail.com

Dr Abu Dafalla

COMESA
Infrastructure Division
Ag. Director
adafalla@comesa.int

Patience Ekoh

African Development Bank
Zambia Country Office
Senior Education Specialist
p.ekoh@afdb.org

Thierry Kalonji

COMESA
Investment Promotion and Private Sector
Development Division
Ag. Director
tkalonji@comesa.int

Haggai Kanenga

University of Zambia
United Nations Youth Association
Student, Vice President
haggaiKanenga@rocketmail.com

Freddie Kwesiga

African Development Bank
Zambia Country Office
Resident Representative

Dr Francis Mangeni

COMESA
Trade and Custom Division
Director
fmangeni@comesa.int
francismangeni@gmail.com

Mike Masiye

Ministry of Finance
Budget Office
Director
Mike.Masiye@mofnp.gov.zm

Emily Mburu-Ndoria

COMESA
Trade in Services and Trade Facilitation Unit
Coordinator
emburu@comesa.int;
emily.mburu@yahoo.com

Albert Muchanga

Ministry of Commerce Trade and Industry
Domestic Trade
Director
ammuchanga@mcti.gov.zm

Ann Mugunga

COMESA
Editorial and Corporate Affairs Unit
Chief Editor
amugunga@comesa.int

Keith Mukata

Ministry of Finance
Deputy Minister, Member of Parliament

Crane Muleya

Ministry of Finance
Monitoring and Evaluation
Director
muleyacrane@gmail.com

Mwila Mulumbi

Civil Society for Poverty Reduction
Executive Director
mwila@csp.org.zm

Stephen Mwansa

Ministry of Commerce and Trade
Permanent Secretary
SMwansa@mcti.gov.zm

Stephen Mwansa

Ministry of Commerce, Trade and Industry
Permanent Secretary
smwansa@zamnet.com;
smwansa@mcti.gov.zm

Winza Mwauluka

Ministry of Finance
Monitoring and Evaluation
Monitoring and Evaluation Officer
wmuzymba@yahoo.com

Erasmus Mweene

Global Youth Innovation Network (GYIN)
Country Ambassador
mweene.erasmus@gmail.com

Anne Ndirangu

COMESA
Monitoring and Evaluation Unit
Chief M&E
andirangu@comesa.int

Felix Nkulukusa

Ministry of Finance
Permanent Secretary
fnkulukusa@yahoo.com

Kryticous Patrick Nshindano

ActionAid International Zambia
Economic Justice Project Officer
kryticous@yahoo.com

Aurelia Olunga

COMESA
Internal Audit unit
Chief Internal Auditor
aolunga@comesa.int

Gloria Phiri

Ministry of Finance
Monitoring and Evaluation
Knowledge Management Officer
gloriaphiri@gmail.com

Julien Razafintsalama

COMESA
Technical Corporations and Resource
Mobilization
Officer in Charge
jrazafintsalama@comesa.int

Maureen Sumbwe

Zambia Federation of Associations of Women
in Zambia
zfawib@yahoo.co.uk

Emiliana Tembo

COMESA
Gender Division
Director
etembo@comesa.int

Esther Tatenda Zulu

Ministry of Finance
Monitoring and Evaluation Officer
etz06@yahoo.com

ZIMBABWE**Norman Murozoki Chakanetsa**

Ministry of Industry and International Trade
Research and Domestic Trade
Director
nmchakanetsa@yahoo.com

Beverly Hazvinei Chisepo

Restless Development Zimbabwe
Non Governmental Organisation
Assistant Programmes Coordinator
bchisepo@gmail.com
beverly@restlessdevelopment.org

Rudo N. E. Doka

Parliament
External Relations Department
Director
edoka@parlzim.gov.zw

Antony Malunga

Parliament
Human Resources and Administration
Principal Director
tmalunga@parlzim.gov.zw

Mahmood Mansoor

COMESA Clearing House
Executive Secretary
mmansoor@comesach.org

Primrose Nanchani Manyalo

Restless Development
Advocacy, Communications and Life skills
Programmes Coordinator
primrose@restlessdevelopment.org
pmanyalo@yahoo.com

Edson Twanda Mazarire

Ministry of Industry and International Trade
Principal Economist
etmazarire@gmail.com

Phides Mazhawidza

Women Farmers Trust
Agriculture
Executive Director
phidesna@gmail.com
wflatrust@gmail.com

Solomon Mhlanga

Office of the President and the Cabinet
Modernization Department
Principal Director
mhlangasolomon@yahoo.com

Rwakurumbira Munyaradzi

Office of the President and the Cabinet
Modernization Department
Deputy Director
rm_7451@yahoo.co.uk

Bernard Mupuriri

Ministry of Regional Integration and
International Cooperation
International Cooperation
Director
bmupuriri@yahoo.com

Andries Rukobo

Parliament
Information Services
Principal Director
pdis@parlzim.gov.zw



Charles Scott

Ministry of Regional Integration and
International Cooperation
Regional Integration
Senior Economist
scotie79@gmail.com

Adeline Sibanda

AGDEN - African Gender and Development
Evaluators' Network
AfriK4R National Coach Consultant
troparg@yahoo.com

Pindai Sithole

AfriK4R National Coach Consultant
paps@mweb.co.zw

Cephas Zinhumwe

National Association of Non-Governmental
Organisations
Head
cephas@nango.org.zw;
zinhumwec@gmail.com

Eric Zinyengere

AfriK4R National Coach Consultant
ericdz@team.co.zw

Bernard Zvamada

Parliament
Finance Department
Principal Director
zvamadab@parlzim.gov.zw



