

**UPDATING THE TERMS OF REFERENCE OF THE RMC  
IN LIGHT OF THE RECOMMENDATIONS OF THE  
EVALUATION REPORT**

**AGENDA ITEM 5**

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1. ECA and UNDP were assigned the responsibility to propose an updated terms of reference of the RMC. This has been done, and the result is given in Annex 1 as draft revised TOR of the RMC which shall be submitted to the CAMTC through the IACC.
2. In carrying out the assignment ECA and UNDP first reviewed the original mandate and terms of reference of the RMC, taking into consideration the decision of the 9<sup>th</sup> Conference of African Ministers of Transport and Communication and the findings and recommendations of the mid-term evaluation of UNTACDA II.
3. It is therefore necessary for the RMC itself to fully agree that the TOR adequately and accurately reflect what it is required to and can actually perform in furthering the implementation of the UNTACDA II.
4. Reproduced below, are the original terms of reference of the RMC to which the revision is being proposed. (See DOC/UNTACDA/MIN/04/Rev.3.)

**Resource Mobilization Committee (RMC)**

5. A Resource Mobilization Committee has been established and consists of ADB, OAU, UNDP, EEC, ACP, BADEA, the World Bank and ECA. ECA shall also provide secretariat services.
6. The Resource Mobilization Committee is, above all, charged with the effective marketing of the Decade programme. To this end, it will strive to establish methods for effective mobilization of resources for the programme, in particular to periodically review the Decade programme with subregional organizations to ascertain its financial viability. Therefore, its activities, during the preparatory period, 1989-1990, were:
  - A. (i) to advise the lead agency and the Inter-Agency Co-ordinating Committee on the guidelines for preparing the programme of each agency or group of agencies, on the follow-up of the preparatory activities and on the co-ordination and harmonization of their programmes;
  - (ii) to search for financial and technical resources for assisting agencies or group of agencies with the preparation of their Decade programmes;

- (iii) to sensitize member States to the need to give the highest priority to projects geared towards achieving the key objectives of the Decade and to include the projects in their national priority programmes.

**B. During the Decade, the work of the Resource Mobilization Committee will be:**

- (i) to recommend to the IACC projects which should be accorded higher priority in view of the prevailing macro-economic environment in Africa and the resultant financial constraints as well as the development needs of the sector;
- (ii) to actively promote the programme and priority projects within and outside Africa by, *inter alia*, disseminating information on the Decade projects among the various financing institutions;
- (iii) to mobilize financing for national projects by organizing donor conferences and by motivating and raising awareness of major financial institutions and agencies of the need to finance these projects. This it should do through workshops, seminars and round-tables;
- (iv) to continue to sensitize member States to accord priority to the Decade programme and projects geared towards developing rural areas, and also to assist member States in preparing national projects aimed at achieving the above-mentioned goals and the overall objectives of the Decade;
- (v) to search for financing for implementing economically viable regional projects (involving two or more member States);
- (vi) to search for financing for implementing the priority projects and activities of the various agencies and subregional economic and regional specialized organizations with the aim of achieving the Decade objectives;
- (vii) to undertake regular reviews of resource mobilization efforts and to submit its reports and recommendations to the Conference of Ministers through the IACC;
- (viii) to prepare annual reports on the impact of the financial and macro-economic conditions on the development of the transport and communications sectors in Africa and to submit such reports to the IACC for consideration and distribution to member States;

7. From the above, it is evident that the revision of the TOR of the RMC must take into account the following: (i) membership of the RMC; (ii) mandate of the RMC; (iii) functions of the RMC; and (iv) recommendations of the mid-term evaluation on the RMC. These are briefly elaborated below:

#### **Membership of the RMC**

8. Of the eight organizations that are members of the RMC, the EEC (EU) and BADEA have never participated in the activities of the Committee and since the eleventh meeting of the RMC in Feb. 1992 the World Bank has ceased to participate in activities of the RMC and has recently advised ECA that it would no longer actively participate in the RMC.

9. In view of the above, it would be advisable to review the membership of the Committee to ensure that only active members or organizations that have clearly demonstrated interest in the work of the RMC remain as members. The Conference of African Ministers of transport and communications would be apprised of and requested to make a definitive decision on membership of the RMC.

#### **Mandate of the RMC**

10. The mandate of the RMC is "above all the effective marketing of the Decade programme. To this end, it will strive to establish methods for effective mobilization of resources for the programme, in particular to periodically review the Decade programme with subregional organizations to ascertain its financial viability".

11. It can be argued that the operative aspects of the mandate are (i) effective marketing of the programme; i.e. promotion and publicity; (ii) striving to establish strategies for effective mobilization of resources; and (iii) periodic review with subregional organizations of the financial viability of programme.

12. The emphasis is clear - promotion of Decade, establishment of effective resources mobilization strategies and collaboration with subregional organizations.

13. It will be recalled that during the 9<sup>th</sup> CAMTC in March, 1993, the issue of actual mobilization of resources by the RMC was resolved when it was pointed out that the RMC was only a committee and not a financial institution, that the representatives of financial institutions members of the RMC could not automatically commit their organizations and that the search for funds and the conditions of obtaining and granting such funds and loans were the exclusive prerogatives of the borrower and lender and that the RMC could never replace one or the other, but could facilitate, where and when so requested by the beneficiaries.

**Functions of the RMC**

14. The functions of the RMC were divided into two phases viz: preparatory and implementation.

15. The three activities of the preparatory phase were successfully carried out mainly because the financial resources by UNDP for preparing and launching UNTACDA II were effectively utilized to assist agencies, organizations and working groups.

16. During the implementation phase of the programme, the TOR requires the RMC to be engaged in some eight activities as indicated above. A review of these activities (see para.10(B)) tends to indicate that they all fall within the mandate of the RMC and do not conflict with member States sovereignty or the policies of lending and donor organizations (i) to recommend to the IACC projects which should be accorded high priority; (ii) to actively promote programme/projects within and outside Africa; (iv) to continue to sensitize member States to accord priority to Decade programme/projects; (vii) to undertake regular reviews of resource mobilization efforts and report to the ministers through the IACC and (viii) to prepare annual reports on the impact of the financial and macro-economic conditions on the development of transport and communications in Africa.

17. With regard to the activities whereby the RMC is required to: mobilize financing for national projects by organizing donor conferences.....; to search for financing for implementing economically viable regional projects and to search for financing for implementing the priority projects and activities of the various agencies and subregional specialized organizations - these activities clearly go beyond the central mandate of the RMC which requires it to "strive to establish strategies for effective mobilization of resources". They imply the actual mobilization of resources for the implementation of projects belonging to individual member countries, group of countries, agencies and subregional organizations apparently at the initiative and without the consent and/or active involvement of these beneficiaries.

18. It will however be recalled that during the last Conference of African Ministers of Transport and Communications, these issues were discussed at length and it was agreed that the RMC could only collaborate with and assist member states and organizations/agencies strictly on the basis of a request and that it could not substitute or act directly and independently on behalf of the beneficiaries of the projects.

19. In light of the above and taking into consideration the recommendations of the mid-term evaluation i.e. that the future activities of the RMC should strictly focus on assisting countries (agencies, organizations, etc) in searching, arranging and securing funds for implementation of their projects and that the RMC should refrain from technical related activities such as project preparation and studies, it is proposed that items B(iii), B(v) and B(vi) of para 10 above, dealing with mobilization of financing be modified to clearly indicate that the RMC will collaborate and assist the beneficiaries on request in their search for financing for their projects.

**DRAFT REVISED TORs OF THE RESOURCE MOBILIZATION COMMITTEE (RMC)**

1. A Resource Mobilization Committee has been established and consists of ADB, OAU, UNDP, (EEC), ACP, (BADEA), (the World Bank), ECA and chairmen of all the subregional and subsectoral working groups. ECA shall also provide secretariat services to the Committee.<sup>1</sup>

2. The Resource Mobilization Committee is, above all, charged with the effective marketing of the Decade programme. To this end, it will strive to establish strategies for effective mobilization of resources for the programme, in particular to periodically review the Decade programme with subregional organization to ascertain its financial viability.

3. During the preparatory phase of the UNTACDA II programme, the Resource Mobilization Committee among other things was:

- (i) to advise the lead agency and the Inter-agency Co-ordinating Committee on the guidelines for preparing the programme of each agency or group of agencies, on the follow-up of the preparatory activities and on the co-ordination and harmonization of their programmes;
- (ii) to advise on how to search for financial and technical resources for assisting agencies or group of agencies with the preparation of their Decade programmes; and
- (iii) to sensitize member States on the need to give the highest priority to projects geared toward achieving the key objectives of the Decade and to include the projects in their national priority programmes.

4. During the implementation phase of the Decade, the work of the Resource Mobilization Committee will be:

- (i) to advise the IACC of the prevailing macro-economic environment in Africa and the resultant financial constraints as well as the development needs of the sector;
- (ii) to vet the financial viability of subregional and regional projects being proposed for the programme;

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<sup>1</sup> The RMC should recommend to the Ministers through the IACC whether or not members who have never participated in the work of the Committee or who have consistently abstained from meetings of the RMC for the past two years should continue to remain as members.

- (iii) to actively promote the Decade programme and priority projects within and outside Africa by, *inter alia*, disseminating information on the Decade programme and projects to the various financing and donor institutions;
- (iv) to advise member States, IGOs and NGOs of potential sources from which they could possibly mobilize funds for their UNTACDA II projects, subject to the interest of the funding organizations.
- (v) to collaborate with and assist member States on request in organizing round-tables, group consultative meetings and donor conferences for the purpose of mobilizing resources for their transport and communication sector programmes;
- (vi) to collaborate with and assist the various beneficiary agencies, regional and subregional organizations, on request, in the search for financing for the implementation of economically viable UNTACDA II regional and subregional programmes and projects;
- (vii) to undertake regular reviews of resource mobilization efforts and to submit its reports and recommendations to the Conference of African Ministers of Transport and Communications through the IACC.