

INTERNATIONAL CONFERENCE ON THE GREAT LAKES REGION CONFÉRENCE INTERNATIONALE SUR LA RÉGION DES GRANDS LACS

LEVY MWANAWASA REGIONAL
CENTRE FOR DEMOCRACY AND GOOD
GOVERNANCE



CENTRE RÉGIONAL LEVY MWANAWASA
POUR LA DÉMOCRATIE ET LA BONNE
GOUVERNANCE

CAPACITY BUILDING BULLETIN N°1 - APRIL 2015

Editorial by the Executive Director

It is my pleasure to present the first publication of the International Conference on the Great Lakes Region (ICGLR)'s Levy Mwanawasa Regional Centre for Democracy and Good Governance (LMRC) *Capacity Building Bulletin*.

This is a significant instrument for the LMRC because it will bolster the execution of its mission which is "to reinforce the capacities of social and political institutions of ICGLR Member States in the areas of Democracy, Good Governance, Human Rights and Civic Education". The objective of the *Bulletin* is to facilitate better sharing of information, knowledge and experiences generated or compiled by the Centre on Capacity Building.

The ICGLR Levy Mwanawasa Regional Centre is a Regional *Think Tank* established by the Heads of State and Government of ICGLR Member States (namely Angola, Burundi, Central African Republic (CAR), Democratic Republic of Congo (DRC), Kenya, Republic of Congo, Rwanda, South Sudan, Sudan, Tanzania, Uganda and Zambia) in the *Pact on Security, Stability and Development in the Great Lakes Region* adopted on 15th December 2006. With its operationalisation in 2011, the LMRC is the scientific and technical body of the ICGLR.

This first issue of the *Bulletin* focuses on the **Capacity Building Workshop for the ICGLR National Coordination Mechanisms (NCMs) and Programme Officers** which took place in Lusaka, Zambia, from 13th to 15th October 2014. The discussion on the key role of the NCMs in implementing ICGLR Pact and other Regional Programmes enabled participants to identify priority areas of action as well as constraints and challenges to be addressed in the short and medium terms.



Participants at the ICGLR NCMs Capacity Building Workshop with the Guest of Honor, Hon. H. Kalaba, Zambian Minister of Foreign Affairs, Lusaka, 13th October 2014

The success of both the NCMs and the Conference Secretariat which are coordinating the implementation of the Pact at national and regional level respectively will be guaranteed if the NCMs play their role effectively and efficiently.

Finally, I would like to let our esteemed readers that all contributions to capacity building issues are welcome and that the LMRC will facilitate expedite dissemination of those valued contributions to all stakeholders through this *Bulletin*.

Frank Okuthe, PhD
Executive Director

In this Issue:

Capacity Development for ICGLR National Coordination Mechanisms (NCMs): A condition for effective implementation of the ICGLR Pact and Protocols.

- 1. The National Coordination Mechanisms in ICGLR Framework;**
- 2. Mission and ToRs of NCMs;**
- 3. Results of the 2014 Capacity Building Workshop on Results Based Management;**
- 4. NCMs challenges in implementing the ICGLR Pact, Protocols and Programmes of Action;**
- 5. Recommendations for strengthening the NCMs.**



Capacity Development for ICGLR National Coordination Mechanisms (NCM): A condition for effective implementation of the ICGLR Pact and Protocols

The three day Capacity Building Workshop for the International Conference on the Great Lakes Region (ICGLR) National Coordination Mechanisms (NCMs) and Conference Secretariat Programme Officers organised by the Levy Mwanawasa Regional Centre for Democracy and Good Governance (LMRC) in Lusaka, Zambia, from 13th to 15th October 2014, with the support of ICGLR-GIZ Programme, concluded that capacity development of ICGLR NCMs is a prerequisite for effective and efficient implementation of the ICGLR Pact and Protocols.

Capacity development is here understood as “the process by which people, organisations and society as a whole unleash, strengthen, create, adapt and maintain capacity over time”.¹ It requires acquiring individual skills, institutional capacities and social capital as well as developing opportunities to put these skills and networks to productive use in transforming society. Hence the Lusaka capacity building workshop for ICGLR-NCMs and Conference Secretariat Programme Officers accorded participants an opportunity to skills that would help them effectively implement ICGLR Pact and Protocols. The types of capacity developed included:

- Technical skills (results based management);
- Budget (resources);
- Coordination capacity;
- Information management, sharing and dissemination.

1. The NCMs in ICGLR Framework

The NCMs within the ICGLR Framework, is one of the monitoring mechanisms set up under the *Pact on Security, Stability and Development in the Great Lakes Region* signed on 15 December 2006 by the Heads of State and Government of the Member States of the ICGLR. In paragraph 1 of Article 27 of the Pact, the role of the NCM is stated as follows: “to facilitate the implementation of the Pact in the Member Countries”².

2. The Mission and ToRs of the NCMs

The 2014 ICGLR Luanda Summit reaffirmed that the “National Coordination Mechanism is a coordination, facilitation and supervisory organ of the ICGLR process at national level. It is headed by a National Coordinator with a rank of Ambassador, or as a Special Envoy in his country in the Great Lakes Region”³. This resolution was based on the

Pact as well as on the recommendations of a needs assessments conducted by the Conference Secretariat in all Member States. In view of this mission, the Summit adopted the Terms of Reference (ToRs) for the NCMs.

ToRs for the NCM adopted by 2014 ICGLR Summit

1.	Ensuring the follow up on the implementation of the decisions of the Summit and the Regional Inter-Ministerial Committee (RIMC) at the national level and reporting on it;
2.	Ensuring the follow up on the implementation of the ICGLR Pact and execution of the Programmes of Action, Projects and Protocols at the national level;
3.	Ensure the full establishment and the management of the Office of the National Coordination Mechanism with qualified staff linked to follow up of the implementation of the Pact and related to the structures at Regional Level for easy coordination with the Conference Secretariat;
4.	Organizing and co-presiding over the meetings of the National Committees (NCs) and other structures and forums at the national level;
5.	Coordinating and cooperating with the partners and collaborative institutions at the national level;
6.	Receiving and considering reports of National Focal Point, Committees and Forums and coordinating their activities;
7.	Attend to regional meetings of the ICGLR and in particular those preceding the RIMC ⁴ and the Summit;
8.	Mobilizing funds and other resources from Government and partners at national level to ensure that the Pact and its related protocols is implemented;
9.	Prepare strategic plans, work and operational plans; with budgets to implement the Pact and coordinate the preparation and implementation of work plans by related national structures;
10.	Ensure that other ICGLR structures, Forums and committees such as women, youth, civil society, genocide prevention, natural resources and parliament have national chapters;
11.	Participate in recruiting national staff at the NCM and at the Conference Secretariat;
12.	Produce and share progress reports on the implementation of the Pact within the country.

¹The African Capacity Building Foundation, (ACBF) *Africa Capacity Report 2014: Capacity Imperative for Regional Integration in Africa*, Harare, Zimbabwe, 2014. p.50.

²ICGLR, *Pact on Security, Stability and Development in the Great Lakes Region*, 14-15 December 2006, Article 27, §1.

³ICGLR, *Terms of Reference of the ICGLR National Coordination Mechanism adopted by the Luanda Summit*, 15 January 2014.

⁴ Regional Inter-Ministerial Committee Meeting (RIMC).



3. Results of the 2014 Capacity Building Workshop on Results Based Management

The Capacity Building Workshop for the ICGLR NCMs and Programme Officers organized in Lusaka from 13th to 15th October 2014 allowed participants to deepen the results-based management approach and apply it in planning for implementation of the Pact at the national level. In addition, the discussion on the key role of the NCM enabled them to identify priority areas of action as well as constraints and challenges to be addressed in the short and medium terms. From that standpoint, the workshop achieved its expected results that included, for each NCM for 2015, two key goals and one result to be achieved as well as determining three key actions to be carried out to achieve the targeted result.



Opening speech by Guest of Honor, Hon. H. Kalaba, Zambian Minister of Foreign Affairs, Lusaka, 13th October 2014.

In addition, the workshop facilitated the development of three plans of action addressing the role of NCMs for implementing three ICGLR priority programmes.

B. The Role of NCMs in the Implementation of Kampala Declaration on Sexual and Gender Based Violence (SGBV)

What is Expected of MS ⁵	Results to be achieved by NCMs	Actions to be carried out
Establish special Courts and/or special sessions on SGV in Member States	Plan of action with all SGBV stakeholders	Obtain a qualified resource from Ministry of Gender of partner; Gather information on SGBV within Member States; Organise a meeting or workshop; Develop plan of Action; Send a letter to the Chief Justice.
	Administrative order from the Chief Justice	Request for an administrative order to lower courts to start specialising in SGBV
	Support to the Kampala Centre: 1.Trainers 2.Training materials	Send the trainers to the ICGLR Regional Training Facility in Kampala Collect relevant materials needed and send them to ICGLR Regional Training Facility in Kampala

A. The Role of NCMs in the implementation of the RINR

What is expected of Member States	Implementation of the 6 tools
Results to be achieved	Actions to be carried out by NCMs
Awareness raised	<ul style="list-style-type: none"> Meetings with Stakeholders
Representatives nominated to key Committees in RINR	<ul style="list-style-type: none"> Communicating to relevant Ministers & Stakeholders Follow-up
Committee on Natural Resources set up	<ul style="list-style-type: none"> Facilitate the set up Organise a meeting with the stakeholders
Provision of National Response on Self Financing Mechanisms draft report	<ul style="list-style-type: none"> Follow up on the draft report established;

⁵ MS: Member States

C. The Role of NCMs in the implementation of Peace, Security and Cooperation Framework for the DRC and the Region

What is Expected of Member States	Results to be achieved by NCMs	Actions to be carried out
Domestication of priority Protocols.	Plan and follow up mechanism with focal point from Ministry of Justice	<ul style="list-style-type: none"> • Planning session with focal points; • Hold regular meetings & reporting.
Mobilising resources for ICGLR Peace and Security Programme	Budget allocation for ICGLR assessed contribution	<ul style="list-style-type: none"> • NCMs to improve their understanding of national budgetary process • NCMs to submit budget with supporting documents.
Strengthen/revive bilateral commissions on security	Strong bilateral Commissions on security	<ul style="list-style-type: none"> • NCMs to advocate with relevant decision-makers namely Ministries; • Parliaments, etc.

4. NCMs challenges in implementing the ICGLR Pact, Protocols and Programmes of Action

The Capacity Building Workshop for NCM and Programme Officers brought to light some challenges that NCMs encountered in implementing the Pact, Protocols and Programmes of Action in the region. Some of the challenges include the following:

- Low level of information sharing among NCMs;
- Low level of capacity for planning, monitoring and advocacy of the NCM in terms of mobilisation of other Government institutions;
- Lack of harmonisation of structures of National Coordination Mechanism among ICGLR Member States;
- Lack of adequate human and financial resources to facilitate the effective implementation of NCM programmes and projects related to the Pact and Protocols.

In view of the results and the challenges identified, the workshop made eight recommendations for strengthening the capacity of the NCMs.

5. Recommendations for strengthening the NCMs

The Capacity Building Workshop facilitated by the Levy Mwanawasa Regional Centre for Democracy and Good Governance (LMRC) for NCMs on results based management in implementing the ICGLR Pact and Protocols was a first step to strengthening the capacity of NCMs. This step is hoped to lead towards improving key areas of collaboration between the NCMs and the Conference Secretariat (CS) so that with improved and strong capacities, the two organs can both become more efficient in delivering on their mission and objectives. In light of that, the following recommendations were made:

1. Strengthen the capacity for planning, monitoring and advocacy of the NCMs through mobilising other Government institutions;
2. Harmonise structures of the NCMs among ICGLR Member States;
3. Increase human and financial resources in order to facilitate the effective implementation of NCMs programmes and projects related to the Pact;
4. Strengthen the capacity of NCMs in Results-Based Management as well as projects development;
5. Harmonise planning process among all ICGLR Organs;
6. Improve information sharing among the NCMs, Conference Secretariat, Lusaka Regional Centre for Democracy and Good Governance and Kampala Training Facility;
7. Set up monitoring and follow up mechanism for implementation of the plans of action developed in priority programmes;
8. NCMs to participate in events prepared for them to ensure effective coordination and synergy.

For more Information contact

Pamphile Sebahara
 Head of Research, Training and Documentation
 Tel: +260 211 237 320/23
 Email: pamphile.sebahara@icglr.org

Contact address:

ICGLR Levy Mwanawasa Regional Centre for Democracy and Good Governance
 4th and 5th Floor, Mukuba Pension House,
 Dedan Kimathi Road,
 P.O Box 35546,
 Lusaka, Zambia.
 Tel: +260211237320 /23
 Email: ed-lrc@icglr.org
 Website: www.icglr-lmrc.org/www.icglr.org

