

**REPORT OF THE 16TH MEETING OF THE  
RESOURCE MOBILIZATION COMMITTEE (RMC)  
UNTACDA II**

**Addis Ababa, Ethiopia**

**8 - 11 March 1995**

**A. INTRODUCTION**

1. The 16th meeting of the Resource Mobilization Committee (RMC) of UNTACDA II was held from 8 to 11 March, 1995 at the Headquarters of the United Nations Economic Commission for Africa (UNECA) in Addis Ababa, Ethiopia.
2. The following members took part in the meeting: African Development Bank (ADB), Economic Commission for Africa (ECA), United Nations Development Programme (UNDP), African, Caribbean and Pacific Group of States (ACP), the Organization of African Unity (OAU) and the World Bank. Two members namely, the Arab Bank for Economic Development in Africa (BADEA) and the European Union (EU) did not participate in the meeting.
3. In addition, the following organizations, chairmen of subregional and subsectoral working groups, also took part in the meeting: Universal Postal Union (UPU); Economic Community of Central African States (ECCAS) and ECA. The International Civil Aviation Organization (ICAO) participated as an observer.
4. The list of participants is attached as Annex to this report.

**B. OPENING OF MEETING**

5. The meeting was opened by Mr. Kaningbi Z. Nyaki on behalf of Mr. Kouassi Apetey, Chairman of RMC who was unable to participate in the opening session. In welcoming the participants, Mr. Nyaki emphasized that the fifteenth meeting of the Committee, which was held in November 1994, had made it possible to specify the role of the RMC in promoting and guiding the UNTACDA II programme and advising member States in their efforts to mobilize resources for their UNTACDA II projects.
6. The new definition of the role of the RMC together with the recommendations provided a fresh start for the Committee to lay clear, solid, objective and pragmatic framework for conducting its activities during the next five years before the year 2000. In conclusion, he expressed the hope that, the next evaluation of the programme, which is scheduled in 1997 would be conducted in such a way that all member institutions of RMC, rather than one single institution, will collectively account for the RMC's achievements or failures. In this regard, cooperation among the members of the Committee is essential.
7. In his brief remarks following the Chairman's statement, Mr. M. Bongoy, Chief of Transport, Communications and Tourism Division of ECA, emphasized that the 16th meeting of the RMC was very important in view of the fact that its work would directly contribute to the decisions of the 10th Conference of African Ministers of Transport and Communications on the future direction of UNTACDA II. He appreciated Mr. Nyaki's statement and suggestion about the work of the Committee.

**C. ACCOUNT OF PROCEEDINGS**

**Adoption of Agenda and Programme of Work (agenda item 2)**

8. The following agenda was adopted by the meeting:

1. Opening of meeting.
2. Adoption of agenda and programme of work.
3. Reports of activities carried out by members of the RMC since the last meeting.
4. Report of the mid-term evaluation of UNTACDA II
5. Consideration of the revised TORs of the RMC.
6. Strategy for resource mobilization
7. Revised criteria for selection of projects
8. Work programme of the RMC.
9. Any other business
10. Closure and adoption of the report.

9. The meeting adopted the following programme of work:

Mornings: 9:00 hrs to 13:00 hrs  
Afternoons: 15:00 hrs to 18:00 hrs

**Reports of activities carried out by members of the RMC since the last meeting (agenda item 3)**

10. Members of the RMC and leaders of subregional and subsectoral working groups presented reports on the activities they had carried out since the last meeting of the RMC in November, 1994. The following is a summary of the reports of the members who participated in the meeting.

(i) **The Economic Commission for Africa (ECA)**

11. ECA reported that during the 15th meeting of the RMC in mid-November 1994, it was assigned two short-term tasks to be carried out, namely, finalization of the mid-term evaluation report of UNTACDA II and up-dating the terms of reference of the RMC (jointly with UNDP). In this regard, it introduced document TRANS/RMC/95-03 which contained a report on its activities.

12. Regarding the mid-term evaluation of UNTACDA II, the report (document TRANSCOM/951/Rev.1) had been finalized and copies sent to all African member States as well as members of IACC and RMC. Furthermore, in conjunction with the finalization of the report of the mid-term evaluation, ECA had also updated the report on the status of implementation of the UNTACDA II projects (document TRANSCOM/943/Rev.1). It contained information on 456 projects which ECA had been able to monitor to date.

13. As concerns the terms of reference of the RMC, the original mandate of the committee was critically reviewed, taking into account the experience over the past period as well as the recommendations from the evaluation report. Copies of the draft TOR had been sent to all members of the Committee for comments and review and will be critically examined under the appropriate agenda item of this meeting.

14. Regarding other activities carried out by ECA since November 1994, the meeting was informed that ECA had participated in the following: SATCC programme review meeting, joint SSATP steering committee meeting; UNTACDA II Urban Transport Working Group meeting, in Brussels; and SSATP evaluation review meeting in Paris.

(ii) **The African Development Bank (ADB)**

15. The ADB representative reported that it had successfully carried out its assignments from the 15th meeting of the RMC, namely, preparation of a document on strategies for resource mobilization (in collaboration with UNDP); preparation of a directory of financing institutions (in collaboration with UNDP); and revision of the criteria for the selection of projects for UNTACDA II.

16. The Bank took these assignments very seriously and held a total of five inter-departmental meetings during which the other Bank departments were fully sensitized and coopted into involvement in the UNTACDA II activities. That was a success in view of the fact that all the ADB documents for this meeting have benefited from the contributions of several departments unlike in the past when the UNTACDA II activities were handled by a consultant and confined to one department. These activities have now been fully internalized and a regular staff member has been assigned to the Decade activities and several Bank departments were now actively involved in the programme.

(iii) **The Organization of African Unity (OAU)**

17. The representative of the OAU informed the meeting that the activities of OAU had been constrained by lack of adequate financial resources. Nonetheless, within its modest means, OAU had participated in the Conference of African Ministers of Maritime Transport which reviewed the implementation of the Yamoussoukro Declaration. In addition, they had undertaken the preparation of draft terms of reference for the study on the establishment of a mechanism for the purchase of aircraft and associated equipment. OAU had also finalized the African Charter on Maritime Transport and Standard Format as Framework for the Drafting of Revised and Harmonized Maritime Transport Legislations and Regulations in African member States.

(iv) **United Nations Development Programme (UNDP)**

18. The UNDP representative informed the meeting that during the 15th RMC meeting they had been assigned, jointly with ECA, to revise the terms of reference of the RMC. This had been successfully carried out as already reported by ECA.

19. Another activity concerned the donors' profiles which they had been requested to jointly prepare with ADB. UNDP had sent information to ADB but was unaware if that information had been incorporated in the ADB report on donors profiles.

20. Concerning the report on the strategy for resource mobilization, UNDP indicated that they were of the impression that it was a long-term activity and therefore UNDP had not contributed to the report prepared by ADB on this item. In this regard, UNDP expressed the view, that it was a major activity which required brain-storming by all the RMC members prior to making concrete proposals to the next meetings of RMC and IACC.

21. With specific reference to the last issue, the meeting acknowledged the need for brain-storming, and the formulation of effective strategies, as well as, the imperative to take into account the needs of member States. Further discussion on the strategy for mobilization of resources were deferred to agenda item 6 dealing with the subject.

(v) **The African, Caribbean and Pacific Group of States (ACP).**

22. The ACP representative informed the meeting that, under the mid-term review of the implementation of the Lome IV Convention, the transport sector and more specifically, the maritime transport sector, had been intensively discussed and agreement reached with the European Union on amendments to be made to the current text on maritime transport. With the impending conclusion of the ACP-European Union negotiations on the second protocol to Lome IV, the ACP Secretariat planned to organize a series of

seminars in every ACP region with a view to familiarizing national coordinators and ACP officials involved in the implementation of national and regional projects funded by the European Union with the procedure for implementing the Lome IV Convention.

23. He further informed the meeting that the ACP-European Union joint Assembly had mandated its Rapporteur to report to the September 1995 session on infrastructural facilities in ACP member States. That report was to broadly take into account the objectives of the United Nations Transport and Communications Decade in Africa.

**(vi) Universal Postal Union (UPU)**

24. The representative of UPU informed the meeting that in 1992 at UPU Headquarters in Berne, Switzerland, the Working Group on Postal Services had drawn up its work programme and distributed responsibilities among its members. A follow-up meeting is scheduled for 1995.

25. Concerning the activities of the working group, it was managing five regional and subregional projects, namely: the improvement of mail security; study on the establishment of regional and subregional transit centres; the establishment of Modular Training System in national and multinational schools; study on the establishment of a subregional postal material manufacturing industry and the establishment of autonomous postal enterprises. Only one project concerning the establishment of regional and subregional transit centres had made some progress. The study identified four centres in Africa: Abidjan, Cairo, Addis Ababa and Harare. The countries concerned have considered the projects as their own and some of them have started implementing them. In certain cases, UPU participated in looking for financing for the projects. However, funding expected from the RMC was never received for any of the five projects.

26. He further stressed that UPU, in implementing its technical assistance programme for Africa, has always taken into consideration the provisions of the Treaty Establishing the African Economic Community and its protocol on transport and communications. In its strategies for 1996-2000 adopted by the 1994 UPU Congress in Seoul, called "Seoul Postal Strategy", account was taken of the thematic areas recognised under the Treaty and the five regional projects retained under UNTACDA II programme.

**(vii) Economic Community of Central African States (ECCAS)**

27. The representative of ECCAS, lead agency for the Subregional Working Group for Central Africa region, introduced the report on the work of the Group which had many difficulties securing information on the status of UNTACDA II programme implementation from member States.

28. He lamented the fact that African initiatives were poorly received and implemented in the field because of the fact that African States constituted the preserve of particular spheres of influence. This was partly reflected in the reluctance of member States to provide to ECCAS information on the UNTACDA II projects approved in 1991.

29. He commended Gabon and Rwanda which had been the only two countries, out of the 10 ECCAS member States, to have provided information. The projects completed or being implemented in Gabon were described in the report of the subregional working group and accounted for approximately 40 per cent of the projects submitted by that country under the Decade programme. With regard to Rwanda, the ongoing projects (RRT1-37-06; 07; 08; 09; 10) as well as projects MMP1-37-01 and 04, accounted for 39.72 per cent of the volume submitted under the Decade programme.

30. He concluded by referring to the recommendations made in paragraph 30 of the report of the Working Group.

#### **Report of the mid-term evaluation of UNTACDA II (Agenda item 4)**

31. The ECA Secretariat presented document TRANSCOM/951/Rev.1: UNTACDA II First Mid-Term Evaluation. In summary, the Secretariat drew the attention of the meeting to Chapter VI of the report, which contains conclusions and recommendations from the evaluation, stressing that it reflects the results of the review of the documents by the RMC at its 15th meeting and by the IACC at its 19th meeting, both of which had reviewed the draft report in Abidjan in November 1994. The meeting was therefore called upon to verify if all the contributions from the Abidjan meetings had been accurately reflected in the document under consideration.

32. The Chairman subsequently directed that opportunities be given to members to briefly make any general comments on the document, to be followed by detailed discussions on Chapter VI. The following are the results of the discussion.

#### **(a) General:**

33. It was observed by some members that the evaluation report was not sufficiently comprehensive, in that it should have addressed the future of UNTACDA II along the three fundamental alternatives: scrap the programme; continue as in the past; or modify the approach. After discussions it was agreed that the evaluation recommended that the approach be modified, but that the proposals to this effect were not specific enough.

34. It was also pointed out that the report was rather brief and without an in-depth analysis of the role of member States in the Decade programme and the responsibilities of ECA vis-a-vis the member States.

35. UNDP expressed reservation on the evaluation process due to the fact that the UNDP Liaison Office with ECA had not been consulted by the evaluators. It was noted however that the evaluation report mentioned that UNDP Offices in Dakar, Abidjan and Libreville had been consulted during the evaluation missions to the countries.

36. Furthermore, UNDP expressed another reservation on the report in that it tended to apportion blame for the problems so far faced in the implementation of the programme on one agency only, namely UNDP. There was no analysis on the role of member States and no assessment of the attitude of African development partners, especially those institutions which are members of the RMC.

**(b) Specific**

37. Each of the recommendations was reviewed in detail and the following observations and/or improvements recommended.

**Recommendation 1:** After extensive discussions, this recommendation was endorsed.

**Recommendations 2-5:** No discussions.

**Recommendation 6:** The existence of a strategy for resource mobilization was questioned.

**Recommendation 7:** Discussion was linked to institutional mechanism.

**Recommendation 8:** This recommendation was subject of extensive discussions. The need for integration of UNTACDA II programme into National Priority Investment Programmes (NPIP) was stressed, together with the issue of ownership of the programme. In this regard, it was pointed out that the second Decade programme was launched at the request of African countries, which makes it the programme of African countries. Therefore, member States should be urged to take the responsibility for its success. This recommendation is consequently addressed to the member States to ensure that UNTACDA II forms part and parcel of their national development programmes.

**Recommendation 9:** The responsibilities of member States must be emphasized as regards relationship with RMC.

**Recommendation 10:** It must be emphasized that RMC cannot commit member institutions.

**Recommendation 11:** Reference should be made to the SSATP and its impact on UNTACDA II. The "Code of Conduct" which the donors formulated in Brussels, effectively confirmed SSATP as the organ for their intervention in African Transport Sector. Therefore, specific recommendations must be made regarding the relationship between UNTACDA II and SSATP in view of the fact that the issue of "active participation" of members of RMC is intrinsically tied to this issue. In this regard, it is to be recalled that on the one hand, previous attempts to harmonize SSATP and UNTACDA II have failed, and on the other, the World Bank, lead agency for SSATP, has effectively reduced its participation in UNTACDA II.

**Recommendation 12:** It was agreed that this recommendation should be more precise, drawing on the last part of the conclusion in paragraph 255. Thus, this recommendation should read as follows:

**Subregional Working Groups are to be entrusted with the assignment to draw up the regional action programmes and their role has thus to be supported by the Sub-Sectoral Working Groups. In this regard, every effort must be made by the member States to strengthen their subregional institutions by providing them with the necessary technical assistance in order to enable them to effectively participate in the Decade programme.**

**Recommendations 13 - 19:** No discussion

38. Finally, it was agreed that a new recommendation be formulated on the role of African Governments in the Decade programme, particularly regarding project identification, National Coordinating Committee and the RMC. The following is a draft recommendation to this effect.

**Recommendation 20:** Member States must show evidence that they have adopted UNTACDA II as their programme and should avoid parallelism of programmes and priorities with donors. In this regard, the Decade strategies must form the basis for developing projects to be included in their respective National Priority Investment Programmes. Consequently, no projects will be included in UNTACDA II programme if they are not in the NPPI.

39. It was decided that the views of RMC on the evaluation report would be forwarded to the IACC for information and formulation of appropriate action by the Experts meeting.

**Consideration of the revised Terms of Reference of the RMC**  
**(Agenda item 5)**

40. The representative of the ECA Secretariat presented a document on the revised TOR of the RMC (TRANS/RMC/95-05). He informed the meeting that the revision of the TOR was carried out as a joint assignment between ECA and UNDP in accordance with the assignment given to the two organisations during the fifteenth meeting of the RMC in November 1994. He outlined the original TOR the current membership, mandate, functions and highlighted the draft revised TOR of the RMC for consideration by the meeting.

41. The meeting discussed the composition of the RMC and stressed the fact that some members, notably EEC and BADEA, had not actively participated in the RMC meetings. The meeting was also informed that the World Bank had expressed its decision to withdraw from the membership of the RMC. The meeting decided to bring these cases to the attention of the Conference of African Ministers of Transport and Communications to make a decision on whether those RMC members which have consistently abstained from its meetings for the past two years should continue to remain members.

42. Regarding a concern raised about lack of effective participation of the leaders of Subregional Working Groups in the RMC due to unavailability of funds, the meeting resolved that because of the role which SRWG have to play in RMC meetings, those that can continue with their participation should be encouraged to do so.

43. The proposed draft terms of reference were subsequently reviewed in detail, item by item. The following amendments and clarifications were made:

(a) to combine para 4(iii) and 4(v) and resolved that promotional activities for UNTACDA II and obligations of the individual members of the RMC should be spelled out in the final TOR. It was also agreed that ADB being the Chairman of the RMC should promote activities of RMC in all those consultative meetings where it is a permanent member such as SPA, round tables and consultative meetings. Consequently, the combined paragraph will read as follows:

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. This could be done through the preparation, organization, and participation in round-tables, group consultative meetings and donor conferences for the purpose of mobilizing resources for

Africa's transport and communications sector programmes.

(b) paragraph 4(vi) to be amended as follows:

4(vi) to collaborate with and ~~advise~~ the various beneficiary agencies, regional and subregional organizations, on request, in **promoting** economically viable UNTACDA II regional and subregional programmes and projects.

44. The final proposed terms of reference are annexed to this report as Annex I.

**Strategy for resource mobilization (Agenda item 6)**

45. The representative of ADB introduced document TRANS/RMC/95-06 on strategies for resource mobilization for UNTACDA II projects. The document emphasized the need to articulate activities around the following four points:

- (i) elaboration of project profiles;
- (ii) promotion of projects to donors;
- (iii) follow-up of contacts with donors;
- (iv) organization of regional information exchange meetings, regular and training and sensitization meetings for resource mobilization.

46. The Committee recognized the appropriateness of the proposed strategies and made the following amendments:

(a) to complete paragraphs 1 and 2 to reflect the background of the Second Decade;

(b) to insert after the word "organ" in the first line of paragraph 3 the word "consultative";

(c) replace in para 6.4, the word "organization" with "participation in".

(d) to add to paragraph 10, meeting of the "ordonnateurs nationaux du FED":

**Revised criteria for selection of projects (Agenda item 7)**

47. A representative of ADB introduced document TRANS/RMC/95-07 which contained proposals for changing some of the global objectives of UNTACDA II as well as the criteria for project selection.

48. The meeting noted that the revision of the UNTACDA II objectives was not requested. Furthermore, the modifications proposed in the criteria for project selection were not major ones. Therefore the meeting decided that there was indeed no need to revise the criteria for selection of projects at this time.

**Work programme of the RMC (Agenda item 8)**

49. A representative of ECA presented the draft work programme of the RMC (document TRANS/RMC/95-08), pointing out that it had been derived from preliminary drafts by ECA and ADB, and was chiefly oriented to the revised mandate of the RMC.

50. After considering the nature of the specific activities, the assignment of responsibilities to various members of the RMC and the resource implications of the work programme, the Committee adopted the work programme shown in Annex II to this report.

**Any other business (Agenda item 9)**

51. No issue was raised under this agenda item.

**Adoption of report and closure of meeting (Agenda item 10)**

52. The meeting adopted its report as amended.

53. In closing remarks, Mr. M. Bongoy, Chief TCTD thanked all participants for their active participation and contribution to the deliberations of the Committee and emphasized that the central objective of the meeting was a self-evaluation of the RMC. He urged that a clear message of the concerns of the RMC about the future of the Decade be transmitted to the Ministers through the IACC.

54. The meeting was closed by the Chairman.

**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.

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;
- (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. This could be done through the preparation, organization, and participation in round-tables, group consultative meetings and donor conferences for the purpose of mobilizing resources for Africa's transport and communications sector programmes.
- (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 advise the various beneficiary agencies, regional and subregional organizations, on request, in the promotion of economically viable UNTACDA II regional and subregional programmes and projects;
- (vi) 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.

**WORK PROGRAMME OF THE RMC**

ACTIVITY	INSTITUTIONS	TIMING
1. Organize regional transport fora on specific UNTACDA II sub-programmes or themes (one per year).	ECA/ADB	1995/96
2. Assist countries and IGOs on request, in preparing their selected donors meetings and roundtables and in preparing selected relevant documents.	ADB/UNDP (Country Offices)	1995/96
3. Remind member States to re-activate NCCs or establish them where they do not exist.	ECA	3/1995
4. Request member States to prepare their priority project profiles in conformity with the criteria of UNTACDA II.	ECA	3/1995
5. Make an inventory of all the relevant international and regional meetings of donors and governments and inform the countries and organizations accordingly.	ALL MEMBERS	5/1995
6. Regular reminders to member States of the necessity to establish NCCs and prepare project profiles to implement the UNTACDA II programme.	ECA	CONTINUOUS
7. Resource mobilization activities/missions to selected donor countries/institutions to promote UNTACDA II and solicit funds to support functioning of the RMC and SSWGs (two per year). Ensure follow up of proposals submitted by countries/IGOs, agencies.	ADB/ECA/ ACP	1995/96
8. Prepare and disseminate information on policies and strategies for domestic resource mobilization and allocation.	ADB	1995
9. Organize subregional workshops/seminars to disseminate the information above using case studies from the subregion(s).	ECA/ACP	1995/96
10. Finalize directory (catalog) of donor policies, areas of interest, procedures, etc. for wide distribution.	ADB	1995
11. Finalize document on resource mobilization, this should be viewed in three parts: resources for supporting UNTACDA II mechanism, marketing UNTACDA II and for investment projects	ACP/ADB	1995
12. Make an assessment of the resource mobilization activities for the year.	ADB/ECA	

**LIST OF PARTICIPANTS**

**AFRICAN DEVELOPMENT BANK (ADB/BAD)**

Mr. Kouassi Apetey, Director, Infrastructure and Industries Dept., ADB, Fax No. (225) 20 49 86, Abidjan, Côte d'Ivoire

Mr. Nyaki Zangbula Kaningbi, Transport Expert, ADB, 01B.P.V316, Abidjan, Côte d'Ivoire

**UNIVERSAL POSTAL UNION (UPU)**

Mr. Kiagaraba Richard, Administrator, Weltpostrasse, 4, 3000 Bern, Switzerland

**ECONOMIC COMMUNITY OF CENTRAL AFRICAN STATES (ECCAS)**

Mr. Niyomugabo Theodore, Directeur TCT, B.P. 2112, Fax No. c/o UNDP (241) 74 34 99, Tlx 5780 GO, Libreville, Gabon

**ORGANIZATION OF AFRICAN UNITY (OAU/OUA)**

Mr. Koram Ata, Transport and Communications Division, OAU, P.O.Box 3243, Addis Ababa, Ethiopia

**UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP/PNUD)**

Mr. Jerome Ahouanmenou, Representative to OAU and Chief Liaison Office with ECA, Addis Ababa, Ethiopia

Ms. Mary T. Baldeh, Deputy Representative to OAU and Liaison Office with ECA

Mr. Tameswigre Galeb, Addis Ababa, Ethiopia

Mrs. Meskerem Sheferaw, Economist/Consultant, Addis Ababa, Ethiopia

**AFRICAN, CARIBBEAN AND PACIFIC GROUP OF STATES (ACP)**

Mr. Conde Sekou, Expert Transport/Communications, 451 Av. Georges Henri 1200, Brussels, Belgium, Fax No. 735 5573 or 732 2181

**WORLD BANK**

Ms. A. Sena Gabianu, P.O.Box 4415, Addis Ababa, Ethiopia

**INTERNATIONAL CIVIL AVIATION ORGANIZATION (ICAO)**

Mr. Sandhawalla; Project Coordinator, Addis Ababa

**ECONOMIC COMMISSION FOR AFRICA (ECA) SECRETARIAT**

Mr. M. Bongoy, Chief, Transport, Communications and Tourism Division, P.O.Box 3001, Teel. 251 1 51 65 51, Fax: 251 1 510391, Addis Ababa, Ethiopia

Mr. R. Okello, Chief Communications Unit, TCTD, Addis Ababa, Ethiopia

Mr. D. Ngangmuta, EAO, TCTD, Addis Ababa, Ethiopia

Mr. H. Koumare, EAO, TCTD, Addis Ababa, Ethiopia

Mr. A. Tchibozo, EAO, TCTD, Addis Ababa, Ethiopia

Mr. P. Were, EAO, TCTD, Addis Ababa, Ethiopia

Mr. M.E.Dhliwayo, EAO, TCTD, Addis Ababa, Ethiopia

Mr. D. Diarra, EAO, TCTD, Addis Ababa, Ethiopia

Mr. C. Miraruro, EAO, TCTD, Addis Ababa, Ethiopia

Mr. F. Sako, EAO, TCTD, Addis Ababa, Ethiopia

Mr. J. Rajohnson, EAO, TCTD, Addis Ababa, Ethiopia