



A SURVEY OF CAPACITY NEEDS OF AFRICA'S REGIONAL ECONOMIC COMMUNITIES

Zero Draft Report



CEMAC





CONTENT OF THE PRESENTATION

- ▶ Executive Summary
- ▶ Framework
- ▶ Performance and Profile
- ▶ Key Findings on accomplishments and shortfalls
- ▶ Capacity Gap and Needs
- ▶ Recommendations
- ▶ Matters for Discussion



Exec. Sum.

Issue	Scaling up CEMAC as Full REC (REMU) & building block for NEPAD (STAP & MTLFS)
Performance	Satisfactory in implementing CEMAC Treaty
Profile	Moving towards a Provider of Regional Economic integration and transactions costs reduction
Capacity Gap	Foresight, Design, SIA, Budget process, KM DM, Multiple language, framework for aid & support
Needs	
Immediate	Foresight & Economic Planning Units, Lang Lab
Short	Design REP, Involve CSO, Overall Audit, ITC Strategic Plan, MTEF, CB & Training Program
Medium	
Budget	US\$ 760 000 for the 2005-2006 period, with US\$ 205 000 for the immediate, US\$555 000 within a year

Established in 1994

- ▶ Activities start in 1999

Members:

- ▶ Cameroon, Congo, Gabon, CAR, Chad and Equatorial Guinea

Institutions:

- ▶ Central African Economic Union, UEAC,
- ▶ Central African Monetary Union, UMAC
- ▶ Community Parliament
- ▶ Court of Justice
- ▶ Specialised institutions, members of UEAC



➤ **Mission, Mandate, Objectives :**

- To achieve Economic union;
- To facilitate the harmonious development of the member states through the establishment of two unions: an Economic Union and a Monetary Union
- To formulate and implement the new regional economic and social integration strategy in Central Africa based upon UDEAC's experiences



➤ **Mandate focus:**

- new regional economic and social integration strategy

➤ **Staff: 104 members**

- 50 senior officers
- 17 managers (directors, deputy directors, departmental consultants) and 3 women

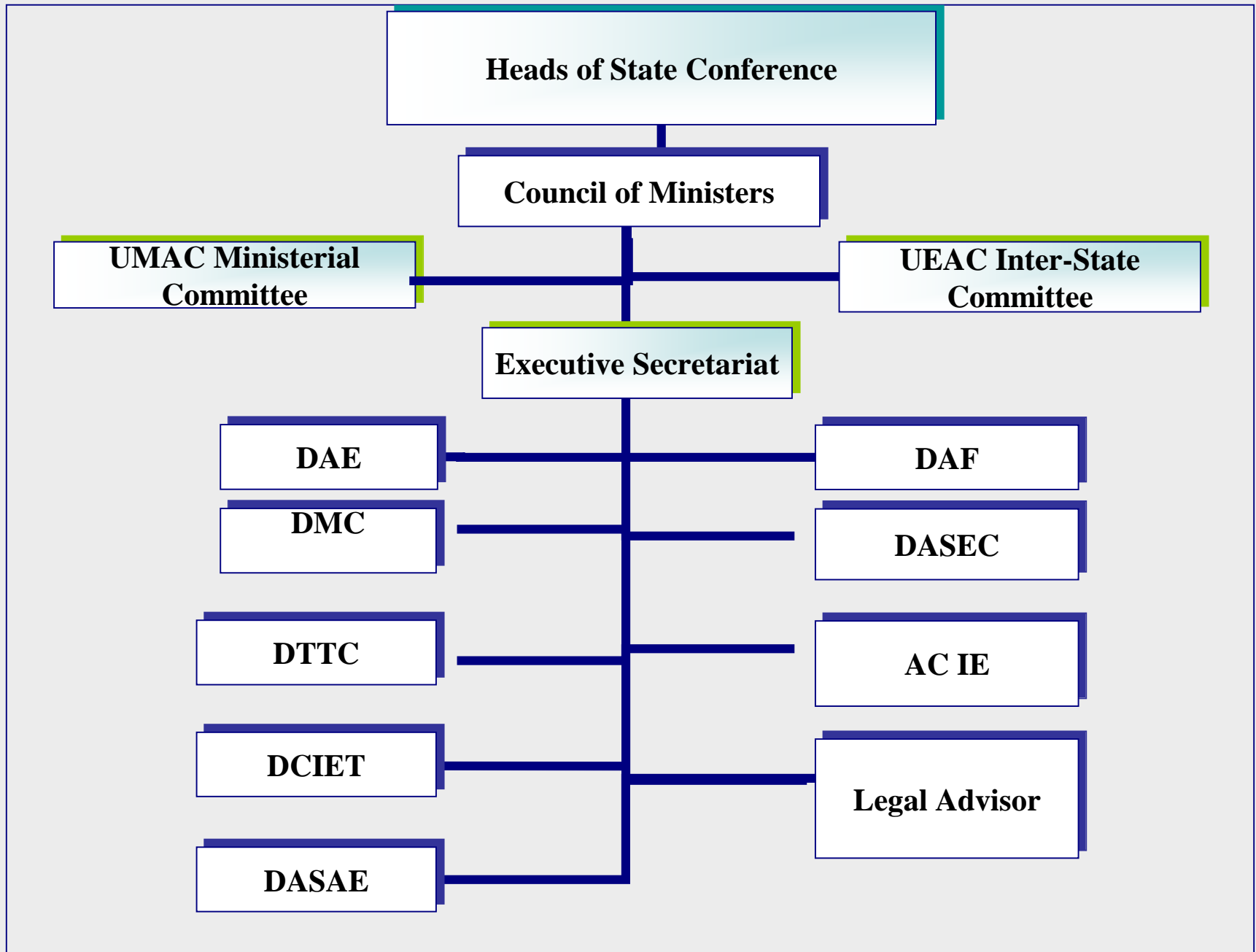


What is CEMAC: REC, Sub-REC or IGO?...

West African Economic and Monetary Union	<ul style="list-style-type: none">• Cameroun• Gabon• Guinée Équatoriale	<ul style="list-style-type: none">• RCA,• Tchad
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1. Countries members of 1 REC
2. Countries members of 2 RECs (CEMAC + ECCAS)
3. Countries members of 3 RECs (CEMAC + ECCAS + CEN SAD)
4. Countries members of 4 RECs

... MU & EC

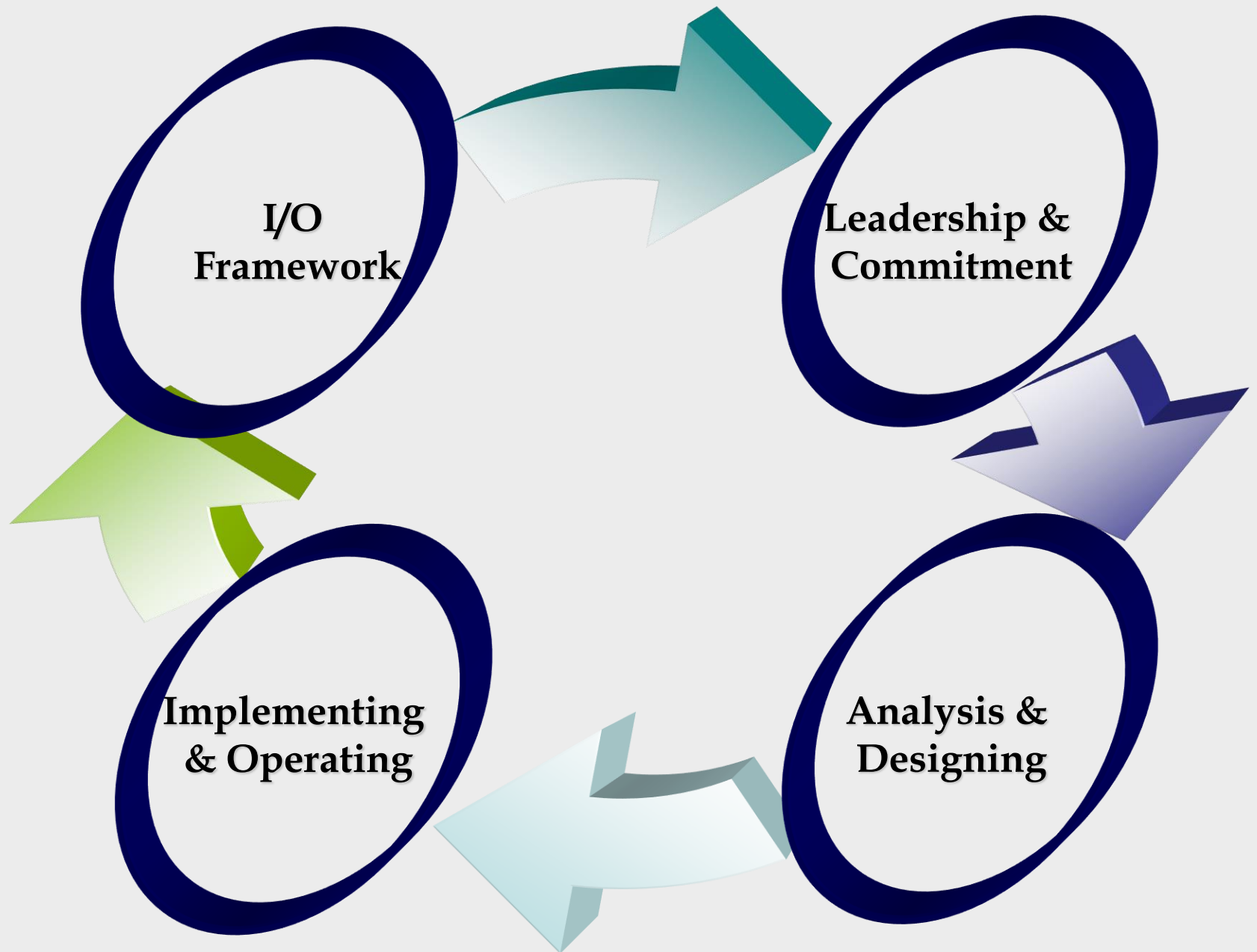




- Performance Grid/Rating and Metric Tracking System
- Regional Integration Process & Style
- Institutional Profile & Type of CB Program



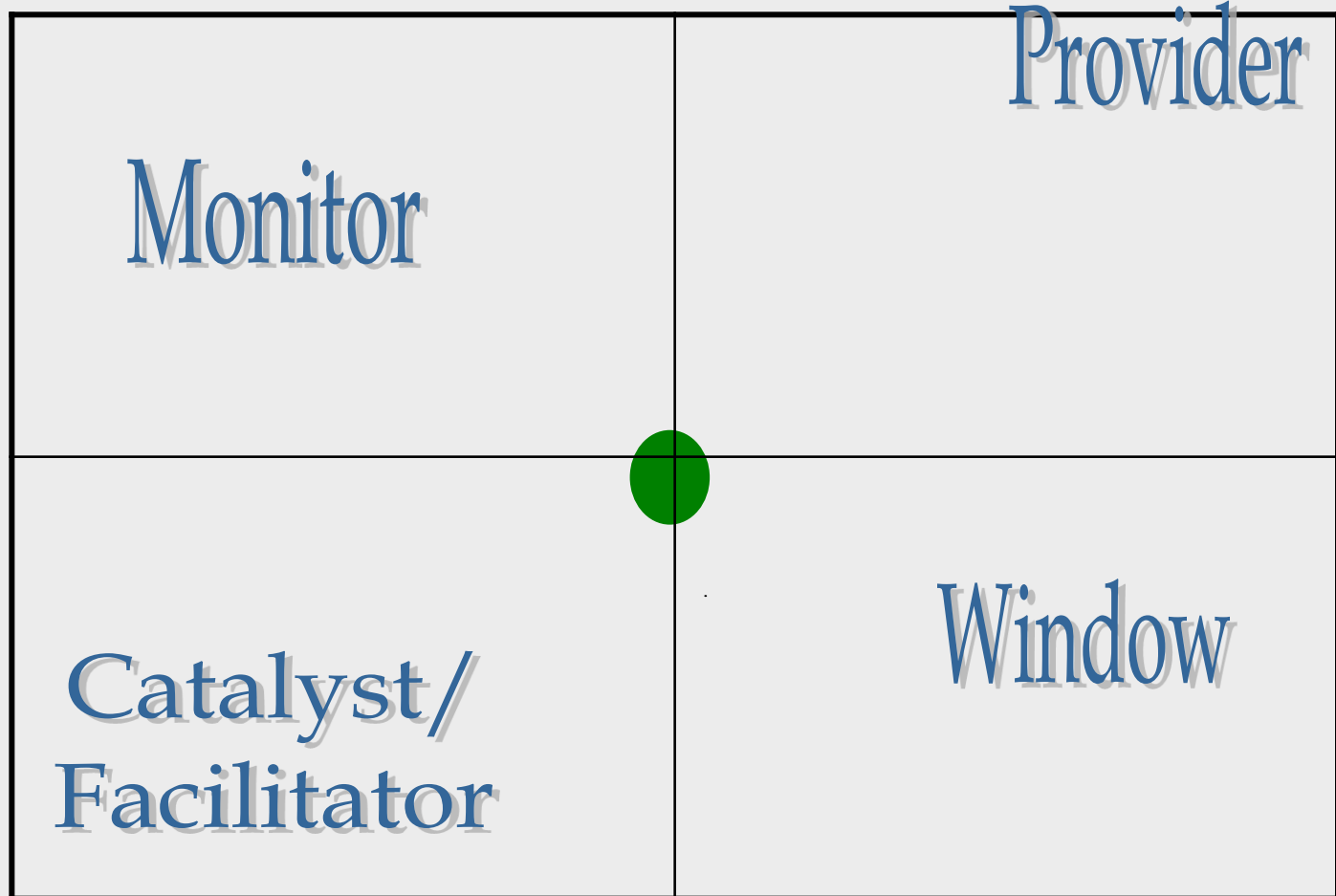
Methodology





- Commitment & Leadership +

- Institutional & Organizational F. +



- Analysis and Designing Programs +

- Implementing and Operating +



Performance Grid & Rating

Rate Score	Excellent	Satisfactory	Poor	Unacceptable	Non Available
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Performance	4	3	2	1	
Existence and Availability of a mechanism	4	3	2	1	0



Areas	Qt	Ql
Institutions	2,75	Moderately satisfactory
Analysis and design	1,6	Poor
Implementation and Management	2,6	Moderately satisfactory
Leadership and commitment	2,75	Moderately satisfactory
	2.5	<i>Moderately satisfactory</i>



Overall Performance

**Moderately
Satisfactory**

Score

Commitment & Leadership

Moderately Sat

Institutions

Moderately Sat

Implementation & Management

Moderately Sat

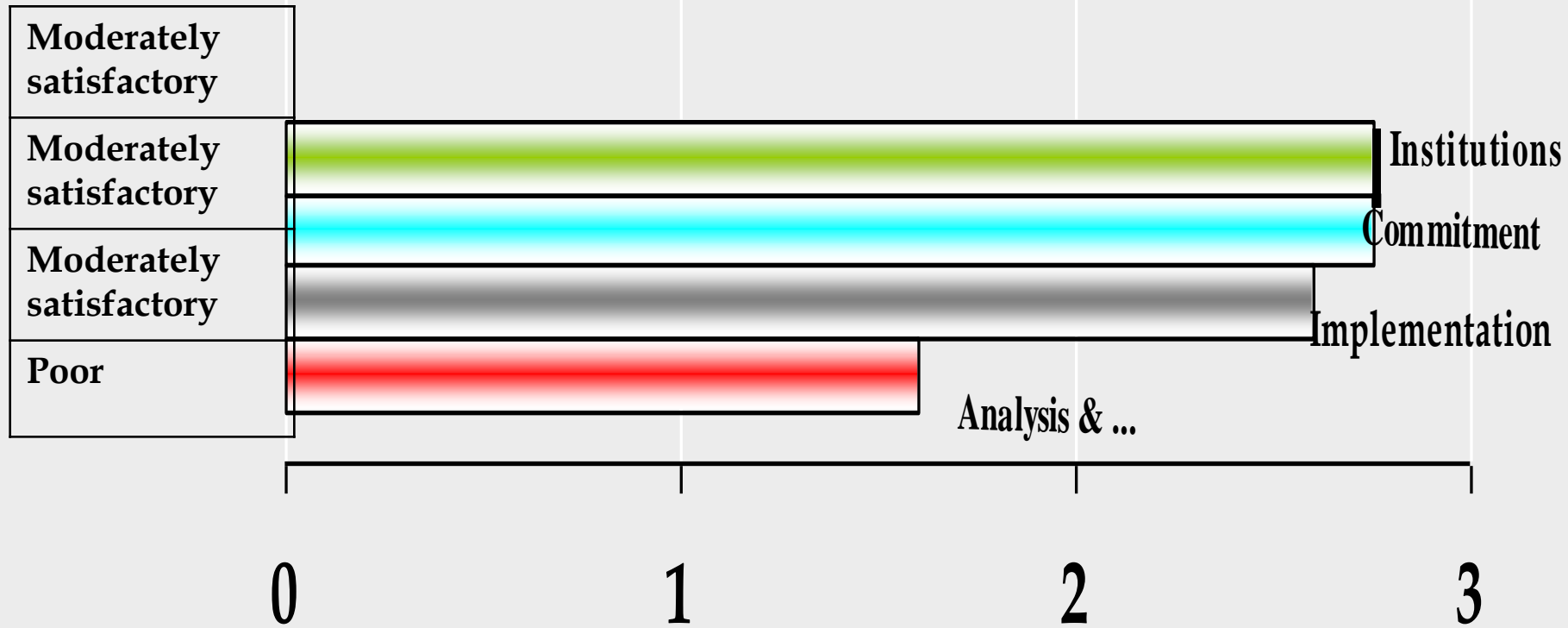
Analysis & Design Programs

Poor

2.5



Score By Merit Order : Overview





Overall Performance

*Moderately
Satisfactory*

Performance

Focus on Economy

Crises and Conflicts

Given PetroZone



Pace of Integration by REC

(Source: Aria 2002)

Above
average

Average

UEMOA

6.6%

CEMAC

4.7%

ECOWAS

6.3%

CEN-SAD

4.6%

SADC

6.0%

UMA

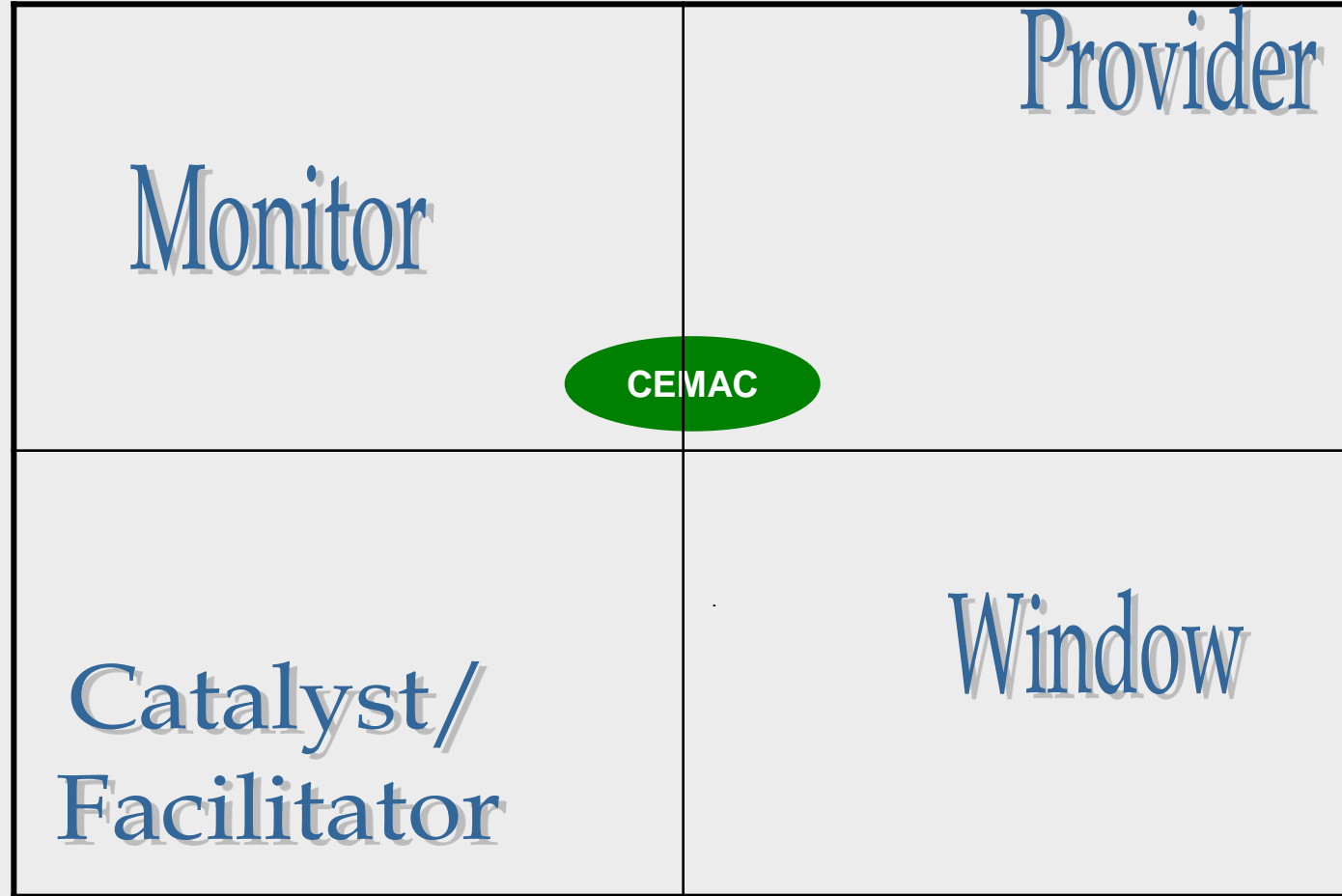
4.2%



- Commitment & Leadership +

Profile

- Institutional & Organizational F. +



- Analysis and Designing Programs +

- Implementing and Operating +



➤ CEMAC move forward in various areas and face difficulties

- Since 1999, CEMAC introduce profound changes to the way it conducts its activities
- various politico-military crises and conflicts hamper regional economic integration
- Major achievements in macro-economic framework, common market and free movement of goods and people
- Problem to position CEMAC as a full REC
 - preeminence of ECCAS



Strengths for Further Development

- All the resources are devoted to achieving the objective of regional economic integration.
- A tentative to adopt and institutionalize the Economic and Monetary Union concept outside of Europe.
- Treaty confers extensive competence in monetary union
- The statutory bodies are in regular operation and reports are ready on time.



Weaknesses Identified

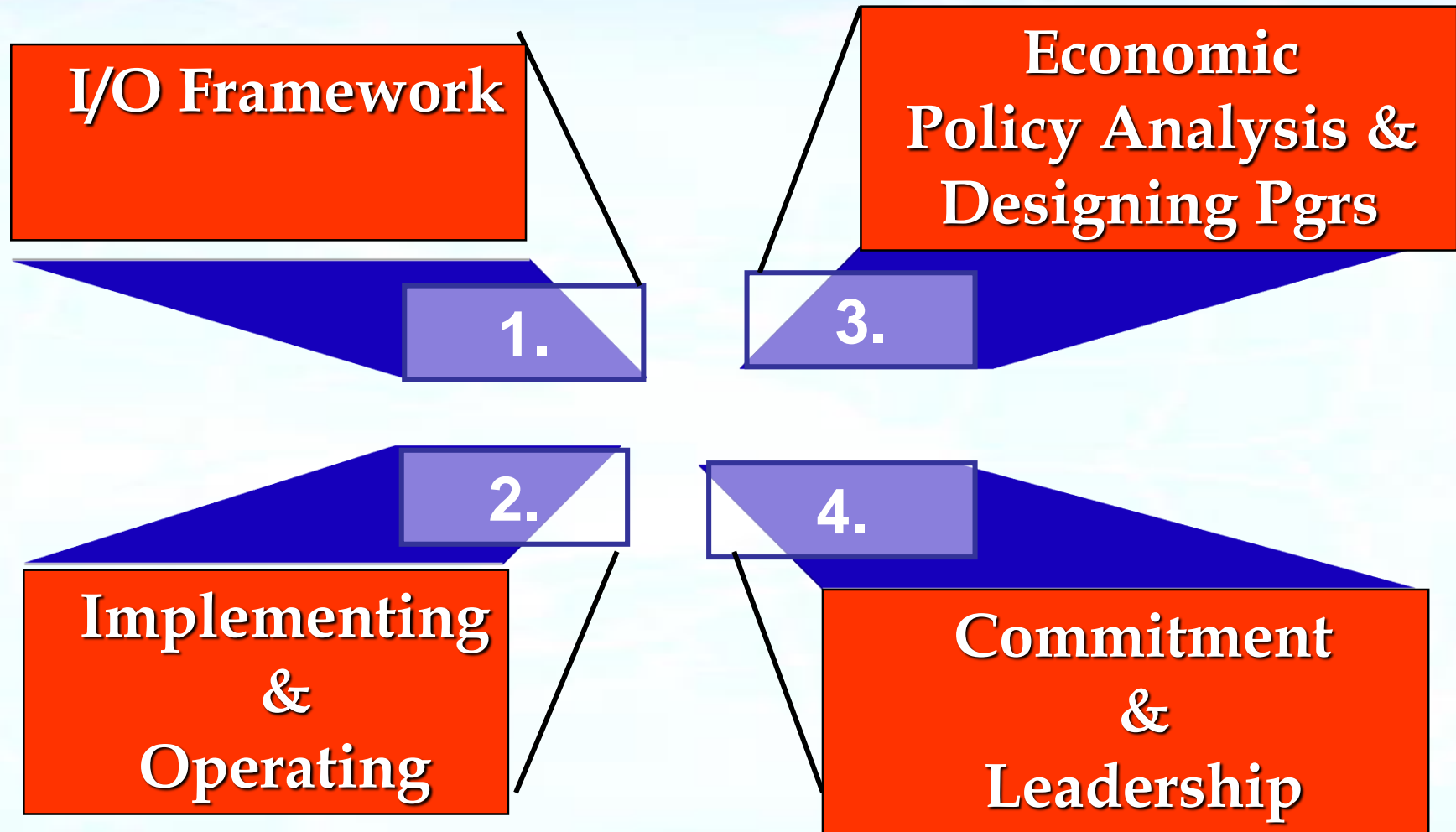
- Gap in high-level expertise
- Presence of women in high-level posts still limited
- Weak interaction between the Executive Secretariat and NEPAD;
- Poor capacity to prioritize and for strategic programming;
- Not much interest given to human resources, languages, training, establishing networks, and knowledge management



Weaknesses Identified

- ▶ The limited commitment to regional integration at policy, national and local level;
- ▶ Difficulties with operationalising the TCIR and FODEC;
- ▶ The isolation of the headquarters;
- ▶ The dilapidated state of the building;
- ▶ Poor use of ITC;
- ▶ The low priority accorded to human resources, training, research, networking and knowledge management.

Performance, Capacities and Assets



1.

Term Needs

Immediate:

Economic forecasting unit within the Executive Secretariat

Potential impact STAP assessment on the second stage of the Treaty's implementation

Renegotiate with the AU and NEPAD, CEMAC's place on the continental economic integration mechanism

Communication and capacity building programme on international coordination and negotiations.

Establish a language laboratory

Framework for external partnerships & aid.

Policy analysis and programme and database management training programme.

Short:.....

Medium:.....

Term Needs

2.

Implementati
on &
Management

Immediate:.....

Short:

Design of the Regional Economic Programme including the funding and implementation plan. Involve CSO Workshop on STAP

Draft a communication plan

Quality policy and adopt reporting standards.

Expert's recruitment plan (diversity and women)

Medium:.....

Immediate:.....

Short:

Overall audit on CEMAC

Align the organigram with CEMAC's mission and mandate .

Strengthens the interfaces :

Executive Secretariat/ organs ;

Executive Secretariat/ national governments ;

Executive Secretariat / specialised institutions.

More market based recruitment process

Annual performance plan ;

Audit the building

ITC strategic plan

Medium:.....



Term Needs

Term Needs

Immediate:.....

Short:

Regional consultations on CEMAC issues

Parliamentary mission on the TCIR

Sanctions procedure on the commitments

Budget and MTEF for the Regional Development Fund.

Dialogue with CSO on CEMAC's vision and the opportunities for the joint management of the zone's resources

Set up a monitoring, early warning and prevention system to detect shortcomings in the implementation of national programmes and mitigate their effects

Medium:.....





Term Needs

US\$	Immediate	Short	Medium
Total	2005	2006	2007
760 000	205 000	555 000	

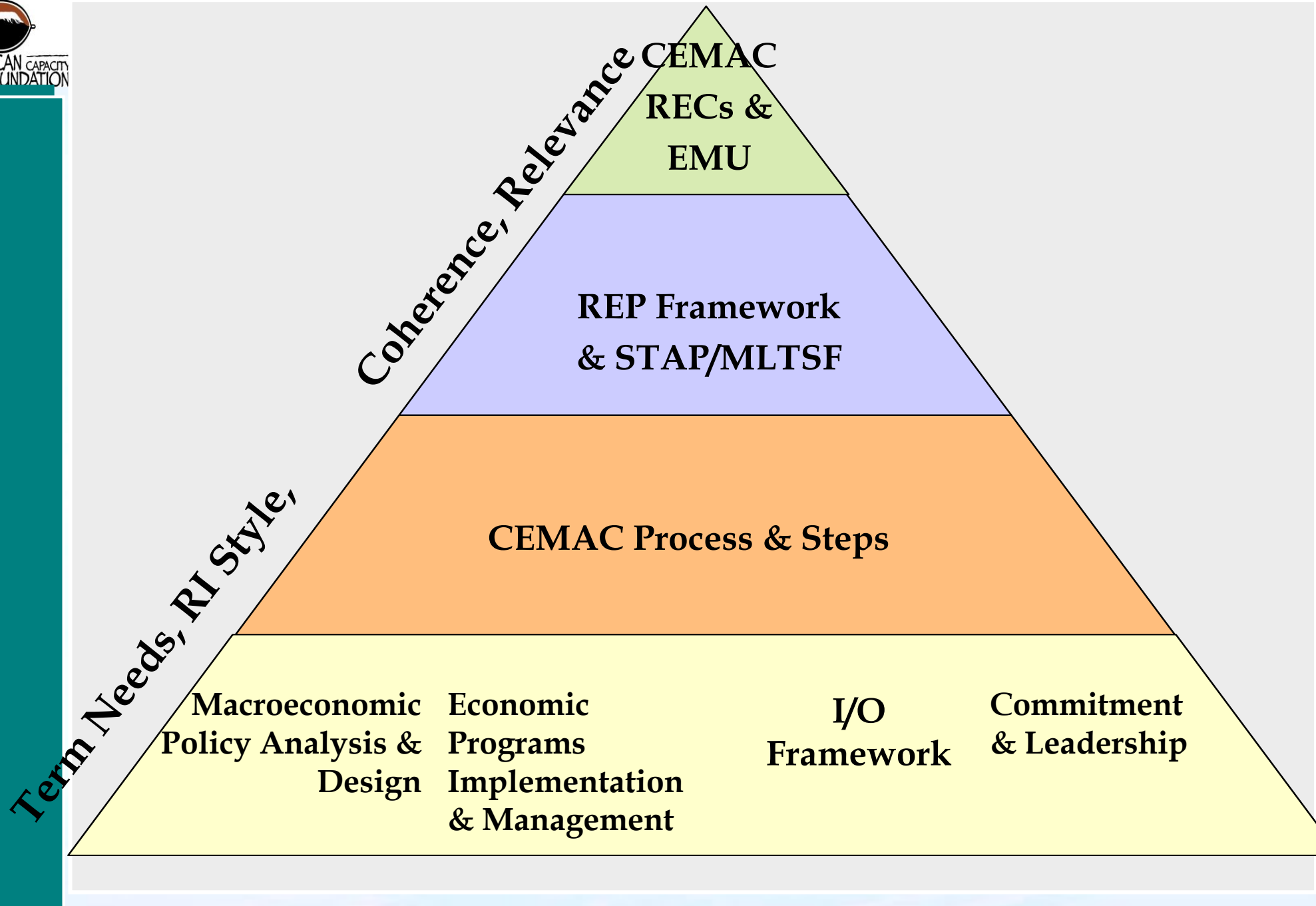


Summary of needs and resource requirements

Term Needs	US\$	Immediate	Short-term	Medium
	Total	2005	2006	2007
Consultant Services	280 000	205 000	75 000	<i>un</i>
Advisory services and Studies 17 m/h x 15 000 \$US	255 000	195 000	60 000	
Training 20 m/d x 500 \$US	25 000	10 000	15 000	
Monitoring and Evaluation 1 m/h X 15 000 \$US				
Expert Services 32 m/h	480 000		480 000	<i>un</i>
Regional Experts 32 x 15 000 \$US			480 000	
Missions to political and funding partners*				
Operations*				<i>fr</i>
Permanent Experts				
Social security contributions				
Equipment *				
Language Laboratory				
Computer infrastructure				
Building and repairs*				<i>fr</i>
Main building				
Member country liaison building				
Total	760 000	205 000	555 000	fr
*for CEMAC's expenses un : unavailable fr : for the record				



Matters for Discussion





FIN