MEDIUM TERM STRATEGIC PLAN
2016-2020
In pursuit of Regional Economic Transformation and Development
The launch of this 2016-2020 Medium Term Strategic Plan is a milestone in our efforts as a regional economic community, to foster economic development as envisaged in the COMESA Treaty.

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

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

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

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

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

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

H.E Ato Hailemariam Desalegn
Prime Minister of the Federal Democratic Republic of Ethiopia
Chairman of the COMESA Authority (March 2015 – October 2016)
ACKNOWLEDGEMENT

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

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

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

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

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

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

Sindiso Ngwenya
COMESA Secretary General
ACRONYMS

ACTESA  Alliance for Commodity Trade in Eastern and Southern COMESA
AEC    African Economic Community
ATI    African Trade Insurance Agency
AUC    African Union Commission
BITs   Bilateral Investment Treaties
BRICS  Brazil, Russia, India, China and South Africa
CA     Conservation Agriculture
CAADP  Comprehensive Africa Agriculture Development Programme
CAF    COMESA Adjustment Facility
CCC    COMESA Competition Commission
CCH    COMESA Clearing House
CCIA   COMESA Common Investment Area
CCU    Continental Customs Union
CEDAW  Convention on the Elimination of all forms of Discrimination Against Women
CENSAD Community of Sahel-Saharan States
CET    Common External Tariff
CFTA   Continental Free Trade Area
CIF    COMESA Infrastructure Fund
CMI    COMESA Monetary Institute
CMR    Customs Management Regulations
COMESA Common Market for Eastern and Southern Africa
COMSTAT COMESA Statistics
CTN    Common Tariff Nomenclature
CVTFS  COMESA Virtual Trade Facilitation System
EAC    East African Community
<table>
<thead>
<tr>
<th>Acronym</th>
<th>Full Form</th>
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<tbody>
<tr>
<td>ECCAS</td>
<td>Economic Community of Central African States</td>
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<td>ECOWAS</td>
<td>Economic Community of West African States</td>
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<td>EEZ</td>
<td>Exclusive Economic Zones</td>
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<td>FDI</td>
<td>Foreign Direct Investment</td>
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<td>FEMCOM</td>
<td>Federation of National Associations of Women in Business in Eastern and Southern Africa</td>
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<td>FTA</td>
<td>Free Trade Area</td>
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<td>GHG</td>
<td>Greenhouse Gases</td>
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<td>HACCP</td>
<td>Hazard Analysis Critical Control Point</td>
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<td>ICT</td>
<td>Information and Communication Technology</td>
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<td>IGAD</td>
<td>Intergovernmental Authority on Development</td>
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<td>Investment Promotion Agencies</td>
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<td>Leather and Leather Products Institute</td>
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<td>M&amp;E</td>
<td>Monitoring and Evaluation</td>
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<td>MDGs</td>
<td>Millennium Development Goals</td>
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<td>Monetary Institute,</td>
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<td>MOU</td>
<td>Memorandum of Understanding</td>
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<td>Micro Small and Medium Enterprises</td>
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<td>MTSP</td>
<td>Medium Term Strategic Plan</td>
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<td>North-South Corridor</td>
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<td>Non-Tariff Barriers</td>
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<td>OAU</td>
<td>Organization of the African Unity</td>
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<td>OSBP</td>
<td>One Stop Border Post</td>
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<td>PESTEL</td>
<td>Political, Economic, Social, Technological, Environment, Legal</td>
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<td>PPPs</td>
<td>Public Private Partnerships</td>
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<td>PTA Bank</td>
<td>Trade and Development Bank for Eastern and Southern Africa</td>
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<td>RECs</td>
<td>Regional Economic Communities</td>
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<td>Regional Investment Agency</td>
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<td>Regional Multidisciplinary Centre of Excellence</td>
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<td>SADC</td>
<td>Southern African Development Community</td>
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<td>Sustainable Development Goals</td>
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<td>Small Island Developing States</td>
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<td>SMART</td>
<td>Specific, Measurable, Attainable, Resources, and Time</td>
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<td>Sanitary and Phytosanitary Standards</td>
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<td>SWOT</td>
<td>Strengths, Weaknesses, Opportunities and Threats</td>
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<td>TFTA</td>
<td>Tripartite Free Trade Area</td>
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<td>UMA</td>
<td>Ultimate Medical Academy</td>
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<td>UN</td>
<td>United Nations</td>
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<td>United Nations Economic Commission for Africa</td>
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<td>WTO</td>
<td>World Trade Organisation</td>
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<tr>
<td>ZEP-RE</td>
<td>COMESA Re-Insurance Company</td>
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1.1 COMESA’s Vision

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

1.2 COMESA’s Mission

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

1.3 Who we are - Article 3 of the Treaty

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

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

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

The Treaty establishing COMESA was signed on 05 November 1993 in Kampala, Uganda and was ratified a year later in Lilongwe, Malawi on 08 December 1994. COMESA Member States are: Burundi Comoros, DR Congo, Djibouti, Egypt, Eritrea, Ethiopia, Kenya, Libya, Madagascar, Malawi, Mauritius, Rwanda, Seychelles, Sudan, Swaziland, Uganda, Zambia and Zimbabwe.
Established as “an organization of free independent sovereign states which have agreed to co-operate in developing their natural and human resources for the good of all their people”, COMESA’s main focus is on the formation of a large economic and trading unit that is capable of overcoming some of the barriers that are faced by individual states. It is expected that in the next planning period COMESA will have introduced a common external tariff structure to deal with all third party trade and will have considerably simplified all procedures.

COMESA has a wide-ranging series of other objectives, which necessarily include in its priorities the promotion of peace and security in the region, environmental sustainability, climate change, and smart agriculture, among others.

1.4 Fundamental Principles According to Article 6 of the Treaty

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

a) Equality and inter-independence of the Member States;

b) Solidarity and collective self-reliance among the Member States;

c) Inter-State co-operation, harmonization of policies and integration of programmes among the Member States;

d) Non-aggression between the Member States;

e) Recognition, promotion and protection of human and people’s rights in accordance with the provisions of the African Charter on Human and People’s Rights;

f) Accountability, economic justice and popular participation in development;

g) The recognition and observance of the rule of law;

h) The promotion and sustenance of a democratic system of governance in each Member State;

i) The maintenance of regional peace and stability through the promotion and strengthening of good neighborliness; and

j) The peaceful settlement of disputes among the Member States, the active co-operation between neighboring countries and the promotion of a peaceful environment as a pre-requisite for their economic development.

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

1.5 Organs of COMESA

There are four organs of COMESA which have the power to take decisions. These are: the Authority of Heads of State and Government; the Council of Ministers; the Court of Justice; and the Committee of Governors of Central Banks. The Intergovernmental Committee, the Technical Committees, the Secretariat and the Consultative Committee make recommendations to the Council of Ministers, which in turn make recommendations to the Authority.

- The Authority is the supreme Policy Organ of the Common Market. It is made up of Heads of State and Government and is responsible for the general policy, direction and control of the performance of the executive functions of the Common Market and the achievement of its aims and objectives. The decisions and directives of the Authority are by consensus and are binding on all subordinate institutions, other than the Court of Justice, on matters within its jurisdiction, as well as on the Member States.

- The Council of Ministers (Council) is the second highest Policy Organ of COMESA. It is composed of Ministers designated by the Member States. The Council is responsible for ensuring the proper functioning of COMESA in accordance with the provisions of the Treaty. The Council takes policy decisions on the programmes and activities of the COMESA, including the monitoring and reviewing of its financial and administrative management. As provided for in the Treaty, Council decisions are made by consensus, failing which, by a two-thirds majority of the members of the Council.

- The COMESA Court of Justice is the judicial organ of COMESA. The Court provides certainty that COMESA is as a rules-based institution, with rules, which can be enforced through a court of law. The Court, which has its permanent seat in Khartoum, Sudan, was formally brought into being at the COMESA Heads of State Summit in June 1998 at which the initial seven Judges of the Court were appointed. The Judges all hold high judicial office in their own countries. In 2004 the Treaty was amended to expand the Court into two Divisions. The lower Division which is called the Court of First Instance has seven judges. The upper Division of the Court, which has five Judges, is called the Appellate Division. The Court of Justice adjudicates and arbitrates on, among other matters, unfair trade practices, interpretation of Treaty (Protocols and other legislative acts) and ensures that Member States uniformly implement and comply with agreed decisions. Decisions of the Court on the interpretation of the provisions of the COMESA Treaty have precedence over decisions of national courts and are binding on all COMESA Member States.

- The Committee of Governors of Central Banks is empowered under the Treaty to determine the maximum debt and credit limits to the COMESA Clearing House, the daily interest rate for outstanding debt balances and the Staff Rules for Clearing House staff. It also monitors, and ensures the proper implementation of the Monetary and Financial Co-operation programmes.

- The Inter-Governmental Committee is a multi-disciplinary body composed of permanent secretaries from the Member States in the fields of trade and customs, agriculture, industry, transport and communications, administrative and budgetary matters and legal affairs. Decisions of the Committee are made by a simple majority. Its main functions include:

  o the development of programmes and action plans in all the sectors of co-operation, except in the finance and monetary sector;

  o the monitoring and keeping under constant review and ensuring proper functioning and development of the Common Market; and
overseeing the implementation of the provisions of the Treaty and, for that purpose, requesting a technical committee to investigate any particular matter.

- Technical Committees are responsible for the preparation of comprehensive implementation programs and monitoring their implementation and then making recommendations to the Council through the Intergovernmental Committee.

- The Secretariat is headed by a Secretary General who is appointed by the Authority. The basic function of the Secretariat is to provide technical support and advisory services to the Member States in the implementation of the Treaty. To this end, it undertakes research and studies as a basis for implementing the decisions adopted by the Policy Organs.

- The Consultative Committee of the Business Community and other Interest Groups is responsible for providing a link and facilitating dialogue between the business community and other interest groups and other organs of COMESA.

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

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

CHAPTER TWO: BACKGROUND
2.1 Background

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

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

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

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

The Abuja Treaty, signed on 03 June 1991 in Nigeria, shapes the road towards the African Economic Community (AEC), to be established by 2023. However, the regional integration process is not necessarily smooth and linear. For example, progress has been uneven so far, among the eight RECs1 recognized by the AUC which are the building blocks of regional integration in Africa.

Nevertheless, there have also been significant commitments made, aimed at accelerating the integration of African economies within the continent. The three RECs namely, the Common Market for Eastern and Southern Africa (COMESA), the East African Community (EAC) and the Southern African Development Community (SADC), have joined efforts on setting up a Tripartite Free Trade Area (TFTA). Moreover, in 2010, in Kigali, Rwanda, the African Ministers of Trade recommended fast-tracking of the regional integration agenda. In that sense, they proposed to establish a Continental Free Trade Area (CFTA) by 2017. This was recently reaffirmed at the 18th African Union Summit held in Addis-Ababa in January 2015, where the Heads of State and Government endorsed a declaration on “Boosting Intra-African Trade and the Establishment of a Continental Free Trade Area”. At the same occasion, the AU Member States also expressed the desire to see the share of intra-African trade doubling within the next ten years.

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

2.1.1 COMESA in the Continental Context

COMESA was established in 1994 to replace the Preferential Trade Area for Eastern and Southern Africa (PTA) which was set up in 1981 within the framework of the Organization of the African Unity’s (OAU) Lagos Plan of Action and the First Act of Lagos. The COMESA regional bloc currently comprises 19 Member States namely: Burundi, Comoros, Democratic Republic of Congo, Djibouti, Egypt, Eritrea, Ethiopia, Kenya, Libya, Madagascar, Malawi, Mauritius, Rwanda, Seychelles, Sudan, Swaziland, Uganda, Zambia and Zimbabwe. COMESA successfully established a Free Trade Area (FTA) on 31 October 2000 with the key aim being to facilitate regional integration through zero customs tariffs on goods traded among the Member States. It also launched its Customs Union in June 2009 which is yet to be operational. Moreover, COMESA envisages becoming a Common Market by 2027, and full Economic Community by 2025.

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

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

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

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

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

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

3.2 COMESA and the International Development Agenda

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

3.2.1 Agenda 2063

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

1. A Prosperous Africa based on Inclusive Growth and Sustainable Development
2. An Integrated Continent, Politically United based on the ideals of Pan-Africanism
4. A Peaceful and Secure Africa
5. An Africa with a strong Cultural Identity, Values and Ethics
6. An Africa of people-driven development relying on the potential of its women & youth; and
7. Africa as a Strong, Resilient and Influential Global Player and Partner

3.2.2 Peace and Security

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

3.2.3 Sustainable Development Goals

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

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

3.3 SWOT/PESTEL Analysis

For COMESA to be able to remain relevant and meet the needs of the future, the SWOT and Political, Economic, Social, Technological, Environment, Legal (PESTEL) Analysis below helps us to understand both our internal and external environments.
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<thead>
<tr>
<th>Strengths</th>
<th>Threats</th>
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<tbody>
<tr>
<td>Political</td>
<td>Some stakeholders in the region lack knowledge about COMESA.</td>
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<td></td>
<td>Political will from COMESA Authority</td>
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<td></td>
<td>Most of COMESA region is peaceful and undertaking democratic processes.</td>
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<td></td>
<td>Solidarity/collaborations with other RECs is adequately visible.</td>
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<td>Seen as a highly credible institution.</td>
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<td></td>
<td>Presence of a comprehensive treaty framework.</td>
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<tr>
<td>Economic</td>
<td>Over-reliance on donor funding.</td>
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<td></td>
<td>Cost of running the Regional Integration Agenda is always growing but the limited resource.</td>
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<td></td>
<td>Threat of being overshadowed by other RECs and member states advancing economically.</td>
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<td>Political instability in some parts of the region is disruptive.</td>
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<td></td>
<td>High transaction costs.</td>
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<td></td>
<td>Limited economic diversification in the COMESA region.</td>
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<thead>
<tr>
<th>Opportunities</th>
<th>Weaknesses</th>
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<tr>
<td>Political</td>
<td>Some non-state actors in the region lack knowledge about COMESA.</td>
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<td></td>
<td>Policy Organs are well articulated and supportive.</td>
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<td></td>
<td>Equal treatment of members (no domineering member state).</td>
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<td></td>
<td>Solidarity/collaborations with other RECs is adequately visible.</td>
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<td></td>
<td>Cost of running the Regional Integration Agenda is always growing but the limited resource.</td>
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<td>Threat of being overshadowed by other RECs and member states advancing economically.</td>
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<td>Political instability in some parts of the region is disruptive.</td>
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<td>High transaction costs.</td>
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<td>Limited economic diversification in the COMESA region.</td>
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</table>
### Technical
- Availability of timely and comprehensive information for analysis and decision-making supported by technologies e.g. COMSTAT
- Supported by a Medium Term Strategic Plan and Budget
- Not all stakeholders and institutions are harnessing the technologies widely available within COMESA e.g. CVTFS
- Scarce Resources to upgrade technologies
- Inadequate sensitization and knowledge about the regional integration agenda across the region and domestication of agreed policies and protocols
- Existence of outdated regulatory frameworks
- COMESA is in a low GHG emission state
- Available of advocacy mechanisms and potential funding
- Carbon trading
- Existence of sustainable development goals which emphasize on trade and especially carbon trading for sustainable development
- Availability of renewable energy resources in the region
- Possibilities for organic agriculture investments
- Identified potential for mainstreaming of climate change risk analysis, proofing and resilience building into all COMESA sectors
- High vulnerability of all COMESA sectors to the effects of climate change

### Legislative/Regulatory
- COMESA is supported by strong regulatory and legislative organs, e.g. revenue authorities, civil aviation authorities, Investment Promotion Agencies, Parliaments, etc.
- Rule-based organization (treaty, Court of Justice)
- Inadequate sensitization and knowledge about the regional integration agenda across the region and domestication of agreed policies and protocols
- Existence of outdated regulatory frameworks
- The advocacy and awareness of the regional integration agenda can be enhanced with the support of COMESA regulatory and legislative organs
- Extensive networks to enable knowledge sharing and transfer of best practices
- Green tech standards
- Formulation of relevant laws and amendment of existing ones
- Dynamic and fast changing environment not easily matched by the regulatory frameworks

### Environment
- Existence of known champions for going Green and Conservation Agriculture (GA)
- Plays a role in harnessing and coordination of member state’s natural resources.
- Has undertaken a programme approach through working with other entities in agriculture, trade, climate change etc.
- Newly crystallizing priorities and adaptive planning by COMESA
- COMESA is a low GHG emission state
- The trade-off between growth and the green economy is real and hard to beat
- Low capacity in renewable energy within the region
- Lack of appropriate tools for ‘green’ investments
- Absence of environmental safeguards within COMESA
- Availability of advocacy mechanisms and potential funding
- Carbon trading
- Existence of sustainable development goals which emphasize on trade and especially carbon trading for sustainable development
- Availability of renewable energy resources in the region
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4.1 COMESA Strategy Map

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

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

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

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

i. The Sustainability Perspective

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

ii. Internal Processes Perspective (Areas for Continuous Improvement)

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

iii. The Financial Perspective

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

iv. The Customer Perspective

This perspective includes customer outcome measures such as satisfaction, retention, and growth. This perspective asks the critical question of how well the organisation is meeting the needs of its customers and stakeholders.
A strategy map is a key element of the Balanced Scorecard methodology. It describes the process of value creation through a series of cause and effect linkages among objectives in the four balanced scorecard perspectives outlined above. The map using a bottom-up, cause-effect linkage describes how strategy builds value from the internal to the external through the perspectives. Therefore, improvements in internal capacity through learning and growth result in improved internal business processes which in turn drive improved external financial and customer results.

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

### COMESA STRATEGIC OBJECTIVE MAP

<table>
<thead>
<tr>
<th>STAKEHOLDER</th>
<th>SUSTAINABILITY</th>
<th>BUSINESS PROCESSES</th>
<th>MARKETING AND SALES</th>
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<tbody>
<tr>
<td>STRENGTHEN MARKET INTEGRATION</td>
<td>STRENGTHEN REGIONAL KNOWLEDGE AND SKILLS CAPACITY</td>
<td>STRENGTHEN DEVELOPMENT OF ECONOMIC INFRASTRUCTURE (ENERGY, TRANSPORT &amp; ICTs)</td>
<td>ATTRACT INCREASED INVESTMENTS</td>
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<tr>
<td>INDUSTRIALIZATION</td>
<td>ENSURE REGIONAL AND SECRETARIAT READINESS</td>
<td>FOSTER GENDER EQUALITY &amp; SOCIAL DEVELOPMENT</td>
<td>HARNESS THE BENEFITS OF STRATEGIC PARTNERSHIPS</td>
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<td>STRENGTHEN THE BLUE ECONOMY</td>
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### 4.2 Strategic Objectives

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

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

### 4.2.1 Strategic Objective 1: Strengthen Market Integration

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

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

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

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

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

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

Parallel to the liberalization for trade in goods, and following global developments, COMESA has a programme 2 The Tripartite brings together 26 States which are members of the three regional economic communities of COMESA, EAC and SADC.
for liberalizing trade in services. For the period 2016-2020 there should be concerted efforts in the areas of implementation of the agreed commitments in the four priority sectors namely: transport, communication, financial and tourism services. Further, negotiations are ongoing in the three additional priority sectors namely: business, energy and construction.

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

Initiatives:

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

Trade

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

6. Strengthening the COMESA Simplified Trade Regime (STR).

7. Supporting the implementation of the regional Non-Tariff Barriers Regulations on the resolution of NTBs Member states to fully implement the protocol on rules of origin including the electronic certificate of origin.

8. Facilitating adoption and implementation of regional initiatives such as Yellow Card, Harmonised Road User Charges, One Stop Border Post (OSBP), single customs transit bonds for COMESA and Car Plate Numbers.

9. Facilitating the COMESA-EAC-SADC Tripartite Process and urge Countries that are yet to sign the Tripartite FTA.

10. Develop initiatives, tools and capacity building programmes to enhance cross border trade particularly in countries emerging from conflict

**Trade in Services**

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

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

**Customs Union**

13. Operationalizing the Customs Union through implementing key instruments for example the CMR, CET and CTN.


15. Adopting and implementing modalities (rules and mechanisms) for free circulation and revenue sharing.

16. Implementing the COMESA protocols on visas and free movement of persons and to any agreement made on movement of business persons.

17. Supporting better border management, focusing on priority regional corridors (for instance automation of all customs processes and procedures, development of modern clearance including selective checking based on risk analysis and post-clearance strategies, structured dialogue mechanism with private sector on customs reforms, training modules for national customs administration, support to increased coordination of customs authorities with other agencies operating at the borders);

18. Implementing the COMESA Intellectual Property Policy.

19. Increasing awareness among stakeholders in order to improve utilization of available opportunities and instruments.

**4.2.2 Strategic Objective 2: Attract Increased Investments**

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

**Initiatives:**

1. Producing and disseminating harmonized quality, timely and policy responsive statistics

2. Creating an enabling business environment in Member States through legal and institutional reforms. These will include the following: business regulatory framework, registration, providing up dated taxation and banking (forex) information, establishment of one stop centres (digitalizing
Harmonizing investment policy in the region through alignment to the CCIA.

3. Facilitating the coordination of investment promotion strategies with Member States through Investment Promotion Agencies in line with national priorities including employment creation.

4. Strengthening the capacity for FDI and domestic investment data collection

5. Promoting cross border investment through among others double taxation avoidance agreements, strengthening international taxation laws and Bilateral Investment Treaties (BITs) among Member States and between Member States and the rest of the world.

6. Increasing awareness among stakeholders in order to improve utilization of available opportunities and instruments.

7. Undertaking analytical work including data collection and analysis, preparing working documents and facilitating meetings of stakeholders

8. Build reliable and credible databases for monitoring and regulation of capital inflows and outflows

4.2.3 Strategic Objective 3: Strengthen the Blue / Ocean Economy

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

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

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

Initiatives:

1. Put in place legal, fiscal and other institutional frameworks for exploration and exploitation of hydrocarbon and mineral resources including management of the Exclusive Economic Zones (EEZ)

2. Fisheries, seafood and aquaculture:
- Focus on aquaculture and repositioning of Member States as a source of seafood in the region.
- Establishment of fishing fleets to expand on the current processes and come up with a seafood hub and strengthen reciprocal fishing agreements.

3. Exploring deep ocean water applications such as for cooling of buildings and generation of renewable energy.

4. Establish and/or strengthen marine services such as vessel registration, marine finance, ICT and marine tourism.

5. Seaport related activities such as extension and strengthening of the port facilities to allow for larger and more vessels including tourist cruise ships, dredging works of the navigation channel and the associated land reclamation, develop master plans and undertake studies to consider the new opportunities offered by activities related to the Ocean Economy and address the land use requirements for future port development projects such as making a hub for bunkering, transshipment, cruise and a full-fledged marina.

6. Ocean knowledge: identify areas for research, science, technology and innovation in Member States. Engage Universities and high level Research Councils to produce knowledge and a critical mass of people knowledgeable in the area of Ocean and Blue Economy.

7. Access to climate finance is of critical importance for climate change mitigation and adaptation projects and programmes for COMESA Member States, specifically the most vulnerable including SIDS.

8. Develop a policy for maritime security and safety and ocean economy development.

9. Development and adherence to COMESA wide applicable environmental safeguards including for climate risks.


11. Development of marine spatial planning to make informed and coordinated decisions on sustainable use of marine resources.

12. Ensuring effective ocean management and governance for the sustainability of marine resources.


14. Develop a monitoring protocol for the coastal and ocean region.

4.2.4 Strategic Objective 4: Harness the Benefits of Strategic Partnerships

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

Initiatives:

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

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

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

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

Energy is one of the basic inputs in the process of economic and social development. The concern of regional integration and hence economic development has drawn a considerable interest for Member States to indigenous energy resources inventory and development. These resources include hydropower; oil; natural gas; coal; and renewable energy resources such as biomass in terms of wood-fuels (fuel-wood and charcoal), solar, wind, and bio-fuels. Energy plays a critical role in the development process, as a domestic necessity but also as a factor of
production whose cost directly affects prices of other goods and services and the competitiveness of enterprises. Moreover, as the region’s economy and trade continue to grow, energy will be a critical element to support and sustain the achieved growth. Cognizant of the global climate agenda, suitable low carbon investments and energy mixes ought to be considered in energy development investments.

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

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

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

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

**Initiatives:**

1. Mobilizing resources for regional infrastructure projects funding through collaborating partners.
2. Assisting Member States in packaging regional infrastructure projects for funding.
3. Compiling a compendium of all the policies and strategies
4. Institutionalizing policy reforms for management and financing of various infrastructure.
5. Encouraging Public Private Partnerships (PPPs) to develop basic infrastructure (energy and water supply, transport facilitation).

**Energy**

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

**Transport**

9. Identifying transport infrastructure bottlenecks and missing links, and developing programmes to address them.
10. Developing programmes for the transport sector and monitor implementation of transport instruments aimed at easing the flow of trade and transport services.
12. Liberalization of skies to establish a single seamless airspace in the COMESA sub-region

**ICTs**

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

**4.2.6 Strategic Objective 6: Industrialization**

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

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

**Initiatives:**

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

11. Support Member States to implement and align the COMESA Industrial Policy.

4.2.7 Strategic Objective 7: Foster Gender Equality & Social Development

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

Initiatives:

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

2. Facilitating establishment of an oversight and accountability system for gender mainstreaming at programme management level within the Secretariat and in the Member States in order to ensure ownership across sectors

3. Undertaking gender analytical work including data collection and analysis, preparing working documents and facilitating meetings of stakeholders

4. Promoting pre-programme/project design gender assessment to determine the gender dimension and the status of disadvantaged groups such as women and youth whenever applicable

5. Facilitating information exchange and business linkages for women and youth in business through various forums and communication platforms and products

6. Promoting the delivery of gender sensitive services including security and relevant infrastructure and technology to support women’s economic activities.

7. Addressing trade related security and cross border trading issues affecting women traders and build their capacity in line with entrepreneurial skill and access to finance so as to advance their economic performance at all levels.

8. Promoting youth empowerment through skills development, creation of job opportunities, internship and mentorship schemes, advocacy to participate in governance, increased access to information, technology and recreation facilities.

9. Promoting access to basic services including youth friendly health services particularly sexual and reproductive health services, and advocate for the elimination of harmful traditional practices.

10. Popularizing the COMESA Gender Policy, Social Charter and other mechanisms aimed at empowering and protecting women and youth among stakeholders to ensure implementation.

11. Facilitating consolidation of regional gender disaggregated and social data for knowledge documentation, and easy monitoring of progress and impact.

12. Increasing awareness among stakeholders in order to improve utilization of available opportunities and instruments.

13. Engaging various stakeholders to create an enabling policy and legal environment for the economic participation of women and youth.

14. Popularizing the COMESA Economic Empowerment Fund across the region

4.2.8 Strategic Objective 8: Ensure Regional and Secretariat Readiness

This covers risk management, good governance and readiness to identify and address global and regional threats. In order to minimize and mitigate business disruption, appropriate systems should be put in place. Checks and balances are important for good governance and organizational sustainability. Natural and man-
made disasters such as climate risks and vulnerabilities, epidemics, terrorism and crime, have negative impact on implementation of programmes and call for timely mitigation measures. Global and regional economic crises have adverse effects on macro-economic and political stability, and livelihoods of citizens.

**Initiatives:**

**Risk Management**

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

**Climate Change**

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

**Peace and Security**

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

**Monitoring and Evaluation**

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

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

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

**Initiatives:**

1. Developing a database of regional experts to provide training in respective areas.
2. Strengthening the capacities of institutions to effectively execute their mandates.
3. Collaborating with leading policy think tanks, research institutions, universities and institutions of higher learning in capacity building activities.
4. Establishing and operationalizing the School of Regional Integration offering residential, online and executive courses; made up of a network of selected universities.
5. Building the capacity for the all Divisions, Units, Programmes using various approaches including developing analytical skills, continuous awareness programmes, development of tools, sensitization on regional integration and utilizing robust monitoring and evaluation mechanisms at Secretariat and Member States level.

6. Reinforce regional institutions such as:
   i. Technical Assistance Programme through AFRITAC South;
   ii. Training in macroeconomic and financial through the setting up of the Africa Training Institute (ATI); and
   iii. Peer-learning and peer support through Regional Multidisciplinary Centre of Excellence (RMCE).

7. Exchange programmes on knowledge and skills capacity for COMESA Member States

CHAPTER FIVE: IMPLEMENTATION FRAMEWORK
5.1 Introduction

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

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

5.2 Institutional Arrangements

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

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

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

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

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

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

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

5.3 Resource Mobilization

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

To undertake resource mobilisation the following initiatives will be required:

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

5.4 Accountability

Accountability for the implementation of this plan and the use of resources will be critical since it will require proper probity in utilization of financial, human and material resources. This demands that all stakeholders in the regional integration agenda take responsibility and be accountable for the use of resources. All institutions including COMESA Secretariat will account for all resources in accordance to the laid down regulations and procedures.
Part of accountability requires optimum utilization of resources which additionally is in line with the financial stewardship perspective of the balanced scorecard approach. Optimisation of resources covers all aspects of financial management of COMESA including improving the budgeting process, avoiding wastage and ensuring value for money in all operations, programmes and projects.

To achieve this, the following initiatives will be undertaken;

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

5.5 Communication

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

5.6 Human Resource Management

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

5.7 Monitoring and Evaluation

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

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

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

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

5.8 Risk Management

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

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

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

The inherent nature of the risk is the assessment of the risk without specific, focused controls/interventions in place. The residual nature of the risk is the assessment of the risk taking into account the existing controls/interventions and their perceived effectiveness. The larger the difference between the inherent and residual risk factors, the more effective the controls/interventions in place are perceived to be, and therefore reliance placed on the controls/interventions. The smaller the difference between the inherent and residual risk factors, the more management action and improved control/intervention effectiveness is needed to ensure that the risk is properly managed.
COMESA should recognize that the higher the inherent risk factor, the greater the need for effective controls/ interventions. Based on the relative score of the residual risk / exposure, management will need to decide whether or not they are willing to accept the identified level of residual risk / exposure. If the residual risk is considered to be too high, then an action plan will then need to be developed outlining the identified actions to reduce the risk to a level that is more acceptable to management and other stakeholders.

The action plans must clearly identify:

i. the required action

ii. the person responsible for implementing the action

iii. the expected date of implementation.

Refer to the risk analysis attached as Annex III

5.9 Logical Framework

5.9.1 Measures/Indicators (Sources of Verification) – Annex I
# COMESA 2016-2020 MEDIUM TERM STRATEGIC PLAN: CONSOLIDATED LOG FRAME

## Annex I

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

#### OBJECTIVE: STRENGTHEN MARKET INTEGRATION

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Responsible Divisions/Units/ Programmes</th>
<th>Outcome</th>
<th>Measure</th>
<th>Source of verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Producing and disseminating harmonized quality, timely and policy responsive statistics</td>
<td>Statistics IT</td>
<td>Informed decision making</td>
<td>Timeliness, Accuracy, Completeness</td>
<td>COMSTAT</td>
</tr>
</tbody>
</table>
| Providing trade information through the web-based trade facilitation portal, a compendium of trade rules, procedures and all requirements to both export and import within the COMESA Member States. | Trade IT Statistics                    | Increased intra-regional trade                                  | •! Number of MS with information (trade regulations, documents) uploaded on the portal  
•! Availability of the portal to users (Uptime)  
•! Up to date data | IT Division                        |
| Harmonizing priority technical standards and SPS measures (COMESA and Tripartite levels) including those related to the | Industry and Agriculture Trade Statistics Legal | Increased trade flow                                           | Number of SPS/TBT regulations harmonized and domesticated at regional level | WTO STDF project report, Council reports |

1 The outcomes will be analyzed by an independent entity over a 2 and half period from the launch of the Strategy.
<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Responsible Divisions/Units/Programmes</th>
<th>Outcome</th>
<th>Measure</th>
<th>Source of verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Supporting the implementation of necessary SPS/TBT regulatory reforms,</td>
<td>Trade Industry and Agriculture</td>
<td>Increased trade</td>
<td>Number of countries having signed mutual recognition agreements for</td>
<td>Signed Agreements</td>
</tr>
<tr>
<td>including mutual recognition and equivalence agreements for specific SPS</td>
<td></td>
<td></td>
<td>testing/certification processes</td>
<td></td>
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<tr>
<td>measures/technical standards and trade flows.</td>
<td></td>
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</tr>
<tr>
<td>Supporting the implementation of the regional framework for good</td>
<td>Trade</td>
<td>Increased trade</td>
<td>Number of NTBs resolved</td>
<td>Ministerial &amp; Council reports</td>
</tr>
<tr>
<td>regulatory practice and elimination/reduction of technical barriers to</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>trade.</td>
<td></td>
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</tr>
<tr>
<td>Strengthening the COMESA Simplified Trade Regime (STR)</td>
<td>Industry and Agriculture</td>
<td>Increased trade flows among small traders</td>
<td>% increase in small-scale traders using the Simplified Trade Regime</td>
<td>Trade Statistics (STR Volume of Trade)</td>
</tr>
<tr>
<td>CAADP</td>
<td></td>
<td></td>
<td>(disaggregated by gender)</td>
<td></td>
</tr>
<tr>
<td>Supporting the implementation of the regional Non-Tariff Barriers</td>
<td>Trade and Customs</td>
<td>Increased intra-regional trade</td>
<td>% increase in the regional trade</td>
<td>Online NTB and Trade &amp; customs committee reports</td>
</tr>
<tr>
<td>Regulations on the resolution of NTBs.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Member states to fully implement the protocol on rules</td>
<td>Trade and Customs</td>
<td>Increased intra-regional trade</td>
<td>Number of COMESA countries implementing the protocol on rules of origin</td>
<td>Trade and Customs Committee Reports</td>
</tr>
<tr>
<td>CAADP</td>
<td></td>
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<tr>
<td>of origin including the electronic certificate of origin.</td>
<td>Legal</td>
<td></td>
<td>electronic certificate of origin</td>
<td></td>
</tr>
<tr>
<td>Facilitating adoption and implementation of regional initiatives such as</td>
<td>Trade Yellow Card/RTG Unit Infrastructure</td>
<td>Increased intra-regional trade</td>
<td>% increase of intra-regional trade</td>
<td>Annual Reports and Policy Organs</td>
</tr>
<tr>
<td>Yellow Card, Harmonised Road User Charges, OSBP, Single customs transit</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>bonds for COMESA and Car Plate Numbers.</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Facilitating the COMESA-EAC-SADC Tripartite Process and urge Countries</td>
<td>Trade Industry and Agriculture Infrastructure</td>
<td>Seamless flow of goods, services and movement of people in a wider</td>
<td>% increase in the regional trade</td>
<td>Annual Reports and Policy Organs</td>
</tr>
<tr>
<td>that are yet to sign the Tripartite FTA.</td>
<td></td>
<td>trade and investment bloc.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop initiatives, tools and capacity building programmes to</td>
<td>Trade Governance, Peace and Security</td>
<td>Increased trade flow</td>
<td>Number of small scale cross border traders using/benefiting from</td>
<td>Annual Reports and Policy Organs</td>
</tr>
<tr>
<td>enhance cross border trade particularly in countries emerging from</td>
<td></td>
<td></td>
<td>COMESA installed border infrastructure and capacity building programmes</td>
<td></td>
</tr>
<tr>
<td>conflict.</td>
<td></td>
<td>Reduced resurgence of conflict</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Implementing the schedules of commitment in the four priority sectors</td>
<td>Trade Statistics</td>
<td>Increase trade in services statistics</td>
<td>Number of MS implementing the liberalized services sectors</td>
<td>COMESA gazettes</td>
</tr>
<tr>
<td>namely: transport, communication, financial and tourism services and</td>
<td>Industry and Agriculture</td>
<td></td>
<td>Number of regional services established in newly liberalized sectors</td>
<td>National Laws Statistics Reports</td>
</tr>
<tr>
<td>negotiating liberalization in additional</td>
<td>RIA</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Initiatives</td>
<td>Responsible Divisions/Units/Programmes</td>
<td>Outcome</td>
<td>Measure</td>
<td>Source of verification</td>
</tr>
<tr>
<td>----------------------------------------------------------------------------</td>
<td>----------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------</td>
<td>------------------------</td>
</tr>
<tr>
<td>Uge Member States that have not submitted their schedules of commitment on the agreed four sectors</td>
<td>Trade</td>
<td>Trade</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operationalizing Custom Union through implementing key instruments for example the Customs Management Regulations (CMR), Common External Tariff (CET) and Common Tariff Nomenclature (CTN)</td>
<td>Infrastructure Trade Immigration Industry and Agriculture Customs</td>
<td>Alignment to instruments (Domestication)</td>
<td>Number of MS that have domesticated the instruments</td>
<td>Regional Integration Implementation Programme (RIIP) performance assessment reports and Council Reports</td>
</tr>
<tr>
<td>Implementing the COMESA Common Market</td>
<td>Trade Industry and Agriculture</td>
<td>Free movement of goods</td>
<td>Since 2000 COMESA has established FTA</td>
<td></td>
</tr>
<tr>
<td>CMI Legal</td>
<td>Services</td>
<td>Free movement of capital</td>
<td>Implementation of the following by member countries: (i) COMESA Multilateral Fiscal Surveillance Framework</td>
<td>Member countries reports on macroeconomic performance and assessment of financial system stability</td>
</tr>
<tr>
<td>Adopting and implementing modalities (rules and mechanisms) for free circulation and revenue sharing</td>
<td>Trade and Customs</td>
<td>Agreed modality (formula) Ownership of the modality</td>
<td>Number of MS implementing modalities</td>
<td>Trade reports</td>
</tr>
<tr>
<td>Implementing the COMESA protocols on visas and free movement of persons and to any agreement made on movement of business persons</td>
<td>Legal</td>
<td>Achievement of free movement of persons</td>
<td>No of MS implementing more than 50% of the provisions of the protocol on visa gradual relaxation and eventual elimination</td>
<td>Status report adopted by COMESA minister responsible of immigration</td>
</tr>
<tr>
<td>Supporting better border management, focusing on priority regional corridors (for instance automation of all customs processes and procedures, development of modern clearance including selective checking based on risk analysis and post-clearance strategies, structured dialogue mechanism with private sector on</td>
<td>Trade and Customs Immigration Industry and Agriculture Infrastructure IT Audit</td>
<td>• Coordinated border management is implemented.</td>
<td>Number of COMESA countries having strategy to implement (Coordinated Border Management, Single window, border agency connectivity)</td>
<td>Council Reports</td>
</tr>
</tbody>
</table>
## 2016-2020 MEDIUM TERM STRATEGIC PLAN

### Growing Together for Prosperity

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

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Responsible Divisions/Programmes</th>
<th>Measure</th>
<th>Outcome</th>
<th>Source of verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>CUSTOMS reforms, training modules for national customs operations, support to increased coordination of customs authorities with other agencies operating at the borders</td>
<td>Legal</td>
<td>Increased innovation in the COMESA region</td>
<td>Increased intra-regional trade</td>
<td>Status report adopted by COMESA ministers responsible of SIT</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Enhanced image of regional integration agenda</td>
<td></td>
</tr>
<tr>
<td>Creating an enabling business environment in Member States, through legal and regulatory reforms</td>
<td>Industry and Agriculture</td>
<td>Improved image of regional integration agenda</td>
<td>% increase of intra-regional trade</td>
<td>Doing Business (UB) annual reports</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Instruments of CCIA ratification</td>
</tr>
</tbody>
</table>

### OBJECTIVE: ATTRACT INCREASED INVESTMENTS

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Measure</th>
<th>Source of verification</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Illustration of ongoing and completed projects and initiatives</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of MS domesticating and implementing the CCIA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of MS ratifying the CCIA</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Number of joint investment promotion events</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Annual Reports and Policy Organs</td>
</tr>
</tbody>
</table>

1. Sustained increase in investments in the region (improved investment and business climate in the region)
2. Increased revenue and infrastructure (roads, ICTs, transport etc)
3. Improved revenue base
4. Increased employment in the region

*The outcomes will be analysed by an independent entity over a 2 and half period from the launch of the Strategy.*
<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Responsible Divisions/Units/ Programmes</th>
<th>Outcome</th>
<th>Measure</th>
<th>Source of verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strengthening the capacity for FDI and domestic investment data collection</td>
<td>Industry and Agriculture Statistics Unit</td>
<td>Establishment of an Investment reporting mechanism</td>
<td>Availability of FDI and domestic investment accurate databank</td>
<td>Annual investment reports</td>
</tr>
<tr>
<td>Promoting cross border investment through among others double taxation avoidance agreements, strengthening international taxation laws and Bilateral Investment Treaties (BITs) among Member States and between Member States and the rest of the world.</td>
<td>Industry and Agriculture COMESA-RIA</td>
<td>COMESA DTA Model adopted and domesticated by MS</td>
<td>Number of reciprocal negotiated DTAs (concluded DTAs) by MS using COMESA DTA and BIT Models.</td>
<td>Domestication and use of the DTA Model</td>
</tr>
<tr>
<td>Increasing awareness among stakeholders in order to improve utilization of available opportunities and instruments.</td>
<td>All Divisions/Units</td>
<td>Increased investments</td>
<td>Number of awareness programmes or initiatives conducted (includes surveys, radio or TV programmes)</td>
<td>Annual Reports</td>
</tr>
<tr>
<td>Undertaking analytical work including data collection and analysis, preparing working documents and facilitating meetings of stakeholders</td>
<td>Industry and Agriculture Statistics CBC SPS</td>
<td>Evidenced based decision making</td>
<td>• Turnaround time • Number of adopted reports</td>
<td>Policy Organs Reports</td>
</tr>
<tr>
<td>Build reliable and credible databases for monitoring and regulation of capital inflows and outflows</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

**OBJECTIVE: STRENGTHEN THE BLUE/OCEAN ECONOMY**

1. Sustained, environmentally sound and socially inclusive economic growth based on the coastal and marine sectors as well as freshwater inland rivers and lakes in the region.
2. Increase investment opportunities
   - Increased job creation

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Responsible Divisions/Units/ Programmes</th>
<th>Outcome</th>
<th>Measure</th>
<th>Source of verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Put in place legal, fiscal and other institutional frameworks for exploration and exploitation of hydro-carbon and mineral resources including management of the Exclusive Economic Zones (EEZ)</td>
<td>Industry and Agriculture CMI Legal</td>
<td>Increased development space</td>
<td>% increase in frameworks linked to the blue/ocean economy</td>
<td>National reports • Policy Organs Reports</td>
</tr>
<tr>
<td>Project preparatory studies for</td>
<td>Industry and Agriculture</td>
<td>Increase in bankable projects</td>
<td>Number of approved projects</td>
<td>National reports</td>
</tr>
</tbody>
</table>

3 The outcomes will be analyzed by an independent entity over a 2 and half period from the launch of the Strategy.
<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Outcome</th>
<th>Responsible Divisions/Programmes</th>
<th>Measure</th>
<th>Source of verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus on aquaculture and repositioning of Member States as a source of seafood in the region.</td>
<td>Increased seafood production growth.</td>
<td>Industry and Agriculture (CAADP, GOV-VET)</td>
<td>% increase in seafood production</td>
<td>National reports, Policy Organs Reports</td>
</tr>
<tr>
<td>Establishing regional fisheries to expand on the current processes and come up with a sustainable value chain.</td>
<td>Increased seafood production growth.</td>
<td>Industry and Agriculture (CAADP, GOV-VET)</td>
<td>% increase in seafood production</td>
<td>National reports, Policy Organs Reports</td>
</tr>
<tr>
<td>Explore deep ocean water applications such as cooling of buildings and generation of renewable energy.</td>
<td>Increased energy mix.</td>
<td>Infrastructure and Logistics (CAADP)</td>
<td>% increase in energy mix, % increase in employment, % increase in government revenue</td>
<td>National reports, Policy Organs Reports</td>
</tr>
<tr>
<td>Establish/and strengthen marine services such as vessel registration, marine finance, insurance, and marine tourism</td>
<td>Enhanced marine services.</td>
<td>Infrastructure and Logistics (CAADP)</td>
<td>% increase in marine services, % increase in employment, % increase in government revenue</td>
<td>National reports, Policy Organs Reports</td>
</tr>
<tr>
<td>Seaport development.</td>
<td>Increased international trade.</td>
<td>Infrastructure and Logistics (CAADP)</td>
<td>% increase in international trade, % increase in employment, % increase in government revenue</td>
<td>National reports, Policy Organs Reports</td>
</tr>
<tr>
<td>Develop and follow-up on Blue/Ocean Economy strategies and plans.</td>
<td>Comprehensively implemented work plans and programmes.</td>
<td>Governance, Peace and Security (OICU), Technical Cooperation and Resource Mobilisation Unit</td>
<td>Number of projects funded, % reduction of incidents in piracy and related matters</td>
<td>Reports of meetings of Ministers of Foreign Affairs, Policy Organs Reports, National reports, Strategic Planning and Policy Coordinating Committee (SRPCC)</td>
</tr>
<tr>
<td>Ensure development and adherence to emerging environmental standards and strategies of COMESA.</td>
<td>Harmonised policies and strategies of environmental standards and strategies</td>
<td>Climate Change Unit (CUT), Resource Mobilisation Unit</td>
<td>Number of programmes that have incorporated elements of policies and strategies</td>
<td>National reports, Policy Organs Reports, Strategic Planning and Policy Coordinating Committee (SRPCC), National reports</td>
</tr>
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<td>Develop a policy for maritime security and safety and ocean economy development.</td>
<td>Secure region.</td>
<td>Climate Change Unit (CUT), Resource Mobilisation Unit</td>
<td>% reduction of incidents in piracy and related matters</td>
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<td>National reports, Policy Organs Reports, Strategic Planning and Policy Coordinating Committee (SRPCC), National reports</td>
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</table>
### MEDIUM TERM STRATEGIC PLAN

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

**Outcomes:**

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

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Responsible Divisions/Units/ Programmes</th>
<th>Outcome</th>
<th>Measure</th>
<th>Source of verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquiring of oceanographic data for the sustainable development of the ocean economy and for marine spatial planning to make informed and coordinated decisions on sustainable use of marine resources</td>
<td>MOI, Ministry of Ocean Economy, Marine Resources, Fisheries, Shipping and Outer Islands &amp; Min of Environment</td>
<td>Sustainable use of the marine space and resources</td>
<td>Spatial, temporal and activity zoning within our sea Monitoring and Surveillance</td>
<td>Surveillance reports by relevant authorities for example NCG, etc</td>
</tr>
<tr>
<td>Ensuring effective ocean management and governance for the sustainability of marine resources</td>
<td>Ministry of Ocean Economy, Marine Resources, Fisheries, Shipping and Outer Islands &amp; PMO</td>
<td>Conflicts resolution</td>
<td>Application of relevant legislations, e.g. UNCLOS by the relevant ministries and departments</td>
<td>Policy docs, Working papers</td>
</tr>
<tr>
<td>Development of disaster risk reduction policy</td>
<td>National Disaster Risk Reduction Management Centre MOESD, DBM</td>
<td>- Better equipped to handle Disaster</td>
<td>Awareness campaigns • Adaptation measures • Mitigating measures • Policies</td>
<td>Reports, Policy papers</td>
</tr>
<tr>
<td>Developing a monitoring protocol for the coastal and ocean region</td>
<td>MOESD, DBM MOI Beach Authority</td>
<td>Baseline data for the coast and ocean Temporal data of evolution of the coast</td>
<td>Monthly, Trimestral monitoring programme</td>
<td>Monitoring reports</td>
</tr>
</tbody>
</table>

### 2.1 Increased use of uniform standards and practices

#### 3.1 Collective ownership of decisions and obligations

#### 4.1 Reduction of overlap in use of available resources

<table>
<thead>
<tr>
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</thead>
<tbody>
<tr>
<td>Collaborating with respect to access and development of information systems (databases)</td>
<td>All Divisions, Units, programmes &amp; Institutions</td>
<td>Implemented regional integration programmes either through donor funding, either through international cooperation</td>
<td>Number of recorded signed MOUs with development partners or information documents</td>
<td>Copies of signed MOUs and exchanged information documents by post or by mail or any form of partnership agreement</td>
</tr>
<tr>
<td>Involvement in policy research, development and training</td>
<td>All Divisions, Units, programmes &amp; Institutions</td>
<td>Partner planning activities completed with international collaboration.</td>
<td>Number of training offers and staff participants in the training</td>
<td>Documents on training offers and related candidates application and approval.</td>
</tr>
<tr>
<td>Collaboration on baseline surveys and impact assessment in all programme areas</td>
<td>All Divisions, Units, programmes &amp; Institutions</td>
<td>Achieved baseline surveys and impact assessment in all programme areas.</td>
<td>Number of baseline surveys and impact assessment</td>
<td>Questionnaire, interviews and documents related to baseline surveys and impact assessment in all programme areas</td>
</tr>
<tr>
<td>Establish and maintain an up-to-date development partners’ database</td>
<td>All Divisions, Units, programmes &amp; Institutions</td>
<td>Recorded donor funding activities or developed cooperation</td>
<td>Number of implemented cooperation activities</td>
<td>Annual Reports</td>
</tr>
<tr>
<td>Respecting the MOU and building a culture of transparency, accountability and mutual trust</td>
<td>All Divisions, Units, programmes &amp; Institutions</td>
<td>Enhanced efficiency and effectiveness</td>
<td>Number of articles that have been compiled with or breached.</td>
<td>TCROM Reports on Implementation of MOUs, Annual Reports</td>
</tr>
<tr>
<td>Initiatives</td>
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</tr>
<tr>
<td>Fostering the regional integration agenda through collaboration between COMESA institutions, Secretariat, Member States, the private sector and other stakeholders</td>
<td>All Divisions, Units, programmes &amp; Institutions</td>
<td>Effective synergies between COMESA institutions, Secretariat, Member States, the private sector and other stakeholders</td>
<td>% increase in the implementation of council decisions</td>
<td>Policy Organs Reports</td>
</tr>
</tbody>
</table>

**OBJECTIVE: STRENGTHEN DEVELOPMENT OF ECONOMIC INFRASTRUCTURE (ENERGY, TRANSPORT AND ICTS)**

*Outcome:*

Improvement of infrastructure and services in the region in order to reduce the cost of doing business and enhance competitiveness, through fostering physical regional connectivity and deepening quality infrastructure integration.

<table>
<thead>
<tr>
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</tr>
</thead>
</table>
| Mobilizing resources for regional infrastructure projects funding through collaborating partners. | Infrastructure/Resource Mobilisation | Sound infrastructure developed & maintained | • Funds raised
• Funded projects | Agreements signed |
| Assisting Member States in packaging regional infrastructure projects for funding | Infrastructure COMESA Infrastructure Fund (CIF) | Increased funding for projects | Bankable projects developed | Ministerial & Council reports |
| Compiling a compendium of all transport policies and strategies | Infrastructure | Sound decision making basis | • List of policies
• List of strategies | Legal Division
Strategic Plan Ministers & Council Reports |
| Institutionalize policy reforms for management and financing of | Infrastructure/Legal | Improved management
Good investor environment | • Policy reforms introduced
• New projects financed | Legislation passed
Statutory Instruments |

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

<table>
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</tr>
</thead>
<tbody>
<tr>
<td>various infrastructure</td>
<td></td>
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<td></td>
<td>Gazette</td>
</tr>
<tr>
<td>Encouraging Public Private Partnerships (PPPs) to develop basic infrastructure (energy and water supply, transport facilitation)</td>
<td>Infrastructure and Logistics Legal Member States</td>
<td>Increased resource mobilisation</td>
<td>% decrease in infrastructure funding gap</td>
<td>Policy Organs Reports</td>
</tr>
<tr>
<td>Establishing regional associations of operators and regulators where they do not exist</td>
<td>Infrastructure and Logistics</td>
<td>Consistency and coherence (Level playing ground and oversight)</td>
<td>Reduced overlap, better use of supplied capacity building and expertise</td>
<td>Policy Organs Reports</td>
</tr>
<tr>
<td>Strengthen energy cooperation through enhancing power trade (Power pools, inter connectors generators to mention some)</td>
<td>Infrastructure Division, RAERESA, East Africa Power Pool, MS Ministries of Energy, National Energy Regulators and Service Providers</td>
<td>Enhanced energy trade</td>
<td>Number of energy export and import among MS</td>
<td>Country Energy Profiles Surveys</td>
</tr>
</tbody>
</table>
| Facilitate development of regional energy infrastructure for the various economic sectors | Infrastructure Division | Development of energy infrastructure projects to bankability
Physical construction of energy projects (medium to long term) | Number of developed projects up to bankability
Number of projects for physical construction | Investments reports
Country profiles and surveys |
| Identifying transport infrastructure bottlenecks and                      | Infrastructure/Trade | New infrastructure developed | List of projects identified
Programmes developed | National statistics
COMSTAT |
### Initiatives

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<thead>
<tr>
<th>Responsible Divisions/Units/Programmes</th>
<th>Outcome</th>
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<tbody>
<tr>
<td>missing links, and developing programmes to address them</td>
<td>Bottlenecks removed Smooth flow of trade</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop programmes for the transport sector and monitor implementation of transport instruments aimed at easing the flow of trade and transport services</td>
<td>Infrastructure/Trade/COMAI D Improved transport services Smooth flow of trade reduced cost of doing business</td>
<td>Transport programmes developed</td>
<td>Ministerial &amp; Council reports Gazette Regional Integration Implementation Programme (RIIP)/COMESA Adjustment Facility (CAF) Reports Legislation</td>
</tr>
<tr>
<td>Recommend adoption of new technologies in transport infrastructure and equipment benchmarked on international best practice</td>
<td>Infrastructure Adoption of new technology Improved efficiency &amp; competitiveness Environmental protection</td>
<td>New technology adopted</td>
<td>Ministerial &amp; Council reports</td>
</tr>
<tr>
<td>Liberalization of skies to establish a single seamless airspace in the COMESA sub region</td>
<td>Infrastructure and Logistics Increase intra-regional trade</td>
<td>% increase of intra-regional trade</td>
<td>Policy Organs Reports</td>
</tr>
<tr>
<td>ICTs</td>
<td>Information &amp; Networking Division Member States having access to regulations, policies, reports and any technical document (e.g. as in WTO website)</td>
<td>Upload of regulations, policies, reports and any technical document on the COMESA website. Links to these documents are visible and accessible on the COMESA website.</td>
<td>COMESA website</td>
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<tr>
<td>Facilitate access to climate finance for ICT related investments addressing climate change mitigation and adaptation projects and programmes for COMESA Member States.</td>
<td>Infrastructure and Logistics Climate Change Unit Technical Coopetation and Resource Mobilisation</td>
<td>Comprehensively implemented ICT work plans and programmes</td>
<td>% increase in resource mobilisation</td>
</tr>
<tr>
<td>Promoting the development and adoption of regional harmonized national ICT policies, regulations and legislations aimed at creating secure competitive markets, which will reduce prices, spur growth and increase the usage of ICT services</td>
<td>Infrastructure/Telecoms Strengthened ICT policy, planning capacity, and legislative and regulatory frameworks for ICT to provide an enabling environment for sustainable development</td>
<td>Work Programs and budgets developed and adopted Development of model ICT policies and regulatory instruments for members states adoption</td>
<td></td>
</tr>
<tr>
<td>Promoting a regional and national cyber security capacity by institutionalizing cyber security at regional and national level to ensure the protection of critical national infrastructure and internet users thus making the internet safe to serve national priorities and maximize socio-economic benefits</td>
<td>Infrastructure/Telecoms Cyber security policies, laws, Strategies and instruments developed at both regional and national Member States. Enhanced national expertise on cyber security in technical, legal and regulatory, institutional and</td>
<td>Development of model ICT policies and regulatory instruments for members states adoption</td>
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<td>economic benefits of ICTs</td>
<td></td>
<td>Improved national preparedness in identification, prevention, response, and resolution of cyber security threats/incidents as well as the establishment of CIRTs and PKI implementation facilitated.</td>
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<tr>
<td>Promoting capacity building initiatives targeting policy makers,</td>
<td>Infrastructure/Telecoms</td>
<td>The Member States, policy makers, regulators, national associations, and other stakeholders’ knowledge, skills and experience strengthened and experts trained.</td>
<td>Capacity Building programs</td>
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<td>and operators, the media, citizens and users of ICT in all the priority</td>
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<td></td>
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<tr>
<td>Promoting increased development and exploitation of physical ICT</td>
<td>Infrastructure/Telecoms</td>
<td>Increased connectivity and access to ICT services</td>
<td>Implementation of ICT regional projects facilitated</td>
</tr>
<tr>
<td>infrastructure interconnections and internet exchange points for sustainable</td>
<td></td>
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<td>Developing and domesticate a COMESA Regional ICT strategy</td>
<td>Information &amp; Networking</td>
<td>• Develop and share the strategy with the Member States</td>
<td></td>
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<td>• Develop and share the strategy with the Member States</td>
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<td>Member States</td>
</tr>
</tbody>
</table>
OBJECTIVE: INDUSTRIALISATION

Outcome:
1. Increased employment and economic activity
2. Increase in economic growth and development

Identifying and promoting investments in sectors of high potential with customized incentives for more value addition.

Industry and Agriculture

Increased value added products in sectors of high potential.

• Sectors with high potential productivity at national and regional levels identified
• Selective incentives and appropriate measures to facilitate investment defined and implemented by the Secretariat and Member States
• Established sustainable special economic zones/export processing zones/agro-industrial parks and other related facilities for industrial development

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

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<tr>
<td>COMESA Regional ICT strategy</td>
<td>Division Member States</td>
<td>developed and shared with the Member States. Member States domesticate the strategy, implementing some of the projects proposed in the strategy and attaining the goals detailed in the strategy.</td>
<td>Member States. Member States to domesticate the strategy</td>
<td></td>
</tr>
<tr>
<td>Promoting MSMEs performance in industrial linkages and clusters development</td>
<td>CBC SPS Legal</td>
<td>• Productive capacity of MSMEs on competitive standards and compliance enhanced. MSMEs linked to national and regional value chains.</td>
<td>• Number of MSMEs trained and supported (in terms of access to finance and technology) in business and market linkages, Sector of MSMEs clusters expanded</td>
<td>Quarterly progress reports</td>
</tr>
<tr>
<td>Increasing investment in agriculture and agribusiness activities through facilitating the CAADP Process</td>
<td>Industry and Agriculture</td>
<td>• Increased food security in the region</td>
<td>• Number of CAADP outputs/initiatives implemented, Increase FDI, public and domestic investments in agriculture, Agro-related Investment supporting policies, regulations and strategies enacted</td>
<td>Investment Reports Production or manufacturing reports</td>
</tr>
<tr>
<td>Encouraging Public Private Partnerships (PPPs) to develop basic infrastructure for industrial development</td>
<td>Industry and Agriculture Infrastructure and Logistics</td>
<td>Improved required infrastructure for industrial development (Energy and water supply, transport facilitation)</td>
<td>• Development of relevant infrastructure development supported, Number of PPPs signed and implemented, Number of facilities created to support industrialisation (water, transport etc)</td>
<td>Ministerial &amp; Council reports</td>
</tr>
</tbody>
</table>
**Initiatives** | Responsible Divisions/Units/ Programmes | Outcome | Measure | Source of verification
---|---|---|---|---
Enhancing co-operation in combating illicit trade and counterfeiting | CBC Industry and Agriculture Trade Legal | Improved competitiveness of manufactured products in the COMESA region | •1 One regional protocol on anti-illicit trade adopted by Member States  
•1 “Made in COMESA Label” used by industries  
•1 Number of MS that have enacted legal framework on illicit trade and counterfeiting | •1 Policy organ reports  
•1 CBC Annual report

Strengthening standardization and quality assurance | CBC Industry and Agriculture Legal | Quality products and competitiveness of manufactured products promoted | •1 Number of industries that meet the standards and technical requirements (technical measures and quality infrastructure) to improve competitiveness  
•1 Number of industries supported with technical and quality infrastructure to improve competitiveness | TBD

Promoting climate smart agriculture | CBC Industry and Agriculture Legal | Climate change mitigation and adaptation addressed in agricultural production. | •1 Number of Farmers supported and using climate smart agriculture practices  
•1 % increase in commodities produced by climate smart agricultural activities |

Promoting women and youth entrepreneurship in industrialization development | Industry and Agriculture Gender | Women and youth empowered in entrepreneurship activities. | •1 increase in number of women and youth business start up  
•1 Number of Women and youth supported in entrepreneurship and business startup | Business and investment reports

Promoting environmental sustainability in industrial development | Industry and Agriculture Climate Change | •1 Environmental laws and regulations harmonized at national and among Member States  
•1 % increase in Green Industries  
•1 % increase in contribution of Green Industries to GDP  
•1 % Decrease in GHG Emission from industries | Business and investment reports

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**Initiatives** | Responsible Divisions/Units/ Programmes | Outcome | Measure | Source of verification
---|---|---|---|---
Supporting research development for innovation and industrial development | Industry and Agriculture | •1 Solid knowledge base to support science, technology and innovation capacity to meet the industrialization needs of the region reinforced | •1 % increase in number of enterprises embracing research and technology  
•1 % increase in product innovation e.g. using Return on Product Development Expense, (RoPDE)  
•1 % increase in share of medium and high value technology in GDP  
•1 Regional platforms for networking on R&D set up | Business Reports and Economic Indicator Reports

Support Member States to implement and align the COMESA Industrial Policy | Industry and Agriculture | •1 Capacity of stakeholders to implement environmental regulations enhanced | •1 Strategies for the protection and preservation of the environment against all forms of industrial pollution coordinated | **OBJECTIVE: FOSTER GENDER EQUALITY, WOMEN EMPOWERMENT & SOCIAL DEVELOPMENT**

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

Conduct periodic research, gender audits and assessments in order to strengthen gender | Gender and Social Affairs Division Ministries Responsible for | Existence of information on the situation of women and men in different sectors for gender | •1 Existence of sector information on the situation of women and men in the region  
•1 Percentage of staff and MS with knowledge | •1 Gender Publications (Newsletters, Bulletins, etc.)

* The outcomes will be analyzed by an independent entity over a 2 and half period from the launch of the Strategy.
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<tbody>
<tr>
<td>responsive knowledge base at regional level</td>
<td>Gender &amp; Women’s Affairs at Member State level</td>
<td>responsive programing and decision making</td>
<td>in gender</td>
<td>• Annual Gender Reports</td>
</tr>
<tr>
<td>Facilitate establishment of an oversight and accountability system for gender mainstreaming at programme management level within the Secretariat and in the Member States in order to ensure ownership across sectors;</td>
<td>Gender and Social Affairs Division Administration Division Audit Unit Ministries Responsible for Gender &amp; Women’s Affairs at Member State level</td>
<td>Gender mainstreamed in programmes</td>
<td>• Multi-sectoral Report on Gender Mainstreaming and empowerment of women initiatives</td>
<td>• Audit report • Gender Report • Survey Findings</td>
</tr>
<tr>
<td>Undertaking gender analytical work including data collection and analysis, preparing working documents and facilitating meetings of stakeholders</td>
<td>Gender and Social Affairs Statistics Member States</td>
<td>Gender Evidenced based decision making</td>
<td>• Existence of Gender disaggregated data for evidence based decision making</td>
<td>National Reports</td>
</tr>
<tr>
<td>Promote pre-programme/project design gender assessment to determine the gender dimension and the status of disadvantaged groups such as women and youth whenever applicable</td>
<td>Gender and Social Affairs Division All Divisions, programmes, COMESA Institutions &amp; Units Member States</td>
<td>Gender responsive projects and programmes</td>
<td>Percentage of projects/programmes that are gender responsive/sensitive</td>
<td>Annual Gender Reports</td>
</tr>
<tr>
<td>Facilitate information exchange and business linkages for women and youth in business through</td>
<td>Gender and Social Affairs Division FEMCOM</td>
<td>Increased business start-ups and growth among women and youth in business</td>
<td>• No. of women and youth participating in business platforms</td>
<td>Annual Gender Reports at Member State level</td>
</tr>
<tr>
<td>various forums and communication platforms and products;</td>
<td>CBC Legal IT Infrastructure and Logistics Agriculture and Industry Public Relations Member States</td>
<td></td>
<td></td>
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</tr>
<tr>
<td>Promote the delivery of gender sensitive services including security and relevant infrastructure and technology to support women’s economic activities;</td>
<td>Gender and Social Affairs Division Member States Trade Infrastructure and Logistics</td>
<td>Enhanced confidence and protection of women cross border traders</td>
<td>Gender sensitive infrastructure projects</td>
<td>Annual Reports</td>
</tr>
<tr>
<td>Address women traders security and cross border trading issues and build their capacity in line with entrepreneurial skill and access to finance so as to advance their economic performance at all levels.</td>
<td>Gender and Social Affairs Trade CBC Governance, Peace &amp; Security RMTC</td>
<td>Protection of women and gender sensitivity in service provision at border posts</td>
<td>Number of border officials and other service providers trained on gender and related tools on protection of women and trade facilitation targeted at small scale cross border traders</td>
<td>Gender Reports</td>
</tr>
<tr>
<td>Promote youth empowerment through skills development, creation of job opportunities,</td>
<td>Gender and Social Affairs Division Member States</td>
<td>Reduction in youth unemployment in the region</td>
<td>• Number of interventions/projects on youth empowerment</td>
<td>Annual Reports on Youth Empowerment</td>
</tr>
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<td>------------------------</td>
</tr>
<tr>
<td>Internship and mentorship schemes, advocacy to participate in governance, increased access to information, technology and recreation facilities;</td>
<td>CBC Governance, Peace &amp; Security, IT, IPPSD</td>
<td>Improved health and well-being of young women and men</td>
<td>Number of initiatives promoting provision of social and economic services to youth</td>
<td>Annual reports and Policy Organs</td>
</tr>
<tr>
<td>Promote access to basic services including youth friendly health services particularly sexual and reproductive health services, and advocate for the elimination of harmful traditional practices;</td>
<td>Gender and Social Affairs Division, CBC, Peace &amp; Security</td>
<td>Enhanced protection of rights of women and men</td>
<td>Number of initiatives promoting provision of social and economic services to youth</td>
<td>Annual reports and Policy Organs</td>
</tr>
<tr>
<td>Popularizing the COMESA Gender Policy, Social Charter and other mechanisms aimed at empowering and protecting women and youth among stakeholders to ensure implementation</td>
<td>Gender and Social Affairs Division, Public Relations Unit</td>
<td>Effective decision making (Decisions that respond to the situation of women and men on the ground)</td>
<td>Consolidated regional gender disaggregated and social datasets</td>
<td>Annual Reports and Policy Organs</td>
</tr>
<tr>
<td>Facilitating consolidation of regional gender disaggregated and social data for knowledge documentation, and easy monitoring of progress and impact.</td>
<td>All Divisions/Units</td>
<td>Enhanced utilization of trade</td>
<td>Incorporation of gender in all COMESA</td>
<td>Annual Reports and Policy Organs</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Initiative</th>
<th>Responsible Divisions/Units/Programmes</th>
<th>Outcome</th>
<th>Measure</th>
<th>Source of verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increasing awareness among stakeholders in order to improve utilization of available opportunities and instruments</td>
<td>All Divisions/Units</td>
<td>Enhanced utilization of trade</td>
<td>Incorporation of gender in all COMESA</td>
<td>Annual Reports and Policy Organs</td>
</tr>
<tr>
<td>Engaging various stakeholders to create an enabling policy and legal environment for the economic participation of women and youth.</td>
<td>Gender and Social Affairs Division, FEMCOM, Legal</td>
<td>Economic empowerment of women and youth</td>
<td>% number of women and youth taking part in key economic activities</td>
<td>Annual Reports and Policy Organs</td>
</tr>
<tr>
<td>Popularizing the COMESA Economic Empowerment Fund across the region.</td>
<td>Gender and Social Affairs Division, FEMCOM, PTA Bank MS</td>
<td>Increased access to finance</td>
<td>% increase of women benefitting under the WEEF</td>
<td>Annual Reports and Policy Organs</td>
</tr>
</tbody>
</table>

**OBJECTIVE: ENSURE REGIONAL / SECRETARIAT READINESS**

1. Outcomes:
   1.1 Minimum business disruption and strong risk management and disaster preparedness

7 The outcomes will be analyzed by an independent entity over a 2 and half period from the launch of the Strategy.
<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Responsible Divisions/Units/ Programmes</th>
<th>Outcome</th>
<th>Measure</th>
<th>Source of verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Installing and popularizing risk management system for Secretariat and Institutions.</td>
<td>Audit Unit</td>
<td>Risk management framework in place</td>
<td>Risk awareness index (Risk map)</td>
<td>Audit and Budget Sub Committee Reports</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Risk management Profile in addition to business continuity plans and adequate mitigation measures in place</td>
<td>Percentage of disruptions arising from known risks</td>
<td></td>
</tr>
<tr>
<td>Revamping early warning mechanisms and undertaking periodic macro-economic risk analysis</td>
<td>TCMA Division Strategy and Research Unit</td>
<td>Macro-economic risk reports</td>
<td>Number of reports produced in a year</td>
<td>Annual Reports</td>
</tr>
<tr>
<td>Adhere/improve develops rules, regulations and guidelines for procurement, finance and human resource management</td>
<td>Finance Division Administration Divisions All Divisions &amp; Units</td>
<td>Rules, regulations and guideline reports</td>
<td>No of reports produced</td>
<td>Annual Reports</td>
</tr>
<tr>
<td>Put in place comprehensive insurance schemes against identified risks</td>
<td>All Divisions &amp; Units</td>
<td>Insurance scheme placed against identified risks</td>
<td>Percentage no of risks insured</td>
<td>Annual report</td>
</tr>
<tr>
<td>Institutionalizing and undertaking activities for corporate social responsibility and grow the corporate social responsibility fund</td>
<td>Finance Division Admin Divisions All Divisions</td>
<td>Positive reputation/image</td>
<td>Number of news clips with positive comments</td>
<td>Media reports</td>
</tr>
</tbody>
</table>

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

1. Competent human resource at the secretariat and region
2. Pool of experts that can sustain the regional integration agenda

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Responsible Divisions/Units/ Programmes</th>
<th>Outcome</th>
<th>Measure</th>
<th>Source of verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Combatting climate change and promoting climate smart agriculture</td>
<td>Climate Change Unit</td>
<td>Implementation of Climate Smart Agriculture</td>
<td>Number of Climate Smart Agriculture projects implemented</td>
<td>Climate Change reports</td>
</tr>
<tr>
<td>Develop mechanisms and tools to address conflict, insecurity and instability in the COMESA region</td>
<td>Governance, Peace and Security Division</td>
<td>Enhanced peace, security and stability</td>
<td>• Tools for conflict prevention such as the COMESA Early Warning System (COMWARN) fully operational</td>
<td>Annual and Council Reports</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Number of jurisdictions &amp; stakeholders such as Financial Intelligence Units (FIUs) and Law Enforcement Agencies (LEA) strengthened to fight transnational crimes that lead to insecurity</td>
<td>Ministers of Foreign Affairs Reports</td>
</tr>
<tr>
<td>Support Member States to consolidate democracy and good governance</td>
<td>Governance, Peace and Security Division</td>
<td>Improved democratic space</td>
<td>• Elections observed by COMESA</td>
<td>Annual and Council Reports</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Utilisation of recommendations</td>
<td>Ministers of Foreign Affairs Reports</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Number of pre-election assessment missions undertaken</td>
<td></td>
</tr>
<tr>
<td>Utilize the COMESA Committee of Elders to support the prevention, mitigation and resolution of conflict</td>
<td>Governance, Peace and Security Division</td>
<td>Enhanced peace, security and stability</td>
<td>Number of preventive diplomacy by the Committee of Elders</td>
<td>Annual and Council Reports</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Ministers of Foreign Affairs Reports</td>
</tr>
<tr>
<td>Undertake regular monitoring and evaluation of programmes and take of corrective measures</td>
<td>M&amp;E Unit All Divisions and Units</td>
<td>M&amp;E reports for regular feedback and corrective action</td>
<td>Frequency of monitoring reports</td>
<td>M&amp;E Reports</td>
</tr>
</tbody>
</table>

*The outcomes will be analyzed by an independent entity over a 2 and half period from the launch of the Strategy.*
<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Responsible Divisions/Units/ Programmes</th>
<th>Outcome</th>
<th>Measure</th>
<th>Source of verification</th>
</tr>
</thead>
</table>
| Units, Programmes using various approaches including developing analytical skill, continuous awareness(Change Management ) programmes, development of tools, sensitization on Regional Integration and utilizing robust monitoring and evaluation mechanisms at Secretariat and Member States level |                                                                                                     | • Percentage of staff with relevant skills  
• Percentage of knowledge sharing sessions conducted by trained |                                                                                                     |                              |
| Reinforce collaboration with regional institutions such as AFRTAC South, Africa Training Institute (ATI), Regional Multidisciplinary Centre of Excellence (RMCE) | All Divisions/Units                                                                                   | Improved efficiency in performance                                         | Percentage of MS receiving relevant certification                        | Capacity Building Reports    |
| Exchange programmes on knowledge and skills capacity for COMESA Member States | All Divisions/Units                                                                                   | Shared knowledge and skills among MS                                      | Number of exchange programmes                                           |                              |
## Annex II: Risk Profile

<table>
<thead>
<tr>
<th>Link to Strategic Objectives</th>
<th>Risk name</th>
<th>Root causes to the risk</th>
<th>Consequences of the risk</th>
<th>Impact</th>
<th>Likelihood</th>
<th>Inherent risk exposure</th>
<th>Current business processes / controls in place to manage identified risks</th>
<th>Risk owner</th>
<th>Perceived control effectiveness</th>
<th>Residual risk exposure</th>
<th>Mitigating action plans to further address the residual risk exposure</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Strengthen Market Integration</td>
<td>Inadequate commitment and buy-in from member states</td>
<td>Various economic ability of member states</td>
<td>Poor domestication of COMESA protocol and Council decisions</td>
<td>Catastrophic</td>
<td>Almost certain</td>
<td></td>
<td>Stakeholder engagement through various meetings, missions, forums and participation in national related events</td>
<td>Secretary-General</td>
<td>Satisfactory</td>
<td>Priority 1 1. Increased engagement of member states and frequency of committee meetings 2. Monitoring of decision making and the effectiveness thereof 3. Enforcement of current Treaty to ensure commitment 4. Education, awareness and involvement of member states relating to decision making 5. Increase research/ surveys for end user satisfaction 6. Increase involvement of member states in dissemination of COMESA related information 7. Amplify benefits of regional integration to member states</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lack of member state interest to implement COMESA executing member state functions</td>
<td>Inadequate political will of member states</td>
<td>Loss of donor interest</td>
<td>Unrealised</td>
<td>Likely</td>
<td></td>
<td>Appointed country officers to assist between Secretariat and member states</td>
<td>Deputy Secretary-General</td>
<td>Satisfactory</td>
<td>Priority 2 1. Enforcement of Medium and Long Term Strategic Plan (MTSP) 2. More involvement at planning and design stage 3. Enforcement of Implementation Procedure 28 4. Enhancement between MTSP and corporate balanced scorecard</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Lack of representation at member state level</td>
<td>Lack of publicity programmes by member states</td>
<td>Non-realisation of benefits by citizens</td>
<td>Critical</td>
<td>Almost certain</td>
<td></td>
<td>Lobbying with political decision makers and groups</td>
<td>Deputy Secretary-General</td>
<td>Satisfactory</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Non-alignment of programmes to organisational priorities**
- inadequate coordination in order to execute the mandate
- Processes not addressing programme needs
- Non-implementation of programme approach
- Silo culture
- Fear of change
- Mode of delivering mandate/Organisation structure, policies, procedures and systems

**Unsatisfied stakeholders**
- Critical
- Almost certain

**Critical stakeholders**
- Reputational damage
- Increased costs
- Inefficient use of human resources

**Reputational damage**
- Almost certain
- Very low

**Unsatisfied stakeholders**
- Almost certain
- Very low

**Critical stakeholders**
- Almost certain
- Very low

**Reputational damage**
- Almost certain
- Very low

**Unsatisfied stakeholders**
- Almost certain
- Very low

**Critical stakeholders**
- Almost certain
- Very low

**Reputational damage**
- Almost certain
- Very low
4. Strengthen Intangible benefits from COMESA Knowledge and Skills development

- Technical support provided to member states
- Engage funding institutions/proactively pursue funding opportunities
- Develop funding proposal to develop partnerships, financial institutions and other stakeholders in support of the action plan.
- Adequate innovation for alternative funding initiatives
- Overade of membership with key donors

ROSC

1. Development of innovative and alternative sources of funding
2. Engaging member states to either increase their funding or to ensure that their funding is timely
3. Harmonisation of COMESA objectives and development priorities and financial institutions’ objectives
4. Demonstrating value for money by administrating more success stories and programmes across member states

ROSC

1. Priority 2
2. Develop SMART metrics of how to implement domestication strategies
3. Alignment of reporting to address domestication thereof
4. Reporting successes and developing criteria for reporting elements within current reporting frameworks and requirements (at member state as well as programme level)
5. Institutionalisation of M&E function
6. Demonstrating value for money by administrating more success stories and programmes
7. Increase internal awareness and understanding of COMESA activities and benefits thereof through regular interactions and forums
<table>
<thead>
<tr>
<th>Link to Strategic Objectives</th>
<th>Risk name</th>
<th>Root causes to the risk</th>
<th>Consequences of the risk</th>
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<th>Residual risk exposure</th>
<th>Mitigating action plans to further address the residual risk exposure</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 Strengthen Market Integration</td>
<td>Emerging economies that are not part of COMESA (BRICS)</td>
<td>Globalisation</td>
<td>Shift of focus from mandate</td>
<td>Critical</td>
<td>Almost certain</td>
<td>Extreme</td>
<td>Global missions to determine demands and needs of wider community</td>
<td>Secretary General</td>
<td>Satisfactory</td>
<td>Priority 2</td>
<td>1. Innovative initiatives to enter emerging markets and derive benefits</td>
</tr>
<tr>
<td>6 Strengthen Market Integration</td>
<td>Lack of sustainability of COMESA programmes</td>
<td>Lack of ownership of member states of programmes</td>
<td>Unachieved goals</td>
<td>Critical</td>
<td>Likely</td>
<td>High</td>
<td>Inclusion of visibility clauses and regulations within agreements</td>
<td>Deputy Secretary General: Programmes</td>
<td>Weak</td>
<td>Priority 1</td>
<td>1. Counterpart funding and involvement in programme implementation</td>
</tr>
<tr>
<td>7 Harness the Benefits of Strategic Partnerships</td>
<td>Political instability</td>
<td>Poverty</td>
<td>Delayed integration</td>
<td>Catastrophic</td>
<td>Moderate</td>
<td>High</td>
<td>Preventative diplomacy / mediation by COMESA Committee of Elders</td>
<td>Secretary General</td>
<td>Weak</td>
<td>Priority 2</td>
<td>1. Develop an early response mechanism</td>
</tr>
</tbody>
</table>

- Poverty
- Poor governance
- Political and economic exclusion
- Third party factions
- Disputed election results
- Inadequate legal instruments governing electoral process
- Constrained democratic space
- Ethnical/religious diversity

- Delayed integration
- Loss of investments
- Destabilisation of the region
- Loss of donor
- Shift in member state and donor priorities
- Non-payment of member state contributions
- Increased costs

- Preventative diplomacy / mediation by COMESA Committee of Elders
- Collaboration with other REC’s and AU Panel of Wise
- Ad-hoc meetings of the COMESA CPS
- Early warning mechanisms
- Post-conflict programmes
- Capacity building
<table>
<thead>
<tr>
<th>Link to Strategic Objectives</th>
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<th>Root causes to the risk</th>
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<th>Mitigating action plans to further address the residual risk exposure</th>
</tr>
</thead>
<tbody>
<tr>
<td>8 Strengthen Regional Knowledge and Skills Capacity</td>
<td>Inadequate technical skills and capacity gaps at Secretariat level</td>
<td>Inadequate skill sets and not understanding COMESA’s mandate</td>
<td>Non-alignment of responsibility versus current capacity</td>
<td>Increasing job pressure</td>
<td>Limited satisfaction levels of stakeholders</td>
<td>Non-fulfilment of programme mandate</td>
<td>Poor delivery</td>
<td>Low productivity</td>
<td>Low morale</td>
<td>Stress</td>
<td>Serious</td>
</tr>
<tr>
<td>9 Enhance Resource Mobilization</td>
<td>Inadequate planning and delivery of programmes</td>
<td>Poor co-ordination between divisions</td>
<td>Lack of guidelines to direct program execution</td>
<td>Staff not held accountable for their actions/inactions</td>
<td>Inefficient use of financial resources</td>
<td>Non-achieving of program objectives</td>
<td>Reputational damage</td>
<td>Hiring of short term consultants</td>
<td>Engagement of member states in execution of programmes</td>
<td>Formal training and development of staff</td>
<td>Deputy Secretary-General: Administration</td>
</tr>
<tr>
<td>10 Strengthen Market Integration</td>
<td>Competition amongst RECs</td>
<td>Competing for donor and member state resources</td>
<td>Competing for skilled and qualified human resources</td>
<td>Duplication of effort</td>
<td>Reputational damage</td>
<td>Limited/stretched resources for execution of programmes</td>
<td>Inadequate commitment and divided loyalties by member states</td>
<td>Implementing of programmes based on Tripartite agreement</td>
<td>Efforts to streamline and co-ordinate oversight between RECs at executive management level</td>
<td>Harmonisation and joint implementation of programmes</td>
<td>Deputy Secretary-General</td>
</tr>
</tbody>
</table>

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2016-2020 MEDIUM TERM STRATEGIC PLAN

“Growing Together for Prosperity”

Enhanced Resource Mobilization

- Inadequate planning and delivery of programmes
- Lack of guidelines to direct program execution
- Staff not held accountable for their actions/inactions
- Inefficient use of financial resources
- Non-achieving of program objectives
- Reputational damage

Impacts:
- Serious
- Likely

Inherent Risk Exposure: Moderate

Current Business Processes / Controls:
- Hiring of short term consultants
- Engagement of member states in execution of programmes
- Formal training and development of staff

Risk Owner:
- Deputy Secretary-General: Administration

Perceived Control Effectiveness: Weak

Residual Risk Exposure: Priority 2

Mitigating Action Plans:
1. Advocate for recruitment to ensure vacant positions are filled and programme mandates are achieved
2. Identification of needs and roll-out of specific training requirements
3. Conduct skills and capacity gap analysis
4. Commitment of additional resources for training and development
5. Encourage benchmarking

Enhanced Market Integration

- Competition amongst RECs
- Competing for donor and member state resources
- Competing for skilled and qualified human resources
- Duplication of effort
- Reputational damage
- Limited/stretched resources for execution of programmes
- Inadequate commitment and divided loyalties by member states

Impacts:
- Serious
- Likely

Inherent Risk Exposure: Moderate

Current Business Processes / Controls:
- Implementing of programmes based on Tripartite agreement
- Efforts to streamline and co-ordinate oversight between RECs at executive management level
- Harmonisation and joint implementation of programmes

Risk Owner:
- Deputy Secretary-General

Perceived Control Effectiveness: Satisfactory

Residual Risk Exposure: Priority 4

Mitigating Action Plans:
1. Continuous design on implementation programs using the Tripartite approach
2. Improve co-ordination, implementation of Tripartite programs
3. Enhance harmonisation and planning amongst RECs
<table>
<thead>
<tr>
<th>Link to Strategic Objectives</th>
<th>Risk name</th>
<th>Organisational culture</th>
<th>Consequences of the risk</th>
<th>Impact</th>
<th>Likelihood</th>
<th>Inherent risk exposure</th>
<th>Current business processes / controls in place to manage identified risks</th>
<th>Risk owner</th>
<th>Perceived control effectiveness</th>
<th>Residual risk exposure</th>
<th>Mitigating action plans to further address the residual risk exposure</th>
</tr>
</thead>
<tbody>
<tr>
<td>11 Foster Gender Equality &amp; Social Development</td>
<td>Motivation and attitudes towards execution of mandate</td>
<td>Poor delivery of programmes</td>
<td>Critical</td>
<td>Moderate</td>
<td>Leadership training</td>
<td>Implementation of revised organisational structure</td>
<td>Secretary General</td>
<td>Unsatisfactory</td>
<td>Priority 2</td>
<td>1. Change management programme across the organisation 2. Increased buy-in for new innovations / changes through sensitisation 3. Comprehensive implementation of the IP 28 and other IS 4. Develop reward policy and link performance to rewards</td>
<td></td>
</tr>
<tr>
<td>12 Strengthen Formulation, Facilitation, Harmonization, Coordination of Conducive / Inclusive Policy and Regulatory Mechanisms</td>
<td>Public / stakeholder perception of COMESA</td>
<td>Upside risk - integration / achievement of mission and vision</td>
<td>Catastrophic</td>
<td>Unlikely</td>
<td>PR initiatives at various levels</td>
<td>Implementation of various programmes at member state level</td>
<td>Secretary - General</td>
<td>Weak</td>
<td>Priority 4</td>
<td>1. Innovation initiatives to promote COMESA amongst stakeholders</td>
<td></td>
</tr>
</tbody>
</table>
## Annex III - COMESA Stakeholders

<table>
<thead>
<tr>
<th>Stakeholder</th>
<th>Their needs/expectations</th>
<th>Their Role</th>
</tr>
</thead>
</table>
| **Citizens of COMESA/Diaspora** | - Awareness and up to date information and analytical tool or skills  
- Free Movement of People, Goods and Services (Improved trading environment (better prices) and investment opportunities  
- Up to date information across the region  
- Innovation in dissemination channels  
- Up to date website  
- High standards of living and more job opportunities  
- Sensitization (Human Rights Based Approach)  
- Value for money  
- Facilitate access to information  
- Capacity Building  
- Value for money  
- Advisory opinion  
- Timely Dispute resolution  
- Interpretation of the Treaty  
- Profile / Visibility  
- Good Governance  
- Regional Pride  
- Enforcement of judgments | - Ambassadors of COMESA  
- Explore Trade and Investment Opportunities  
- Dialogue partners in terms of consultations  
- Full participation of citizens and diaspora to COMESA objectives |
| **Governments (Member States)** | - As per Treaty provisions | |
| **Policy Organs** | - Advisory opinion (Proposals to overcome challenges of the region)  
- Interpretation of the Treaty  
- Effective support in the review and drafting of policy papers  
- Regular reporting  
- Technical Assistance  
- Assurance that systems, processes and data are reliable for decision making.  
- Value for money  
- Positive image of COMESA  
- Collaboration and exchange  
- Research opportunities  
- Linkages for networking  
- Up to date information and website across the region | - As per Treaty provisions |
| **Academia/Think tanks** | - Participate in COMESA initiatives  
- Research and analytical work  
- Advisory services | |
| **Development Partners** | - Participate in financing COMESA activities  
- Support (financial, equipment, human resource etc.)  
- M&E  
- Checks and balances  
- Policy guidance | |

---

### “Growing Together for Prosperity”
<table>
<thead>
<tr>
<th>African Union and other RECs</th>
<th>Business Community</th>
<th>Secretariat/Institutions (from other stakeholders)</th>
<th>Financial Institutions</th>
<th>Media</th>
</tr>
</thead>
<tbody>
<tr>
<td>Information (Up to date website)</td>
<td>Collaboration and exchange of experiences</td>
<td>Assistance on technical matters and exchange of experiences</td>
<td>Propose budgets and work plans (Value for money)</td>
<td>Innovation in dissemination channels</td>
</tr>
<tr>
<td>Collaboration and networking</td>
<td>Linkages and networking</td>
<td>Advocacy and representation</td>
<td>Reports and risk management plan</td>
<td>Up to date information across the region</td>
</tr>
<tr>
<td>Common understanding in negotiations</td>
<td>Guidelines, Rules and Procedures</td>
<td>Support Development partners</td>
<td>Reports</td>
<td>Capacity Building</td>
</tr>
<tr>
<td>Point of reference</td>
<td>Enforcement of rules</td>
<td>Support implementation decisions by Member States</td>
<td>Provisions for COMESA projects</td>
<td>Up to date website</td>
</tr>
<tr>
<td>Clear regulations, rules and guidelines</td>
<td>Understanding and jurisdiction of COMESA matters</td>
<td>Guidance and timely decisions by Member States</td>
<td>Financial advice</td>
<td>Fair business environment</td>
</tr>
<tr>
<td>Easier access to markets</td>
<td>Free movement of business persons</td>
<td>Bankable projects</td>
<td>Financial support/loans</td>
<td>Up to date information across the region</td>
</tr>
<tr>
<td>Low costs of doing business</td>
<td>Law of doing business</td>
<td>Proposed budgets and work plans</td>
<td>Up to date website</td>
<td>Capacity Building</td>
</tr>
<tr>
<td>Business facilitation  (simple processes e.g. one border post)</td>
<td>Positive Image of COMESA</td>
<td>Implementation of Continental Agenda</td>
<td>Provisions for COMESA projects</td>
<td>Up to date website</td>
</tr>
<tr>
<td>Positive image of COMESA</td>
<td>Infrastructure</td>
<td>Financial support/loans</td>
<td>Reports and risk management plan</td>
<td>Fair business environment</td>
</tr>
<tr>
<td>Capacity building</td>
<td>Efficient services</td>
<td>Reports</td>
<td>Reports</td>
<td>Up to date information across the region</td>
</tr>
<tr>
<td>Access to finance</td>
<td>Access to finance</td>
<td>Reports</td>
<td>Reports</td>
<td>Capacity Building</td>
</tr>
</tbody>
</table>

**“Growing Together for Prosperity”**

2016-2020 MEDIUM TERM STRATEGIC PLAN

- Assist COMESA on technical matters and exchange of experiences
- Peace and security
- Testing partners
- Extension of FTA
- Role modeling and best practices
- Make COMESA’s profitable destination area
- Investors
- Advice governments through consultations
- Provide quality goods and services
- Support governments in payment of revenues
- Adherence to rules and regulations
- Employment creation and social responsibilities

**Trading partners**
- Assistance to COMESA on technical matters and exchange of experiences
- Free movement of business persons
- Law of doing business
- Cost of doing business
- Low costs of doing business
- Understand limit of jurisdiction of COMESA matters
- Business facilitation (simple processes e.g. one border post)
- Positive image of COMESA
- Infrastructure

**Business Community**
- Compliance with all rules, regulations
- Reports
- Provisions for COMESA
- Positive image of COMESA
- Reliable, secure & cost-effective technology
- Implement Continental Agenda
- Guidance and timely decisions by Member States
- Bankable projects
- Proposed budgets and work plans
- Reports and risk management plan
- Up to date website
- Financial support/loans

**Secretariat/Institutions (from other stakeholders)**
- Advice policy recommendations
- Compliance to all rules and regulations
- Propose budgets and work plans (Value for money)
- Reliable, secure & cost-effective technology
- Implement Continental Agenda
- Support implementation decisions by Member States
- Bankable projects
- Proposed budgets and work plans
- Reports and risk management plan
- Up to date website
- Support Development partners
- Guidance and timely decisions by Member States
- Bankable projects
- Proposed budgets and work plans
- Reports and risk management plan
- Up to date website
- Financial support/loans

**Financial Institutions**
- Good analytical work
- Advice policy recommendations
- Reports
- Propose budgets and work plans (Value for money)
- Reliable, secure & cost-effective technology
- Implement Continental Agenda
- Support implementation decisions by Member States
- Bankable projects
- Proposed budgets and work plans
- Reports and risk management plan
- Up to date website
- Financial support/loans

**Media**
- Innovation in dissemination channels
- Good analytical work
- Advice policy recommendations
- Reports
- Propose budgets and work plans (Value for money)
- Reliable, secure & cost-effective technology
- Implement Continental Agenda
- Support implementation decisions by Member States
- Bankable projects
- Proposed budgets and work plans
- Reports and risk management plan
- Up to date website
- Financial support/loans

- Enhance collaboration between regional media and COMESA media
- Awareness creation
- Information education and criticism
### Communities of Practice, Authorities
- Capacity Building
- Information (project proposals)
- Analysis on absorption capacity
- Status of implementation, progress reports
- Effective Oversight
- Cooperation and coordination
- Information
- Good policies and practices
- Up to date website

### Civil Society
- Awareness
- Information
- Up to date information across the region
- Innovation in dissemination channels
- Analytical tools / skills (knowledge)
- Up to date website
- A visible COMESA
- Participation

### Implementation of COMESA programmes and requirements as appearing on the column 2
- Promotion of best practices
- Oversight
- Expertise

### Collaborate in implementation of COMESA programmes
- Awareness creation/whistle blowing/citizens watchman
- Oversight and lobbying

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Annex IV - List of COMESA Cooperating Partners includes but are not limited to the following:
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ACBF  African Capacity Building Foundation
ACP  African Caribbean Pacific
AFD  Agence Française pour le Développement (South Africa) (Put English version)
AfDB  African Development Bank
AUC  African Union Commission
AGRA  Alliance for Green Revolution in Africa
AFF  Alliance Forum Foundation
AMSCO  The African Management Services Company
ATMS  African Training and Management Services Project of UNDP
AUSaid  Australian Aid
BADEA  Arab Bank for Economic Development in Africa
CFC  Common Fund for Commodities
CIDA  Canadian International Development Agency
COMSEC  Commonwealth Secretariat
DBSA  Development Bank of Southern Africa
DFID  Department for International Development
EAC  East African Community

Embassies Accredited to COMESA

EU  European Union
FAO  Food and Agriculture Organisation
GM  Global Mechanism
GTZ  German development Agency
HF  Hewlett Foundation
IDRC  International Development Research Centre

IFAD  International Fund for Agricultural Development
IFPRI  International Food Policy and Research Institute
ILO  International Labor Office
India
IGAD  Inter-Governmental Authority on Development
IOC  Indian Ocean Commission
ISDB  Islamic Development Bank
ITC  International Trade Centre
KFW  German Development Bank
KFAEDF  Kuwait Fund for Arab Economic Development Fund
NEPAD  New Partnership for Africa's Development
Norway
NTO  National Telecommunications Operators
OIF  Organisation Internationale de la Francophonie
Pro€invest,
Rockefeller Foundation with World Wildlife Fund
SADC  Southern Africa Development Community
STDF  Standards and Trade Development Facility
TASAM  Turkish Asian Centre for Strategic Studies
TUSKON  Turkish Confederation of Businessmen and Industrialists
UN  United Nations
UNCTAD  United Nations Conference on Trade and Development
UNECa  United Nations Economic Cooperation for Africa
UNIDO  United Nations Industrial Development Organization
UPU  Universal Post Union