



Hub & Spokes: Phase II Design Workshop

Zambia
COMESA Secretariat Offices, Lusaka
14 - 15 December 2009



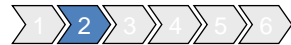
Welcome and Opening Remarks

The Commonwealth Secretariat
COMESA Secretariat



Outline

- Section I: Opening Remarks
- Section II: Workshop Overview, Roles & Expectations
- Section III: The Road to Your Workshop
- Section IV: Needs & Gap Analysis: Highlights
- Section V: Hub & Spokes II: Design Considerations
- Section VI: Recommendations & Next Steps



Workshop Overview

- Workshop Structure & Approach
- Roles & Expectations
- Review:
 - Hub & Spokes to date
 - Selected Findings – Needs/gap analysis
 - H&S II Design Considerations
- Workgroup discussions (morning & afternoon)
- Workgroup presentations
- Group discussion
- Summary



Thank You for Your Help!

We are inviting your energetic and engaged participation in the design of Phase II to YOUR Hub & Spokes Program – widely acknowledged as a success by all supporters and stakeholders.

This workshop is the next step in a process, and your opportunity to influence the nature of Hub & Spokes Phase II



Roles & Expectations

What are your expectations relative to this workshop?

What expectations do you have relative to the design of Hub & Spokes Phase II?



Roles & Expectations

We are asking of you:

- Share your experiences in H&S Phase I
- Provide input to the design of H&S Phase II
- Be engaged, candid, creative and challenging

Your Activities:

- Participation in plenary sessions
- Workgroup discussions (morning & afternoon)
- Workgroup presentations to all participants
- Summary discussions in plenary sessions
- Consensus on major directions

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Roles & Expectations

*This and other similar Regional Workshops
will generate specific recommendations*

*These recommendations will influence the
development of the H&S II Design
Document*

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The Road to Your Workshop

How did we get here?



Hub & Spokes Phase I – active since 2004

Broad consensus that the Program has added significant value

Several interim assessments and reviews of H&S I: More Needs to be Done

Comprehensive document research conducted by the Ticon team since September 2009

100+ interviews & consultations conducted in 15+ markets

Regional workshops are **CRITICAL** to the success of the H&S II Design effort...



How Did We Get Here?

- Hub & Spokes original objective was and remains:

'Building the capacity of ACP countries in trade policy formulation, negotiations and implementation.'

- Hub & Spokes I ends December 2010
- ACP countries' trade ministries'/departments' ongoing need for support on trade policy matters
- Broad support for a Phase II programme from key stakeholders

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Hub & Spokes II Development

- late September/October – document review; needs/gap analysis
 - Progress on first two components of trade policy process (formulation & negotiation)
 - Less progress on implementation & exploitation of opportunities
- November – interviews to validate desk research
 - 15 countries, 100+ interviews with trade & related ministries, private sector, academia and civil society
 - Draft concept for Phase II
- November/December – 5 stakeholder workshops, over 125 invited participants to discuss draft concept
- December/January – development of Phase II
- First draft to ComSec – mid-January 2010
- Completed end January 2010

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Needs and Gap Analysis

Selected Highlights

A Few Things we Heard...



PLEASE don't take away our (R)TPAs!

We need clear mandates and reporting lines

We have begun to appreciate the need to better engage "non-state actors" in the process...

Yes, we would love to build capacity, but we are being distracted – by WORK!

Show me the MONEY!!

I wish these consultants would go away and let me do my work!

I'd love to learn more so I can better advise my Ministry...

We need more effective communications and exchanges of best practices



Selected Highlights

- No major surprises
- “hub” and “spokes” model works well
- Originally identified needs/gaps remain
 - Changed in scope and emphasis
- Trade policy formulation/negotiation generally satisfactory
 - Room for improvement remains
- Trade policy implementation in early stages

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Selected Highlights

- Fourth (arguably most important) trade policy element, market access, least addressed in H&S I
- Of greatest interest to private sector, but
- Often not aware of, and/or not capable of, exploiting market access opportunities
 - multiplicity of public and private sector agencies, programmes and services available

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Selected Highlights

- Trade-related ministries/departments often have limited policy capacity
- “Silo” mentality
- Policy input from stakeholders to trade ministries/departments ranges from very good (rare) to limited (frequent)
- Policy input lowest from private sector, academia and civil society – but has the most to gain or lose
- Most often reactive vs. pro-active

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Summary: Needs/Gaps

- Trade policy formulation and negotiation generally good, but attention still needed
- Trade policy implementation capacity more variable and needs additional attention
- Participation in policy input required from ALL stakeholders
- Market access (result of trade policy formulation, negotiation, implementation) needs the most attention

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Hub & Spokes Phase II

Design Considerations



H&S II: Global Objectives

Global Objective 1: institutional capacity building – ALL stakeholders

Global Objective 2: Facilitating market access

Global Objective 3: Engagement of ALL stakeholders

Programme parameters:

- **demand-driven**
- capacity building **across the trade policy spectrum**.
- promote **closer regional integration** across the ACP.
- target **specific and measurable** capacity needs.
- **greater self-sufficiency** in ACP trade policy development



H&S II: Guiding Principles

- Public Private Partnership (PPP)
- Tailored to needs of individual organizations
- Success tracked against agreed metrics
- Private sector, academia and civil society engagement in policy process
- Focus on facilitating access to market opportunities
- Emphasis on cross-programme communication, learning and best practices

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H&S II: Design: Workshop Topics

- 1. “Hub and Spokes” model continues but is enhanced**
 - Three main target audiences
 - Role of hubs and spokes (RTPAs/TPAs)
 - Management of Hub & Spokes II
- 2. Capacity building (education & training)**
 - A formal programme/process
 - Focus → organizational capacity building
 - Build on proven, existing programmes
 - Customized to each target audience
- 3. Private sector engagement & market access**
 - Private sector, academia and civil society key stakeholders in policy development
 - Information and opportunity identification and facilitation

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Topic 1 – “H&S” Model

“Hub & Spokes” model continues but expanded to three (3) broad target audiences:

1. Trade ministries/departments (current focus)
2. “Trade-related” ministries/departments, e.g. customs, sector ministries, business and commerce ministries, others as necessary
3. Private sector, academia and civil society

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Topic 1: For Discussion

Target audiences

- Should there be more than one target audience?
- If yes, how many? If not, why not?
- An expanded H&S will be substantially more expensive than H&S I – who should fund such a programme – ComSec, RIOs, other donors, recipients themselves?

Management of H&S II

- Who should manage H&S II – ComSec, RIOs, joint management, other?
- When/how is management transferred locally/regionally?
- H&S II will have a time limit? What should it be?
- Can H&S II be made financially self-sustaining? How? When?

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Topic 1: For Discussion

Role of hubs and spokes

- What should be the role of hubs? Spokes?
- Should spokes be “embedded” in a ministry or act more as advisors? Other?
- What should be the contract length for a hub? For a spoke?
- Should a hub or a spoke serve only one term in a recipient organization?

Role of hubs and spokes

- Should the recipient organization pay some of the costs of a second term of a hub or a spoke?
- How much? What kind of costs covered?
- What kind of experience and qualifications should a hub/spoke have?
- How can the needs of countries without a spoke be addressed?

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Topic 2 – Capacity Building (E&T)

- Guiding principle: focus is organizational capacity building
 - capacity building of individuals results from improved organizational capacity NOT organizational capacity results from capacity building of individuals
- Capacity building may include:
 - counseling, mentoring
 - formal academic courses, short courses and workshops
 - internships, exchanges
 - other
- Tailored to an organization’s needs

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Topic 2 – Capacity Building (E&T)

- Available to all target audiences, but varies depending on target audience
- Build on already available, successful programmes
- Separate development and management from delivery
- Delivery by existing education and training institutions
- May be by public or private sector organizations

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Topic 2: For Discussion

- | | |
|---|---|
| <ul style="list-style-type: none"> • What should be ComSec's role in capacity building – limited to providing hubs & spokes or widened to include education and training? • If widened should it include programme design? Management? Delivery? Other? • What should be funded by H&S II and what should be fee-for-service? • What obligatory topics should be included in any education and training programme (public or private sector)? | <ul style="list-style-type: none"> • What other capacity building activities could be part of the programme, e.g. exchanges, internships, mentoring, etc. • What organization(s) is/ are best placed to deliver the total programme? • What should be the balance between: <ul style="list-style-type: none"> • Personal interaction, e.g. courses, workshops, mentoring, vs. • "e-learning", i.e. online delivery of programmes and material • How can this learning be transferred to the rest of the organization? |
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Topic 3 – Market Access



- Market access remains an issue despite plethora of public and private sector programmes/services available
- Continue capacity building for exporters (Topic 2)
- Adopt/adapt existing, successful information and market access models
 - BICs (business information centres)
 - import promotion offices, e.g. TFO Canada
- **NOTE:** major issues of enabling legal/regulatory/administrative environment and export financing are beyond the scope of this workshop.

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Topic 3: For Discussion



- | | |
|---|--|
| <ul style="list-style-type: none"> • Should there be an export promotion and/or investment promotion agency? • Should it be public sector, private sector or joint public/private sector? • How broad should its mandate be – from supply side through to demand side, or only certain components? | <ul style="list-style-type: none"> • What kind of management structure should there be? • What activities should it undertake – information? Financing? Consulting? Marketing? Other? • Free or fee-for-service? • What role should H&S II play – facilitator? Info provider? Funder? Other? |
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Summary & Next Steps

After this Workshop?



Workshop Recommendations

Hub & Spokes Model


- 1.
- 2.
- 3.

Capacity Building: Training & Education

- 1.
- 2.
- 3.

Market Access


- 1.
- 2.
- 3.



Workshop Recommendations

Hub & Spokes Phase II Design

- 1.
- 2.
- 3.
- 4.
- 5.



Next Steps

- Compilation and analysis of results of document research, interviews and workshops – end of December
- Draft Design of Phase II to ComSec by mid-January
- Final version first week of February

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THANK YOU!

Additional Comments, Questions?
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