



**COMESA – Leather and Leather Products Institute  
(COMESA/LLPI)**

**Back-to-Office Report**

**COMESA Learning and Planning Event in Managing for  
Development Results**

**7<sup>th</sup> -10<sup>th</sup> October 2014  
Siavonga, Zambia**

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AFRICAN COMMUNITY OF PRACTICE

MANAGING FOR DEVELOPMENT RESULTS

**AfriK4R**

AFRICA FOR RESULTS

**09<sup>th</sup> November 2014  
Addis Ababa, Ethiopia**

## **A. Introduction**

In pursuance of the invitation made by the COMESA Secretariat, to LLPI, the Reporters of this Back-to-Office Statement, Mr. Zewdu Kebede and Dr. Tadesse H. Mamo, were delegated to attend and participate the “**COMESA Learning and Planning Event in Managing for Development Results**, held at Manchinch Bay Lodge ,Sivonga,Zambia, 7<sup>th</sup> -10 October 2014..

The above Event was organized by the African Community of Practice (AfCoP) in partnership with the COMESA Secretariat within the context of accelerating the implementation of regional policies by focusing on managing for results in three key policy areas: trade facilitation, public financial management and business climate.

The COMESA Learning and Planning Event were opened on 7<sup>th</sup> of October 2014 in Siavonga, Zambia with an emphasis on results-based decision and policy making in the COMESA.

The Training Event among other things the Africa for Results (AfriK4R) initiative, AFCoP’s flagship program aims to promote regional integration in Africa through the use of Managing for Development Results (MfDR) principles and practices.

## **B. Objectives of the Training Event**

Guided by the “**learning by doing**” principle, the training program follows a practical approach using a Performance-Based Management Approach. The training objective is to inform, dialogue with, and empower COMESA Technical staff, by enhancing their abilities and the role as change agents who can trigger and accelerate regional transformation.

## **C. Expected Outcomes of the Training Event**

The followings issues, based on six Pillars Managing for Development Results (MfDR),are the expected outcomes. They address the different assessment needs at the country, institution and policy reform levels.

- Country level- Evaluate government capacity to deliver results through the entire public sector management cycle as well as its institutions, systems and processes.

- Institution level- Evaluates an organization's effectiveness in utilizing material, human and financial resources for goods and services delivery in tandem with its mission
- Policy reform level- Evaluates how managing for results principles and tools are used in the formulation, implementation, monitoring and evaluation of related policies to achieve targeted objectives.

#### **D. Financing**

The cost of participation (DSA and return ticket/economy class) for the two delegates was met by the COMESA Secretariat in collaboration with key partners, *the African Development Bank (AfDB) and the Africa Practice on Managing for Development Results (AfCoP-MfDR)*

#### **E. Attendance**

The "COMESA Learning and Planning Event in Managing for Development Results" was attended by 32 participants from the COMESA Secretariat, its institutions, AfDB and other partner organizations.

#### **F. Opening of the Training Event**

Ms. Victoria Chisala, AfDB Manager for Results Reporting (AfCoP) Secretariat Coordinator and Results Division Manager, AfDB, Quality and Results Department, welcomed the opportunity to participate in the Training Event and confirmed AfDB's commitment to work with the COMESA Secretariat and other partners.

The 4 day event was launched by the opening statement of the COMESA Assistant Secretary General, Programme, Ambassador Dr. Kipyenga Cheluget.

#### **G. Plenary Session**

The following six pillars for development Results were presented by facilitating Regional Consultants (Dr. Kango Lare-Lantone and Mr. Sylvester Obang'o). Five Working Groups intensively discussed on each Pillar that contained strengths, challenges and opportunities.

- 1. Strategic Planning:** The extent to which a country's planning is strategic, operative and participatory. It assessed whether a country has set high-priority social change objectives to be achieved over a limited time period; ensures identification of programs, outputs (goods services) to be produced, and institutional units and personnel responsible for achieving results, with stakeholders' participation.
- 2. Results-Based Budgeting:** The ability to formulate transparent, fiscally legitimate budgets that reflect national priorities in the interest of public good. The pillar assessed budgeting elements necessary for achieving strategic plan objectives and results (medium-term economic outlook, incentive structure); resources; effectiveness and relevance of state interventions, as well as budget framework harmonization and compliance.
- 3. Institutional Capacity for Implementation:** At the heart of creating public value, this pillar measured program and project coordination and alignment with national objectives, as well as institutional, technical and human resource capacity, for an effective implementation.
- 4. Monitoring and Evaluation, Statistical Capacity and Information Systems:** The ability to examine the effects and impacts of government action on social reality. Examined existence and effectiveness of entity responsible for coordinating government plan, appropriate regulatory basis for evaluation and regulatory framework. This pillar also measured relevance and reliability of statistical information systems.
- 5. Leadership:** The level of ownership and country leadership is crucial to establishing a results culture and implementing MfDR. The pillar evaluated the levels of political leaders' involvement, openness and transparency in making decisions and in reforming for change. The extent of compliance to a commitment is one of the indicators used to assess leadership.
- 6. Accountability and Partnership:** Accountability makes public and institutions answerable for their behavior and responsive to the entity that grants them authority. The pillar assessed the extent to which institutions are accountable, the degree of participation of non-state actors, the quality of feedback for decision-making and the level of development partners' alignment to national planning processes.



Figure 1: A Cross-section of most participants at the opening of the COMESA Learning and Planning Training, Sivonga,Zambia,7<sup>th</sup> March 2014.

## H. Lessons Learnt

- During the Training Event participants (Working Groups) learned and proposed that similar learning session for COMESA and its institutions' technical staff on managing for development is paramount important.
- For COMESA and its institutions to achieve its managing for result objectives, staff must have the appropriate knowledge and identify ways to use results practices in their daily work.
- In order to achieve results, the Working Group pointed out the followings weaknesses of the Secretariat:
  - ✓ *Lack of clarity and understanding on the role of stakeholders. Stakeholders responsibilities is not clear, their ownership should be in place.*
  - ✓ *Awareness creation strategy of the common goal is not in place and the mass is not aware.*

- ✓ *Lack of resource mobilization strategy and clear coordination between the Secretarial and Member States.*
- ✓ *Inadequate information flow due to the absence of information sharing culture.*
- ✓ *Duplications of efforts; institutions are only adopting the Council's Decision.*
- ✓ *Institutional Framework should be revised. There is a Strategy, but means of implementation is lacking. The Strategy should focus based on its own resources.*
- ✓ *Multiplicity of institutions and multiplicity of membership and no fully fledged COMESA institutions and lack of accountability.*

**THANK YOU !!**