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RATIONALIZATION AND HARMONIZATION OF ECA-SPONSORED INSTITUTIONS

(Phase II)

INTRODUCTION

1. This follow-up study is in response to ECA Conference of Ministers resolution 754 (XXVIII) of 4 May 1993 requesting ECA to enhance its previous study on the rationalization and harmonization of ECA-sponsored institutions, in particular by providing a cost-benefit analysis of the mergers proposed. The broad recommendations contained in that study the report of which is referenced E/ECA/CM.19/17 were accepted in principle by the Conference of Ministers subject to this additional study.

2. The Conference of Ministers also decided to restore its previous Ad hoc Committee to collaborate with ECA in the follow-up exercise.

3. A meeting of this Ad hoc Committee was organized by ECA at its headquarters to discuss the terms of reference of the Committee and the main elements of the follow-up study. Consequently, the present study was organized around the terms of reference as adopted by the Ad hoc Committee and it is divided into seven main parts.

4. The major section of the document, the first part, reflects the cost and benefit analysis of the proposed mergers with appropriate tables illustrating the analysis. All figures are shown in United States dollars. This section deals with:

(a) The personnel and operating costs of the institutions before merger;

(b) The proposed structure of each group of mergers reflecting a critical core of professional and general service personnel financed from member States' contributions;

(c) The annual core personnel and operating costs of each merger;

(d) The composition of member States before and after merger;

(e) The comparative financial contributions of member States before and after merger; and

(f) A summary of the costs and benefits of the mergers showing the expected annual savings/increase in the personnel and operating costs, the operational benefits, use of the existing capital equipment and effects on financial contributions of member States for each group of merger.

5. The second part of the document comments on the objectives of ECA-sponsored institutions and defines broad operational areas in which the institutions should concentrate their efforts. This section also makes some recommendations aimed at more realistic and measurable objectives to be achieved over shorter periods of time by taking into account development objectives reflected in member States' development plans and strategies, the Treaty establishing the African Economic Community, the plans and programmes of major subregional economic groupings, Agenda 21, UN-NADAF and programme orientations of major donors.

6. In the third part of the document, proposals are made on the requirements of a proper organizational set-up to make the institutions function efficiently and effectively. Some changes are proposed in the policy-making structure to enhance its functioning, while emphasis is placed on the managerial prerequisites to ensure a better-managed and motivated organization. The question of the proper mix of skills with competitive remuneration and incentives, as well as the need to ensure some uniformity of the remuneration packages among ECA-sponsored institutions, are also addressed.

7. The fourth part of the document recommends changes necessary to improve the existing statutes of the merged institutions and those of the ECA-sponsored institutions in general. The innovations to the existing statutes relate to the reforms in the existing policy organs, the issuance of special laissez-passer to officials of the institutions, responsibilities of host countries, appointments of Directors and senior officials of the institutions, empowerment of the chief executives to appoint and dismiss some levels of personnel, the financial responsibility for the participation in meetings of policy organs, and the diversification of the capital structure of the institutions to include private equity participation.

8. One important aspect of the document is the fifth part which analyzes the issue of income-generating activities and makes proposals aimed at strengthening the financial base of the ECA-sponsored institutions through both revenue-generating activities and external resource mobilization efforts. The objectives of these proposals are, basically, to diversify resources to help implement substantive programmes and thereby lessen the financial commitments of member States to these programmes and to contribute to the fulfilment of the objectives of the institutions.

9. The sixth section of the document makes a comparative analysis of the different options for the assessment of the financial contributions of member States pointing out their advantages and disadvantages in the light of which one option emerges as a plausible standard for general application by ECA-sponsored institutions, while the seventh and last part of the document sets forth guidelines for the selection of host countries.

I. COST-BENEFIT ANALYSIS OF PROPOSED MERGERS OF ECA-SPONSORED INSTITUTIONS

A. Core personnel and core operational expenses and capital costs before mergers

10. The personnel and operating costs before the mergers are illustrated in tables 1 and 2 respectively. The personnel costs reflect the current staffing structure and annual salaries in US dollars. The core professional and general service (GS) personnel are financed or are supposed to be financed from the contributions of member States. These core personnel are supplemented by other temporary staff financed from extrabudgetary resources, except for IDEP, where four key and regular professional staff (Director, Chief of Administration, and two professors) are paid from a grant by the United Nations.

11. The operating costs reflect current annual expenses related to the implementation of ongoing regular programmes (workshops, training activities, research and development, user services, mission travel, etc.) of the institutions. They also include expenses related to utilities (such as electricity and water), maintenance of buildings and equipment, consumables (such as office supplies, petrol, etc.), rent (mainly for the hire of certain equipment and facilities) and other operating expenses (such as insurance and other financial). These expenses are also financed or are supposed to be financed from the contributions of member countries.

12. Under programmes, the costs involved in establishing and running the pilot demonstration units on selected technologies of ARCT, and publications involving some external printing and binding and freelance translation by ACARTSOD account for the high programme costs. The significant amount of ARCEDEM's maintenance costs is mainly due to the fact that the Centre operates a number of workshops with a variety of equipment.

13. Table 3 shows the capital expenditure for each institution broken down into land and buildings, machinery including computers and office equipment, vehicles and other fixed assets such as books and major publications. The capital costs include items such as land, buildings or premises provided free of charge by the host country as well as other donated equipment where the reporting institution could provide an estimation of their value.

Table 1. Personnel costs before mergers

Institutions to be merged	Core professional posts (regular budget), i.e., financed from member States' contributions		Core general service posts (regular budget)		Other professional posts (XB), i.e., financed by other donors		Other general service posts (XB)	
Group I								
RECTAS	Chief Lecturer		Chief Technical Instructor		French Bilingual Expert	120,000		
	Principal Lecturer (2)		Senior Technical Instructor					
	Senior Lecturer (3)		Technical Instructor I (2)					
	Lecturer I (2)		Technical Instructor II (2)					
	Lecturer II (6)							
	Assistant Lecturer							
	Total	**123,382**	Total	**15,327**	Total	**120,000**		
CRTC	Director General							
	Chief, Training Services							
	Chief, User Services							
	Programme Officer							
	Documentation/Information Officer							
	Chief of Personnel							
	Total	317,135*						
AOCRS	Secretary General	48,900	Private Secretary	17,786				
	Translator	23,344	Driver	12,832				
	Total	72,244	Total	**30,618**				
Total group I		512,761		45,945				
Group II								
ARCT	Executive Director	62,569	Documentalist	13,185	P. Haronization Expert	46,115	Analyst Programmer (2)	18,460
	Deputy Executive Director	58,043	Librarian	13,185	Energy Expert	46,115	Secretary	9,290
	Director, Information/Documentation	51,478	Admistrative Secretary	13,185	Training Officer	46,115		
	Director, Research/Technology	51,478	Accountant	13,185	Information Expert	46,115		
	Conference services		Personal Assistant	11,984	Fd. Pr. Expert	38,344		
	Director, Human Resources	51,478	Finance Assistant	11,984	Admistrative Officer	38,344		
	Director, Finance	45,100	Registry Assistant	9,312	Communications Expert	38,344		
	Health Technologist	39,660	Secretary (7)	59,840	Assistant Analyst Programmer	38,344		
	Capital Goods Technologist	39,660	Typist (2)	13,280	Renewable Energy Expert	23,076		
	Management Controller	34,924	Senior Driver	5,826	Biotechnologist	18,460		
	Translator	24,516	Driver (2)	10,650	Translator	19,187		
			Storekeeper	5,325	Senior Economics Expert	39,660		
			Messenger	4,320	Information Scientist	38,344		
	Total	**458,906**	Total	185,261	Total	**476,563**	Total	**27,750**

Institutions to be merged	Core professional posts (regular budget), i.e., financed from member States' contributions		Core general service posts (regular budget)		Other professional posts (XB), i.e., financed by other donors	Other general service posts (XB)
ARCEDEM	Executive Director	69,689	Administrative Officer	1,817		
	Deputy Executive Director	44,465	Auditor	1,817		
	Director of Training	59,898	Finance Officer	3,298		
	Programme Officer	31.761	Assistant Designer	1,817		
	Design Engineer	18,438	Workshop Superintendant (Manufacturing)	1,817		
	Design Engineer	17,438	Workshop Superintendant (Metal Fabrication)	1,817		
	Workshop Superintendant	17,438	Translator/Interpreter	1,289		
			Senior Mechanical Draughtsman (2)	2,560		
			Junior Mechanical Draughtsman	1,201		
			Secretary (5)	5,552		
			Librarian	1,141		
			Workshop Technician (5)	5,705		
			Metal Fabricator (2)	2,282		
			Personal Assistant	933		
			Executive Officer	933		
			Catering Officer	1,136		
			Storekeeper	828		
			Accounts Clerk	2,258		
			Fitter Machinist (5)	4,638		
			Generator Mechanic	950		
			Electrician	933		
			Senior Clerk Typist	933		
			Carpenter	1,005		
			Bilingual Typist	653		
			Welder (2)	1,598		
			Auto Mechanic	818		
			Plumber	781		
			Typist (3)	1,942		
			Typist/Telex Operator	678		
			Receptionist/Telephonist	461		
			Office Machine Operator	566		
			Driver (6)	2,891		
			Messenger (2)	841		
			Gardener (2)	893		
			Watchman	477		
			Guard	517		
			Cleaner (2)	811		
	Total	**259,127**	Total	60,587		

nstitutions to be merged	Core professional posts (regular budget), i.e., financed from member States' contributions		Core general service posts (regular budget)		Other professional posts (XB), i.e., financed by other donors		Other general service posts (XB)	
ARSO	Secretary General	59,890	Accountant	18,500	Quality Control Engineer	24,000	Bilingual Secretary (2)	12,000
	Technical Officer	33,260	Chief, General and Conference Services	11,250	Metrologist	24,000		
			Assistant Documentalist	12,000	Documentalist	12,000		
			English Secretary	8,820	Librarian Ind.	6,000		
			Driver I	6,660				
			Driver II	5,700				
			Office Machine Operator	4,880				
			Messenger	3,610				
	Total	93,150	Total	71,420	Total	**66,000**	Total	**12,000**
AIHTTR	Officer-in-Charge (Director-General)	27,780	Senior Clerk	3,905				
	Programme Offficer	19,440	Senior Driver	5,035				
	Finance Officer	18,360	Messenger	2,505				
	Total	65,580	Total	**11,445**				
ARIPO	Director General	77,000	Secretary (2)	9,000				
	Senior Industrial Promotion Officer	39,000	Accounts Clerk	5,000				
	Examination/Documentation Officer (3)	94,000	Documents Clerk (4)	10,000				
	Administrative Officer	30,000	Industrial Property Clerk (2)	4,000				
			Receptionist	4,000				
			Driver (2)	4,000				
			Officer Workshop (2)	4,000				
	Total	**240,000**	Total	40,000				
ARCSE	Executive Director		General Service personnel (26)	146,000**				
	Principal Technical Adviser							
	Director of Administration							
	Director of R & D							
	Director of Documentation and Information							
	Chiefs of Section (4) (Solar, Wind, Biogas, Training)							
	Total	643,000**						
Total group II		1,759,763		514,713		542,563		39,750

Institutions to be merged	Core professional posts (regular budget), i.e., financed from member States' contributions		Core general service posts (regular budget)		Other professional posts (XB), i.e., financed by other donors		Other general service posts (XB)
Group III							
IDEP	Librarian	67,808	Administrative Assistant (2)	54,656	Director	115,000	
	Interpreter/Translator	61,584	Finance Officer	33,263	Chief of Administration	110,000	
	Interpreter/Translator	63,370	Secretary (5)	77,731	Professor	105,000	
	Lecturer (Comp)	12,000	Finance Assistant	20,228	Professor	100,000	
	Lecturer	10,238	Director's Secretary	28,452			
			Cleaner (4)	53,896			
			Driver (2)	30,590			
			Operator	15,963			
			Reproduction Technician	15,963			
			Watchman (3)	31,963			
			Receptionist	15,295			
			Registry Clerk	15,963			
			Comp. Assistant	9,461			
			Interpreter/Translator	20,478			
			Office Assistant	7,167			
			Research Assistant	6,553			
			Library Assistant	6,553			
			Technician	3,686			
	Total	215,000	Total	447,861	Total	430,000	
ACARTSOD	Executive Director	70,500	Senior Secretary	39,000			
	Deputy Executive Director	62,000	Bilingual Secretary (3)	48,000			
	Head of Training Manpower Development	59,000	Senior Bilingual Secretary	44,500			
			Administrative Assistant	19,500			
	Head of Library/Documentation	42,000	Finance Assistant	18,000			
	Head of Pubublications/Information	60,000	Poly Clerk	15,500			
	Head of Administration/Conference Service	59,000	Senior Driver	17,000			
			Machine Operator	16,000			
			Driver	12,000			
			Maintenance Technician	12,500			
			Guard/Cleaner	9,500			
			Guard	8,500			
			Messenger	8,500			
	Total	352,500	Total	268,500			
Total group III		567,500		716,361			

* Global amount given by CRTO for 1993 budget includes GS staff (FCFA 91,969,165).

** Represents global core personnel budgets for 1991. As Centre is not operational, actual current figures could not be obtained.

Table 2. Operating costs before mergers (in 000s of US$)

	Programmes/activities (training, workshops, missions, meetings, projects, etc.)	Utilities	Maintenance (buildings, equipment, vehicles, etc.)	Consumables (supplies, etc.)	Rent (housing, equipment, etc.)	Other operating expenses/misc.	Total
Group I							
RECTAS	83	10	59	19	7	22	200
CRTO	178	46	7	26	10	4	271
AOCRS	67	2	6	3		2	80
Total Group I	328	58	72	48	17	28	551
Group II							
ARCT	313	53	47	44		41	498
ARCEDEM	90	10	429	18		37	584
ARSO	64	17	13	17	25	52	188
AIHTTR	59	18	10	6	40	43	176
ARIPO	88	9	18	12		33	160
ARCSE	430	-	-	-		99	529*
Total Group II	1,044	107	517	97	65	305	2.135
Group III							
IDEP	38	72	18	26		22	176
ACARTSOD	395	25	60	36		30	546
Total Group III	433	97	78	62		52	722

* Represents budget for 1991. Current figures could not be obtained as Centre is closed.

Table 3. Existing capital costs (in 000s US$)

	Land and buildings	Equipment (furniture, computers, plant and machinery, office equipment, etc.)	Vehicles	Other fixed assets (books, etc.)	Total value at cost	Depreciated value	Remarks
RECTAS	1,109	5,714	122	57	7,002	5,869	
CRTO		52	21	31	104	104	
AOCRS		78			78	78	
Total	1,109	5,844	143	88	7,184	6,051	
ARCT	34	302*	69		405	391	*Various equipment donated to ARCT have not been valued.
ARCEDEM	7,686	2,933	179	763	11,561	8,856	
ARSO		247	17		264	107	
AIHTTR	800	14	12	11	837	834	
ARIPO		200*			200	200	ARIPO writes off its fixed assets to expenditures. * represents combined value of equipment and vehicles.
ARCSE							Information on ARCSE's fixed assets could not be obtained as the Centre is closed.
Total	8,520	3,696	277	774	13,267	10,388	
IDEP		165	35	56*	256	256	* UNFPA project equipment
ACARTSOD		500	46		546	267	
Total		665	81	56	802	523	

B. Proposed structure of the mergers reflecting a critical core of professional and general service personnel and their costs

14. For the merged institutions to make an impact and effective contribution in the area entrusted to them, they need to possess a critical (minimum required) mass of expertise. The current personnel structure of some of the institutions, as shown in table 1, is inadequate to enable the institutions to respond effectively to their roles. For example, we do not see institutions such as ACARTSOD and AIHTTR, staffed by two or three professionals (especially relevant to their fields of operation), being efficient and effective however competent these two or three professionals might be.

15. Moreover, as in the case of IDEP, ARSO and ARCT, some key regular professional posts are, paradoxically, funded from extrabudgetary resources. The temporary nature of these resources does affect the continuity of the posts, and consequently, the effectiveness of the institutions.

16. It is also observed that there are significant disparities in member States' financed enumerations of both the professional and general service personnel of the institutions, even among those operating in the same fields and performing similar functions. One then finds, for instance, a wide range of professional salaries between RECTAS (15 professionals have an average annual salary of $8,225) and ARCT with an average of $45,890 among 10 professionals and IDEP $43,000 among 5 professionals. Compared to RCSSMRS, a similar centre, the average is $44,625 per annum among 10 professional staff.

17. Some striking differences are also observed with respect to the general service category, where ARCEDEM has very low remunerations as compared to similar institutions.

18. In the light of the foregoing, a new core personnel structure is proposed to reflect the minimum capacities required to enable the merged institutions to be effective in their fields of competence. The remunerations are also adjusted taking into account the best package in each merger group. In the case of the RECTAS/CRTO/AOCRS group, the remunerations are aligned with those of RCSSMRS which are the best among the remote sensing institutions.

19. The proposals regarding the remunerations are, of course, indicative. They are made with a view to enhancing the incentive and motivation of personnel towards greater efficiency and productivity. However, it should be understood that, in the actual implementation stage of the mergers, the membership of the merged institutions, through its Governing Council, would be free to reassess the salary structure bearing in mind the best interests of the institutions and pursuit of efficiency.

20. The proposed core personnel structure and salaries in dollars for the merged institutions are:

RECTAS/CRTO/AOCRS GROUP

(a)	Core professional staff:	
	Executive Director	58,923
	Deputy Executive Director (with special responsibilities for training and user services)	49,907
	Associate Professor (agronomy)	40,840
	Geog. Information Systems Expert/Lecturer	35,635
	Remote Sensing Experts/Lecturers (4) (Earth/Soil science; hydrology, forestry and urban development)	142,540
	General Environmental Development Expert/Lecturer (desert control, etc.)	35,635
	Experts/Lecturers (3) in techniques of remote sensing, cartography and related fields)	106,905
	TOTAL	470,385
(b)	Core general service (GS) staff:	
	Chief Technical Instructor	30,117
	Senior Technical Instuctor	21,156
	Technical Instructor I (2)	18,500
	Technical Instuctor II (2)	13,354
	Translator/Interpreter	12,258
	Finance/Administrative Officer	12,258
	Research Assistant	12,258
	Training Officer	12,258
	Secretaries (4)	20,150
	Other GS staff (drivers, office workers, etc.) (4)	32,920
	TOTAL	185,229

ARCT/ARCEDEM/ARSO/AIHTTR/ARIPO/ARCSE GROUP

(a)	Core professional staff:	
	Executive Director	69,689
	Deputy Executive Director (with special duties for private sector support services)	58,043
	Director, Administration and Conference Services	51,478
	Director, Technological Development	51,478
	Director, Solar, New and Renewable Sources of Energy	51,478
	Director, Engineering Design and Manufacturing	51,478
	Director, Standards, Quality Control	51,478
	Director, Industrial Property	51,478
	Director, Training, Consultancy Services/Human Resources Development	51,478
	Director, Information/Documentation/Public Relations	51,478
	Technologists (2)	79,320
	Solar, New and Renewable Energy Experts (2)	79,320
	Design Engineers (2)	79,320
	Manufacturing/Production Engineers (2)	79,320
	Process Engineer	39,660
	Standards/Quality Control Expert	39,660
	Metrologist	39,660
	Industrial Property Officers (2)	79,320
	Information/Computer Scientist	39,660
	TOTAL	1,043,318
(b)	Core GS staff:	
Administration:		
	Finance/Accounts Officers (2)	37,000
	Internal Auditor	18,500
	Administrative Assistant	13,185
	Translators/Interpreters (2)	24,516
	Personnel Assistant	11,984
	Secretaries/Typists (10)	88,200
	Documentalists (2)	26,370
	Registry Assistant	9,312
	Drivers (5)	33,300
	Other GS staff (messengers, cleaners, guards, etc.) (6)	25,551
	TOTAL	287,918
Technical staff		
	Assistant Technologist	18,500
	Solar Energy Research Assistant	18,500
	New and Renewable Energy Research Assistant	18,500
	Assistant Designer	18,500
	Assistant Standards/Quality Control Engineer	18,500
	Assistant Industrial Property Officer	18,500
	Assistant Manufacturing Technician	18,500
	Senior Draftsmen (2)	18,624
	Draftsmen (2)	13,280
	Metal Fabricators (2)	13,280
	Compressor/Generator Mechanic	6,640
	Workshop Superintendants (2)	37,000
	Other workshop personnel (machinists, welders, plumbers, auto-mechanics, electricians, fitters, carpenters, etc.) (10)	66,400
	TOTAL	284,724

IDEP/ACARTSOD GROUP

(a)	Core professional staff:	
	Head of Training/Manpower Development	67,808
	Head of Research and Consultancy Services	67,808
	Head of Administration/Conference Service	59,000
	Chief Librarian/Documentation Services	67,808
	Head of Publication/Information/Public Relations	60,000
	Social Development Expert/Lecturer	61,584
	Economic Research and Planning Expert/Lecturer	61,584
	Lecturer	42,874
	Translators/Interpreters (2)	124,954
	TOTAL	613,420
(b)	Core GS staff:	
	Finance/Accounts Officer	33,263
	Finance Assistant	20,228
	Administrative Assistant (1)	27,328
	Bilingual Secretaries (3)	48,000
	Senior Secretary	39,000
	Secretaries (4)	62,185
	Computer Assistant	20,228
	Research Assistant	20,228

Library Assistant	20,228	Maintenance Technician	12,500
Machine/Telex Operator	16,313	Other GS staff (drivers, guards, messengers, etc.) (8)	96,000
Registry Clerk	15,963	TOTAL	447,427
Reproduction Technician	15,963		

21. Regarding the IDEP/ACARTSOD Group, the posts of the Director, Chief of Administration and two Professors with the corresponding remunerations, have not been included in the core professional structure to be financed from member States' contributions because efforts are currently underway to have them absorbed by the United Nations General Assembly within the framework of the work programme and budget of the United Nations Economic Commission for Africa.

C. Annual core personnel and operating costs of the merged institutions

22. For the purposes of the study, the combined operating costs of each group will represent the critical minimum operating expenses required, under the assumption that the current ongoing programmes related to each aspect of the combined activities will be maintained in the initial period of the mergers. These expenses may, however, vary over time to reflect new programme priorities. Nevertheless, significant increases in operating expenses beyond the present levels, financed from member States' contributions, is not anticipated in the light of the fact that, the rationalized institutions are expected to operate more effectively and efficiently within present budgetary constraints, while striving to mobilize additional external resources to finance additional services and programmes. Better still, the institutions could do more to finance their regular programmes through externally-funded projects and revenue earnings in order to minimize dependency on member States' contributions for these activities.

23. In the light of the above considerations, table 4 depicts the annual personnel and operating costs after the merger of the institutions. The personnel costs reflect the newly proposed personnel structure and salaries.

Table 4. Personnel and operating costs after mergers

Mergers	Personnel costs	Operating costs	Total
RECTAS/CRTO/AOCRS group	655,614	551,000	1,206,614
ARCT/ARCEDEM/ARSO/AIHTTR/ARIPO group	1,615,960	2,135,000	3,750,960
IDEP/ACARTSOD group	1,060,847	722,000	1,782,847

D. Composition of member States before and after the mergers

24. Table 5 indicates the composition of member States before and after the mergers. The member States after the mergers reflect the combined existing membership of the merged institutions. In the table, the common member States among the institutions in each merger group are boldened or underlined. For the purpose of the study, it is assumed that member States which belonged to one or more institutions in each group would, in principle, accede to membership of the combined institutions. However, the merged institutions will be regional or continue to be regional in character, thus their membership is open to all African countries.

Table 5. Member countries before and after the mergers

Group I	Member States berfore merger	Member States after merger of RECTAS, CRTO and AOCRS
RECTAS	Benin, **Burkina Faso**, Cameroon, Ghana, Mali, Niger, **Nigeria**, Senegal	Algeria, Benin, Botswana, Burkina Faso, Cameroon, Cape Verde, Central African Republic, Comores, Côte d'Ivoire, Congo, Egypt, Ethiopia, Gabon, Ghana, Guinea, Kenya, Libyan Arab Jaahiriya, Madagascar, Mali, Mauritania, Morocco, Mozambique, Niger, Nigeria, Sierra Leone, Senegal, Sudan, Tanzania, Tunisia, Togo, Uganda, Zaire, Zambia
CRTO	**Algeria**, Benin, Cameroon, Cape Verde, **Congo**, **Côte d'Ivoire**, Ghana, **Guinea**, **Liberia**, Mali, **Mauritania**, Niger, **Sierra Leone**, Senegal, **Togo**	
AOCRS	**Algeria**, Benin, Botswana, **Burkina Faso**, Cameroon, Central African Republic, Comores, **Côte d'Ivoire**, **Congo**, Egypt, Ethiopia, Gabon, Ghana, **Guinea**, Kenya, Libyan Arab Jamahiriya, **Liberia**, Madagascar, Mali, **Mauritania**, Morocco, Mozambique, Niger, **Nigeria**, **Sierra Leone**, Senegal, Sudan, Tanzania, Tunisia, **Togo**, Uganda, Zaire, Zambia	
Group II	Member States before merger	Member States after merger of ARCT, ARCEDEM, ARSO, AHITTR and ARIPO
ARCT	**Algeria**, **Benin**, **Burkina Faso**, **Burundi**. **Cameroon**, Cape Verde, **Egypt**, Equatorial Guinea, **Ethiopia**, Ghana, **Guinea**, **Guinea-Bissau**, Kenya, **Liberia**, **Mali**, Mauritania, **Mauritius**, **Morocco**, Mozambique, **Niger**, **Nigeria**, **Rwanda**, **Senegal**, **Sierra Leone**, **Somalia**, **Sudan**, **Tanzania**, **Togo**, **Uganda**, **Zaire**, Zambia	Algeria, Angola, Benin, Burkina Faso, Burundi, Cameroon, Cape Verde, Chad, Comores, Congo, Côte d'Ivoire, Djibouti, Egypt, Equatorial Guinea, Ethiopia, the Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Libyan Arab Jamahiriya, Liberia, Mali, Mauritius, Mauritania, Malawi, Morocco, Mozambique, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, Somalia, Sudan, Swaziland, Tanzania, Togo, Tunisia, Uganda, Zaire, Zambia, Zimbabwe
ARCEDEM	**Algeria**, **Benin**, **Burkina Faso**, **Burundi**, Cameroon, Comores, Congo, **Egypt**, Ghana, **Guinea**, Kenya, **Liberia**, **Mali**, **Morocco**, **Niger**, **Nigeria**, **Rwanda**, **Senegal**, **Sierra Leone**, **Sudan**, **Tanzania**, **Togo**, **Zaire**, Zambia, **Zimbabwe**	
ARSO	**Burkina Faso**, **Cameroon**, Côte d'Ivoire, **Egypt**, **Ethiopia**, Ghana, **Guinea**, **Guinea-Bissau**, Kenya, **Liberia**, Lbyan Arab Jamahiriya, **Malawi**, **Mauritius**, **Niger**, **Nigeria**, **Senegal**, **Sudan**, **Tanzania**, **Togo**, Tunisia, **Uganda**, **Zaira**, Zambia, **Zimbabwe**	
AIHTTR	**Burundi**, Chad, Ghana, Kenya, **Mali**, **Niger**, **Nigeria**, **Senegal**, **Uganda**, **Zaire**, Zambia	
ARIPO	Gambia, Ghana, Kenya, Lesotho, **Malawi**, **Sudan**, **Sierra Leone**, **Somalia**, Swaziland, **Tanzania**, **Uganda**, Zambia, **Zimbabwe**	
ARCSE	Angola, **Burkina Faso**, **Burundi**, **Cameron**, Djibouti, **Egypt**, **Equatorial Guinea**, Gabon, Ghana, **Guinea**, **Côte d'Ivoire**, **Libyan Arab Jamahiriya**, **Mali**, **Niger**, **Nigeria**, **Sierra Leone**, **Sudan**, **Togo**, **Uganda**, **Zaire**, Zambia	

Group I	Member States berfore merger	Member States after merger of RECTAS, CRTO and AOCRS
Group III	**Member States before merger**	**Member States after merger of IDEP and ACARTSOD**
IDEP	Algeria, Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comores, Congo, Côte d'Ivoire, Djibouti, Egypt, Ethiopia, Equatorial Guinea, Gabon, the Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Libyan Arab Jamahiriya, Madagascar, Malawi, Mali, Mauritania, Mauritius, Morocco, Mozambique, Namibia, Niger, Nigeria, Rwanda, Sao Tome and Principe, Senegal, Seychelles, Sierra Leone, Somalia, Sudan, Swaziland, Togo, Tunisia, Tanzania, Uganda, Zaire, Zambia, Zimbabwe	Algeria, Angola, Benin, Botswana, Burkina Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comores, Congo, Côte d'Ivoire, Djibouti, Egypt, Ethiopia, Equatorial Guinea, Gabon, the Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Libyan Arab Jamahiriya, Madagascar, Malawi, Mali, Mauritania, Mauritius, Morocco, Mozambique, Namibia, Niger, Nigeria, Rwanda, Sao Tome and Principe, Senegal, Seychelles, Sierra Leone, Somalia, Sudan, Swaziland, Togo, Tunisia, Tanzania, Uganda, Zaire, Zambia, Zimbabwe
ACARTSOD	Algeria, Angola, Benin, Burkina Faso, Burundi, Cameroon, Central African Republic, Congo, Egypt, Ethiopia, Equatorial Guinea, the Gambia, Ghana, Guinea, Kenya, Liberia, Libyan Arab Jamahiriya, Mali, Morocco, Niger, Senegal, Sierra Leone, Sudan, Togo, Uganda, Zaire,	

Note: The common member States in each group are underlined or emboldened.

E. Benefits of mergers

1. Savings in cost

25. Table 6 shows the expected savings in annual total cost as a result of the mergers. The merger of ARCT, ARCEDEM, ARSO, AIHTTR and ARCSE, and that of IDEP and ACARTSOD will contribute to a reduction of total annual personnel and operating expenses by about 15 and 11 per cent respectively. However, the merger of RECTAS, CRTO and AOCRS results in a slight increase in total annual personnel and operáting expenses of about 9 per cent. This is mainly due to the fact that the comparatively very low levels of remuneration of RECTAS make the overall situation in its group appear less cost-effective before the merger. However, the merger corrects the unsatisfactory inequality in terms of the remuneration package vis-à-vis similar institutions, and enhances motivation and the current expertise. The expected increase in efficiency and productivity as a result of these improvements will outweigh the increase in the cost of the merger in the long run.

26. In a nutshell, even though the financial gains shown may appear relatively modest, the latent qualitative gains in terms of the efficiency and productivity that should result from the closer harmonization and coordination of the inter-related activities, the elimination of duplicative programmes and the enhancement of motivation as a result of the streamlined personnel structure can be very considerable.

Table 6. Expected annual savings in costs (in 000s of US$)

	Annual personnel cost	Annual operational cost	Annual total cost	Expected annual savings/ (increase)
Before merger:				
RECTAS	139	200	339	
CRTO	317	271	588	
AOCRS	103	80	183	
Total	559	551	1,110	
After merger:				
RECTAS/CRTO/AOCRS	656*	551	1,207	(97)
Before merger:				
ARCT	644	498	1,142	
ARCEDEM	320	584	904	
ARSO	164	188	352	
AIHTTR	77	176	253	
ARIPO	280	160	440	
ARCSE	789	529	1,318	
Total	2,274	2,135	4,409	
After merger:				
ARCT/ARCEDEM/ARSO/AIHTTR/ARCSE	1,616	2,135	3,751	658
Before merger:				
IDEP	663	176	839	
ACARTSOD	621	546	1,167	
Total	1,284	722	2,006	
After merger:				
IDEP/ACARTSOD	1,061	722	1,783	223

* The new core personnel structure reflects an upgrading of emoluments beyond the current low levels of remuneration in RECTAS. Had the RECTAS salary structure been taken into account, the new personnel cost would have been much lower. This accounts for the relative increase in cost after the merger of the three centres.

2. Reduced assessed financial contributions

(a) RECTAS/CRTO/AOCRS

27. As illustrated in tables 7 and 8 in the annex, the merger of these three institutions results in reduced financial contributions for member States as follows:

(a) All the countries (Benin, Cameroon, Ghana, Mali, the Niger and Senegal) which currently belong to all the three institutions whether the "OAU" or "ARCT" method of assessment is applied;

(b) Countries (Algeria, the Congo, Côte d'Ivoire and Nigeria) which currently belong to two out of the three institutions if either of the "OAU" or "ARCT" formula of contributions is applied;

(c) Countries (Burkina Faso, Cape Verde, Guinea and Togo) which currently belong to two out of the three institutions if the "OAU" method is applied. With the OAU formula, these countries have lower contributions because of their low scales of assessment than would be the case with the "ARCT" formula.

28. The countries (Botswana, the Central African Republic, Egypt, Ethiopia, Gabon, Kenya, the Libyan Arab Jamahiriya, Madagascar, Morocco, Mozambique, the Sudan, Tunisia, Uganda, the United Republic of Tanzania, Zaire and Zambia) which currently belong to only one of the three institutions have higher assessment than previously. However, if they were to belong to two or all three institutions, their contributions after the merger would have been much lower as in the case of (a) and (b) above.

29. However, their contributions are even lower per head assuming that the merged institution will benefit from membership by all African countries.

(b) ARCT/ARCEDEM/ARSO/AIHTTR/ARIPO/ARCSE

30. With reference to tables 9 and 10 in the annex, the merger of these six institutions results in reduced financial contributions for member States as follows:

(a) All the countries (Burkina Faso, Burundi, Cameroon, Egypt, Ghana, Guinea, Kenya, Mali, the Niger, Nigeria, Senegal, Sierra Leone, the Sudan, Togo, Uganda, the United Republic of Tanzania, Zaire and Zambia) which currently belong to four, five or all of the six institutions whether the "OAU" or "ARCT" method of assessment is applied;

(b) Countries (Benin, Guinea-Bissau, Equatorial Guinea, Liberia, Malawi, Rwanda and Somalia) which currently belong to two or three of the institutions if the "OAU" scale of assessment is applied. With the OAU formula, these countries have lower contributions because of their lower scales of assessment, than would be the case with the "ARCT" formula, where they have to participate in an equal share of 50 per cent of the budget.

31. On the other hand, those countries within the middle and higher ranges of the OAU scale of assessment, which currently belong to two (Algeria, Côte d'Ivoire, Ethiopia) or three (Zimbabwe) out of the six institutions have higher assessed contributions after the merger. If the "ARCT" method is applied, the situation does not change very much for Algeria which is in the higher scale.

32. The countries (Angola, Cape Verde, Chad, Comoros, the Congo, Djibouti, Gabon, the Gambia, Lesotho, Mauritania, Mozambique, Swaziland and Tunisia) which currently belong to only one of the six institutions have, obviously, higher assessment than previously.

33. Nevertheless, these countries now have the opportunity to benefit from the greater scientific and technological development activities of the merged institutions, with comparatively lower assessed contributions than would have been the case should they have, hypothetically, belonged to each of the six institutions separately.

(c) IDEP/ACARTSOD

34. With respect to the merger of IDEP and ACARTSOD, tables 11 and 12 of the annex illustrate the effect on member States' contributions as follows: there is a reduction of assessed contributions for the majority of the combined member States irrespective of which of the two formulae of assessment is applied (Algeria, Angola, Benin, Burkina Faso, Burundi, Cameroon, the Congo, Egypt, Ethiopia, the Gambia, Ghana, Guinea, Kenya, Liberia, the Libyan Arab Jamahiriya, Mali, Morocco, the Niger, Senegal, Sierra Leone, the Sudan, Togo, Uganda, Zaire and Zambia).

35. When the OAU method is used, it also reduces the assessed contributions of the following countries: the Central African Republic, Chad, Gabon, Equatorial Guinea, Malawi, Mauritania, Rwanda and Somalia.

36. It corrects the previous assessment by IDEP (see IDEP's formula) which excludes some member States of IDEP.

3. Operational benefits in terms of the strengthening of linkages and complementarity between the merged institutions

(a) RECTAS/CRTO/AOCRS

37. RECTAS and CRTO have a common objective of providing manpower training and technical/advisory/consultancy services in remote sensing, cartography and related disciplines to member States. They are also engaged in research and informational activities to promote knowledge and application of remote sensing and its various ancillary fields to assist the development efforts of member States and Africa in general.

38. AOCRS, on the other hand, replaced the African Association of Cartography and the African Remote Sensing Council to play a promotional and coordinating role in this field. To play this role effectively meant that it had to be able to work closely with the remote sensing centres as well as coordinate their activities. However, this has not been the case since its establishment in 1988, and the institution has existed with very little or no incremental effect or impact on activities already being undertaken by the other remote sensing centres.

39. The fact that CRTO and RECTAS have similar objectives and are engaged in almost the same kind of activities and that about 75 per cent of the member States of RECTAS are also members of CRTO has not been conducive to attracting the fullest simultaneous support of member States as well as external donors for each of the institutions in its own right.

40. The merger will go a long way in consolidating the support and commitment of member States as well as bilateral donors and thereby improve the present financial situation facing the institutions. It will also help to streamline programmes in particular the manpower development activities and user services provided to member States by eliminating unnecessary duplication and improving cost-effectiveness. The incorporation of AOCRS as part of the merger will help to strengthen the coordination of remote sensing and ancillary activities among the member States.

(b) ARCT/ARCEDEM/ARSO/AIHTTR/ARIPO/ARCSE

41. The merger of these institutions addresses one of the major conclusions that have often resulted from tripartite discussions involving member States, major donors and management of the centres, as well as a number of evaluation exercises relating to the operations and future direction of these institutions, in particular ARCT, ARCEDEM and ARSO: that the pivotal role that science and technology can play in the development process of the Africa region demands that existing regional institutions such as ARCEDEM, ARCT, and ARSO designed to promote rapid advancements in this area in Africa, be mutually supportive and strengthened if the region is to realize the goal of sustainable development especially in the industrial and agricultural fields.

42. Yet the need for coordination and harmonization of the activities of these institutions only came to be partially fulfilled through the mechanism of the Joint Steering Committee under the UNDP project assistance for the institutions. This concept was a major step towards greater harmonization of the plans and programmes of the institutions and

eventually their rationalization in terms of cost and operational effectiveness, as well as optimization of limited resources and elimination of unnecessary duplication with a view to achieving the maximum possible impact.

43. The merger of the six institutions, however, seeks to achieve this goal by pooling together their complementary and interactive capacities to work out together appropriate solutions to help advance Africa's technological and industrial development process, taking into account the reservoir of indigenous knowledge, resources and capacities that can be further developed. The operational relationship among the six institutions in a merger situation is illustrated in the chart.

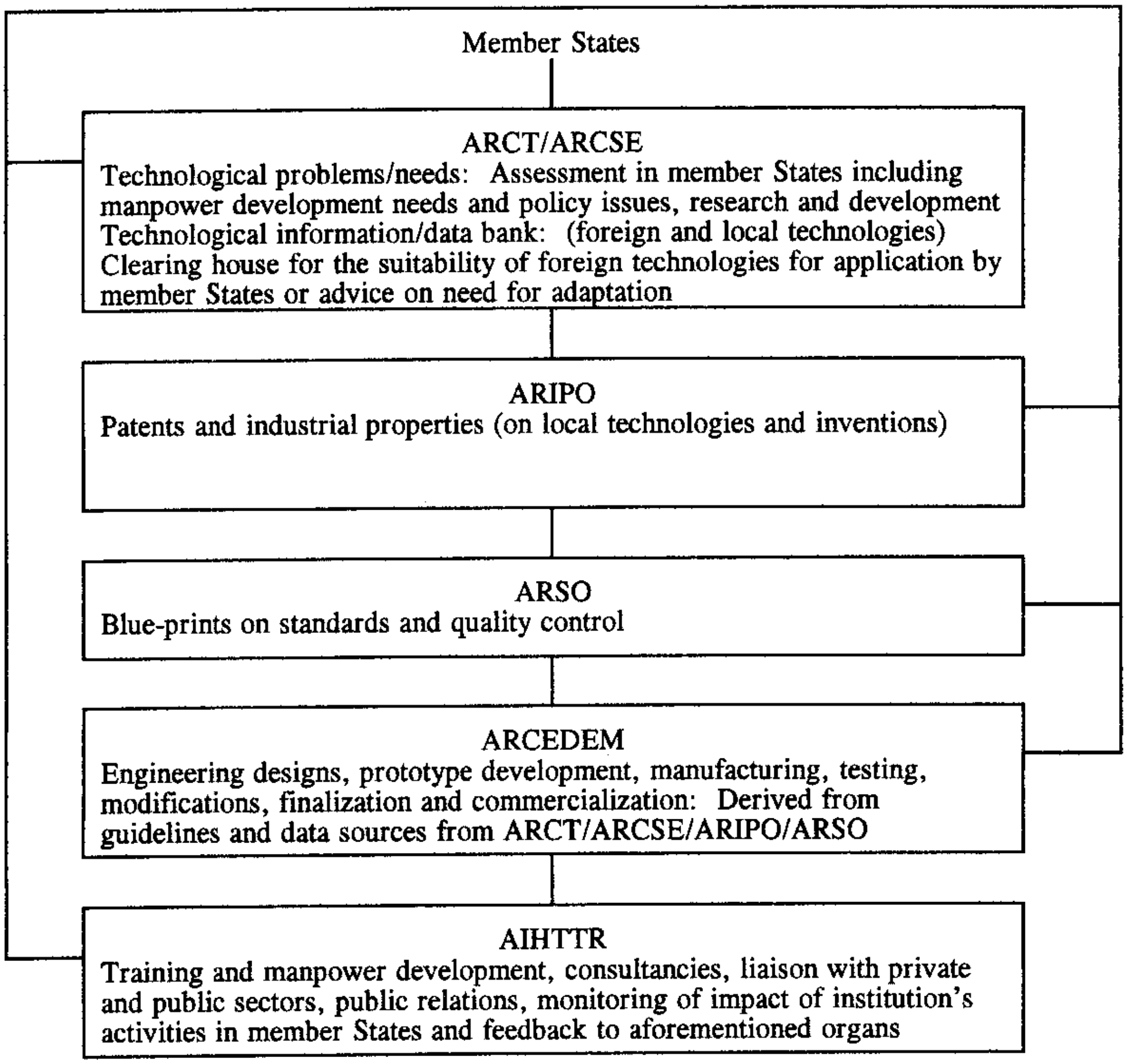
(c) IDEP/ACARTSOD

44. The merger of the two institutions will help strengthen the mutual relationship between the economic and social aspects of development in Africa through the combined research and training activities of the new institute. Thus, the two institutions will pool their capacities and resources together to help address the social and economic planning, management and development issues and problems of the continent from a more integrated perspective.

4. Amalgamation of capital equipment to enhance economies of scale and improve productivity

45. Essential capital equipment and machinery where they complement one another are expected to be pooled together in respect of each merger. The resulting capacity will improve economies of scale and enhance productivity. Although it was not possible to obtain the precise volumes of equipment to determine the freight cost of moving relevant equipment from the rest of the institutions to the headquarters of each merger, it is recommended to sell some items such as vehicles, office machinery and other obsolete equipment which may be used to defray such cost.

46. The merged institutions should begin operations with relevant combined facilities. Extensions in terms of facilities, land and buildings will be examined by the new Governing Council through the Programme Advisory and Management Board, by taking into account the experience gained during the transitional period of operations. Part of the host government's responsibility should cover this necessity. In addition, member States could contribute to a special capital development fund to cater for necessary expansions or refurbishing of existing facilities.



II. PROPOSAL TO REORIENT THE OBJECTIVES AND PRIORITIES OF THE INSTITUTIONS BY TAKING INTO ACCOUNT NOTABLY THE GOAL OF THE ESTABLISHMENT OF THE AFRICAN ECONOMIC COMMUNITY

47. As instruments for the promotion of Africa's development in their specialized areas of activity, ECA-sponsored institutions have to adjust themselves to respond to new realities and imperatives in the process of Africa's economic development.

48. The Lagos Plan of Action which provided the initial stimulant to the establishment of these institutions has, itself, undergone a process of adjustment and reinforcement in terms of current development charters reflected in the Treaty establishing the African Economic Community, the UN-NADAF and Agenda 21, although the basic principles and objectives underlying the Lagos Plan of Action remain as valid as before.

49. What are the new development challenges facing Africa today? What role can ECA-sponsored institutions play to respond to these challenges?

50. It seems to us that the first development challenge facing Africa at the present time is the establishment of the African Economic Community which has to be accomplished over three decades after the coming into force of the treaty. The period may seem a long time away, but in reality, it is a very short period within which the laudable goals and complex tasks of the treaty have to be accomplished. Given the experience gained in the implementation of the Lagos Plan of Action and indeed in progress made in other ensuing strategies such as APPER, UN-PAARED, etc., promulgated by member States over the past two decades, it is not far-fetched to realize the enormity of the challenge that confronts Africa over the next 34 years in as far as the attainment of the ultimate goal of Africa's economic union is concerned.

51. Africa's profound economic woes during the past two decades and the serious moves towards a world economic system characterized by large economic and trading blocs have given further impetus to the imperative option of Africa's regional integration as the only hope for a better future for Africa and its peoples.

52. The second development challenge is the implementation of the United Nations New Agenda for the Development of Africa in the 1990s(UN-NADAF) which sets forth far-reaching efforts to accelerate growth and development in Africa. The objective of the New Agenda at a glance is the accelerated transformation, integration, diversification and growth of the African economies, in order to strengthen them within the world economy, reduce their vulnerability to external shocks and increase their dynamism, <u>internalize the process of development and enhance self-reliance.</u>

53. Among the specific priorities of the New Agenda are the intensification of efforts in: human resource development and capacity-building, especially in science, technology, and management; the enhancement of agricultural productivity, food security and rural progress; the promotion of regional and subregional economic cooperation and integration; and the pursuit of environmentally favourable policies, strategies and actions to ensure sustained and sustainable growth and development.

54. The third development challenge is the implementation of "Agenda 21" which stresses the environmental dimension to world development, and for that matter Africa's development process. The profound reality underscoring "Agenda 21" is the fact that a healthy environment and a healthy economy go hand-in-hand and reinforce each other. Some of the major preoccupations within this context are, of course, aligned with some of Africa's development priorities including food self-sufficiency and security, reduction of poverty and stabilization of population growth, efficient and equitable utilization of water resources, the attainment of a greater level of energy sufficiency and conservation, the protection of ecosystems, the promotion of environmentally and ecologically sound industrialization process, control of desertification, soil erosion, etc. Overall, African countries should, within the framework of Agenda 21, try to secure the unquestionable linkage between the environment and economic policies/strategies to make their overall development sustainable or serve their long-term economic and environmental interests.

55. In a nutshell, these fundamental challenges will and should preoccupy Africa during the transition to the next century and beyond, and the region should succeed in its efforts in this regard if it is to reverse its present free fall into a terminal condition of economic lethargy and decline.

56. Needless to emphasize that Africa's development is primarily the responsibility of Africa, through the efforts of its governments, peoples and institutions and the imaginative use of its immense endowments including its human and natural resources.

57. The implementation of the above development programmes will then require the full involvement of Governments and the realistic participation of intergovernmental organizations like the ECA-sponsored institutions.

58. The current objectives of ECA-sponsored institutions are broad enough to accommodate a wide range of activities in the institutions' areas of competence, including activities in support of the above-mentioned programmes. However, within the central aims of the institutions, there is need for well-defined and realistic sub-objectives with clear progress indicators, taking into account the human, infrastructural and financial resources available to them.

59. It will be an illusion to attribute multifarious and complex objectives to the institutions which they cannot realistically accomplish with the modicum of resources and soupcon of capacities available.

60. It is important for the institutions to have a vision of quantifiable achievements or results in the short, medium and long terms spanning a period of between 15 and 30 years. At the end of each five-year period, they should be objectively evaluated to determine the extent to which progress is being realized and the impact they are making, *inter alia*, to the development plans set forth in the various aforementioned policy documents.

61. In terms of broad objectives, the institutions should perceive themselves, first and foremost, as African centres of excellence for:

(a) Building critical capacities in Africa for the fulfilment of basic needs, and for self-sustaining long-term growth and development, through training programmes, seminars and workshops. The process of Africa's growth and development, no doubt, requires human capital formation with diverse skills for: primary production and processing of renewable natural resources, agriculture, aquaculture, forestry and minerals; generation of energy with particular attention to the development of new and renewable sources of energy, water supply and transport; industry and agro-industry, factories, etc.; ECA-sponsored institutions should serve as major instruments in pioneering innovations and development in their areas of competence;

(b) Providing advisory and consultancy services to member States: the private sector, government ministries and departments, public institutions and enterprises and intergovernmental organizations, in their areas of competence;

(c) Conducting research on African problems, know-how and solutions and disseminating results to member States using avenues including publication of articles in national and international media;

(d) Identifying, formulating, mobilizing resources for and implementing national, subregional and regional programmes and projects to address specific needs of member States in their areas of competence;

(e) Assisting member States with expertise in implementing development assistance projects. To this end, the institutions should establish strong links with Governments through their sectoral ministries to secure sub-contracts that would, otherwise, be accorded to expatriate firms, persons or institutions;

(f) Establishing networking arrangements or consultia among themselves to address multidisciplinary problems in member States;

(g) Seeking and mobilizing diverse sources of external support including possibilities to use UNDP IPFs of member countries to finance their activities in member States;

(h) Liaising and establishing close relationship with organizations such as the African Development Bank, UNIDO, FAO, the World Bank, the European Union, the Commonwealth Secretariat and other development partners in and outside Africa, to explore possibilities of joint identification and implementation of development programmes falling within their areas of competence;

(i) Promoting joint activities with local and foreign NGOs in their member States;

(j) Organizing national, subregional or regional "development fairs" in member States to expose their capacities and achievements to the general public and thus enhance their public awareness and recognition. This will also enable the institutions to establish relations and develop cooperative arrangements with the business sector and other potential target beneficiaries of their services;

(k) By the same token, promoting the holding of exhibitions on indigenous capacity-building, inviting displays from the general public reflecting local and traditional know-how, technologies and skills in areas covered by the institutions. The exhibitions will afford the opportunity of assessing areas for improvement and modernization of those traditional or local capabilities, to be carried out by the institutions.

62. A review of the current statements of specific objectives of ECA-sponsored institutions within their areas of specialization show that even though the objectives are of a developmental/social rather than commercial or industrial

nature, they appear too general, all-embracing, non-quantifiable and lack focus, clarity and a time-frame for achieving the expected results.

63. As an illustration, a statement of objective of one of the mineral resources centres is to "accelerate economic development of the subregion through increased exploitation of mineral resources and promote technical cooperation among the countries of the subregion and others". Objectives cast in general and vague terms make measurement of results achieved difficult. They make it easy for the institution to lose focus and a sense of time-bound purpose.

64. An approach tailored to the realization of highly focused and quantifiable objectives over five to ten year periods at a time, will not only enhance a proper assessment of the institutions' contributions to and impact on the process of Africa's development, but also it will enable a better programming, utilization and accountability of the limited resources available to them.

65. In this regard, it is important for each institution, through its Programme Advisory and Management Board, to identify and formulate within the broad purposes enumerated above, specific goals to be achieved over periods of between five to ten years, taking into account:

(a) Member States' development plans, strategies and requirements;

(b) The treaty establishing the African Economic Community;

(c) The plans and programmes of major subregional economic groupings such as UMA, ECOWAS, ECCAS and COMESA, falling within the catchment areas of the institution;

(d) Agenda 21 and UN-NADAF; and

(e) The programming cycles and orientation of major potential donors such as UNDP, the African Development Bank, the World Bank, the European Union, the Commonwealth Secretariat and other large development aid partners.

66. The last will particularly help the institutions to tailor certain programmes for financial assistance by the donors or secure execution contracts for technical assistance projects approved or being considered for member States by the donors.

67. The formulation of the clear, time-bound and measurable objectives with performance indicators should be preceded by a detailed analysis by each institution of the contemporary conditions prevailing in its respective field of intervention as well as prospects during the target period, at the national, subregional and regional levels. This analysis combined with inputs from the aforementioned influencing factors, will constitute a useful basis for the determination of a meaningful, realistic and a pragmatic set of objectives to be achieved by the institution over short-, medium- and long-term periods ranging from 5 to 15 years. In deed, it is at this level that the objectives will be reconciled with national priorities and the broad subregional and regional development goals.

68. The proposed programme evaluation committee of each institution will then have a meaningful role to play by monitoring progress in the achievement of the objectives and conducting periodic assessments to ensure that the institution is making the desirable impact in terms of the objectives set.

III. PROPOSALS TO OVERHAUL THE ORGANIZATIONAL SET-UP OF THE INSTITUTIONS WITH A VIEW TO ENHANCING MANAGERIAL AND OPERATIONAL EFFICIENCY AND EFFECTIVENESS

69. The organizational set-up is constituted by the decision and policy-making processes, management and the staff structures required for the institution to carry out its functions and accomplish its objectives. An organizational set-up should sufficiently reflect the purpose and responsibilities of the institution. Staffing at competitive and rewarding levels of remuneration, the management and decision-making structure and their responsiveness to needs dictated by

efficiency and effectiveness in meeting the institution's goals, development of standards and performance criteria to ensure the success of the institution are all important factors to be considered in this set-up.

70. The organizational set-up should especially ensure that the requisite range of skills and expertise are available to enable the institution achieve its expected performance and productivity. The set-up should also ensure a management structure capable of motivating and keeping staff committed to the goals of the institution and inducing their maximum effort towards the achievement of results, assuming that the counterpart support in terms of the appropriate levels of capital equipment, financial and material resources are available to facilitate the work and efforts of the organization.

71. Key elements of the decision-making process and the management structure are the Governing Council and a management team led by the Executive Director or Chief Executive at the level of the institution. As part of the decision-making structure, the preliminary study proposed the establishment of a Programme Advisory and Management Board to assist the work of the Governing Council, as well as a Resource Mobilization Committee and an Evaluation Committee to respectively assist in mobilizing resources and ensuring periodic evaluation of performance. In a nutshell, the Council will constitute the General Assembly of member States as the highest policy body. The PAMB will constitute the highest management body and policy adviser to both the Council and managers of the institution. Its functions and authority are, indeed, construed to be comparable to those of "Board of Directors" of commercial/business enterprises.

72. A review of the present decision-making structure of the ECA-sponsored institutions shows that each institution has a Governing Council, but not all have a system to assist the management of the institution and the Governing Council to perform some key functions ascribed to the Programme Advisory and Management Board (PAMB), which include assisting in the formulation of realistic and coherent work programmes; advising on joint programmes and activities with other institutions where areas of common interest exist; determining a minimum level of services which the institution should provide to each member State in accordance with the concept of distribution of benefits among the owners of the institution; and assisting in the approval and allocation of resources based on the requirements as expressed in the work programme. These are very critical functions found lacking in a number of the intermediary decision-making authorities (between the Governing Council and internal management) existing in some institutions under different names: Technical Advisory Committee (TAC), Executive Board (EB), Board of Directors (BOD) and Executive Committee (EC).

73. Another critical function which is the mobilization of resources from member States and other external donors is proposed to be assigned to a separate organ " the Resource Mobilization Committee", which will give it its fullest commitment and attention. Important as it is, this activity does not seem to have been given enough impetus within the responsibilities of the present TACs, EBs, BODs and ECs.

74. There is also no institutionalized mechanism for periodically assessing the performance of ECA-sponsored institutions. Evaluation exercises when carried out, had generally arisen in response to review procedures of donor-assisted projects being implemented by the institution, rather than a response to a system in place. The proposal to establish an Evaluation Committee as part of the decision-making structure will help address the necessity of keeping the performance of ECA-sponsored institutions under constant review and assessment.

75. In terms of management structure, the organizational set-up should provide for a very strong management team within the institution. The team will be led by the Executive Director or Chief Executive. Although ECA-sponsored institutions operate with non-profit aims, their sound and skilful management is essential to their good performance, improved productivity and growth. To ensure this demands the building of internal management capacity and the systematic application of management tools of planning and goals setting, organizing, leading or guiding staff efforts to implement plans, and controlling by monitoring performance, comparing results to objectives and thereby undertaking measures to rectify bottlenecks to progress.

76. The introduction of a sound and modern management system in ECA-sponsored institutions to secure the kind of direction necessary for them to function and be managed as efficient self-sustaining entities will require that their organizational set-ups allow for the following:

A. An independent internal management structure

77. Through the legislative authority of the Governing Council, member States who own the institutions, do and should have the responsibility for policy decisions on critical issues with regard to objectives and achievement expectations of the institution, investments, personnel policies including salaries, wages and privileges and general rules and regulations governing the conduct of the institution.

78. Nonetheless, legitimate concerns and expectations for the institutions to adopt a business-like character with a motive for cost efficiency, financial self-support and results-oriented strategies necessitate their being granted sufficient management autonomy and authority within the limits of their statutes, the guidance of the PAMB and the Governing Council/General Assembly of member States. This authority would include responsibility for the Executive Director/Chief Executive to approve expenditures and make financing decisions up to certain limits within approved budgets, recruit, promote and dismiss some categories of personnel, and manage the general affairs of the institution. The implications for this is of course that there will be less management control by sponsoring organizations on the financial and administrative matters of the institutions.

B. The recruitment of upper-level management personnel with proven management experience

79. The organizational set-up should provide for filling upper-level management positions such as the Executive Director, Deputy Executive Director and Directors of Departments with people having proven managerial experience and background, or there should be an intensive modern management training programmes for existing incumbents. Upper-level management personnel knowledgeable and experienced in modern management techniques and tools would facilitate the building of an internal management team and capacity with the commitment and vision to propel the institution to commanding heights and help it to maintain a corporate image and credibility essential to sustain the confidence of member States and promote goodwill and partnership with donors and similar external organizations. Overcoming internal and external obstacles to achieving these goals will be part of the necessary qualities of this management capacity. In the final analysis, the professionalism and capabilities of management at the different levels of the institution will provide the fundamental framework for the productive interplay of the human, financial and capital resources available to the institution to accomplish its objectives.

C. Proper motivation of supervisory/management staff with adequate remuneration

80. One type of management problem noticeable in some ECA-sponsored institutions is lack of motivation of supervisory/management staff owing to a lack of adequate compensation levels and professional challenge. Solving this problem will require that there should be a periodic review of salaries to make them competitive as well as rewarding to help in attracting and retaining highly qualified and experienced staff. The organizational set-up should also make it possible to move or rotate management personnel within the institution to broaden their horizon and professional challenge as well as enhance their career development prospects.

81. Having looked at the decision-making and management structures, we now turn to another important aspect of the organizational set-up which is the human resource or staff of the institution, aside the management resource. The range and right mix of skills and expertise at the disposal of the institution is critical to implementing its desired plans and programmes. The organizational set-up should provide for a staffing structure adequate and appropriate to the needs and requirements of the institution, and a recruitment process that will allow for the hiring of people with requisite knowledge and experience to enable them carry out the responsibilities expected of them.

82. The question of motivation of course plays an important role in exerting maximum efforts of the staff. Accordingly, appropriate remuneration and incentive schemes should be accorded due consideration in the overall staffing package of the institution, taking into account the need to ensure some degree of harmony among ECA-sponsored institutions in general, and comparable organizations in particular, as well as the best possible salaries offered by other pan-African intergovernmental organizations of member States, such as OAU.

83. In this perspective, it is significant to point out the significant discrepancies in the remunerations among institutions operating in similar fields, and among ECA-sponsored institutions in general. While such discrepancies

can be healthy for competition, they can have a detrimental effect on motivation and performance. In fact, these differences appear to be dictated by financial circumstances rather than a conscious policy to be competitive, to the extent that even within the same institution, posts which are virtually the same, do attract different remunerations depending on the source of financing.

84. Clear guidelines on organizational positions and their remuneration packages and incentive schemes irrespective of the source of funding should, therefore, be part of the organizational set-up or framework with a view to avoiding internal conflicts and tensions which can only be detrimental to the morale and motivation of the personnel in the institution. It goes without saying that there should also be some degree of harmonization of the salary structures among ECA-sponsored institutions in general.

85. In general, the guidelines will provide for critical or mandatory positions that will have to be supported by the owners of the institution, i.e., member States. These positions should represent the critical minimum without which the institution cannot be effective. Information provided by the institutions on their core professional and general service positions revealed that the majority had very weak personnel structures. Among them, an institution supposed to serve as a centre of excellence for training and research in technical disciplines, had only three professional posts, one of which was for administrative and financial matters. How effective, efficient and credible such an institution could be is questionable.

86. If member States' support for those identified core positions can prove reliable and sustainable, the mobilization of external resources could then be targeted to the implementation of desired programmes(including short-term supplementary personnel and consultants) for the benefit of member States, rather than used to finance the salaries of the core personnel.

87. If, on the other hand, member States' support cannot be forthcoming in this regard, it is hard to anticipate its substitution for a sustainable external financing of some sort, and it is not far-fetched to envision the institution declining into a terminal crisis, a phenomenon striking a number of the institutions at the moment.

88. The approach to setting specific measurable targets for the institutions to achieve over specified periods of time in the context of the proposals to reorient their objectives, should contribute to a more dynamic evolvement of ECA-sponsored institutions as they meet new targets and developments taking place in their spheres of operation. In this context, the organizational set-ups should be dynamic and allow for possible adjustments appropriate to the circumstances, bearing in mind that ultimately, it is the goal of the organizational set-up to assist the institution achieve results in relation to the targets/objectives set.

IV. PROPOSALS FOR NEW STATUTES AND ARTICLES OF ASSOCIATION OF THE RATIONALIZED INSTITUTIONS

89. The effective implementation of the rationalization measures proposed in the preliminary study in terms of merging certain institutions will require that the existing individual statutes be replaced by a single constitution for each merger.

90. The provisions of the present statutes of ECA-sponsored institutions are very comprehensive with a few variations in substance in the light of the objectives and functions of the establishment: The following framework is common to all of them:

(a) A brief preamble describing the development context of the institution;

(b) Establishment of the institution;

(c) Membership which in general is open to all member countries of ECA and OAU;

(d) Broad objectives of the institution;

(e) Functions of the institution towards the achievement of the stated objectives;

(f) Obligations of member countries;

(g) Organs of the institution, which generally consist of the Governing Council/Board or General Assembly; the Executive Board or Executive Committee or Technical Committee;

(h) The composition and functions of the organs, the Chief Executive, the Secretariat, and meetings of the organs;

(i) The financial resources of the institution consisting basically of the annual contributions of member States;

(j) Provisions for cooperation with other organizations;

(k) The legal status of the institution, its privileges and immunities and those of its staff;

(l) Provisions for withdrawal, suspension and cessation of membership;

(m) Provisions for amendments; settlement of disputes and dissolution.

91. The constitutions of the proposed mergers represent a very important final step in the coming into being of the new establishments. Therefore, it is essential that their preparation benefits from consultations among the existing legislative organs through a joint meeting organized for this purpose. This will ensure that the outcome reflects the collective views and understanding of all concerned partners taking into account all necessary measures to ensure a smooth dissolution of the existing institutions and their transition into the new organizations.

92. In this regard, the constitutions of the proposed mergers should build on the valid and comprehensive provisions of the present statutes rather than replace them entirely. Along with the statutes, various regulatory documents could be prepared and adopted by the governing councils to enhance the monitoring of the day-to-day operations of the merged organizations. The following proposals concern improvements or relevant changes to the existing statutory provisions:

(a) The conditions for the effective coming into force of the proposed mergers should be specified in terms of the number of countries required to ratify the new constitution for it to become operational;

(b) The membership of the proposed mergers should, as a starting point, cover all the combined members of the institutions being merged, but in principle be left open to the entire Africa region. Each member country should designate an appropriate authority which the institution will liaise with in connection with any matters arising under it;

(c) The statutes will also include minimum benefits/services which the institution should provide for each paying member country;

(d) The obligations of all member countries should include the enactment of laws granting full diplomatic privileges, immunities and exemptions from all taxes and custom duties to the institution as a body corporate and to its officials;

(e) The issuance of special laissez-passer to the institution's officials the validity of which could be initially restricted to the member countries or be recognizable by all African countries;

(f) The constitution should also stipulate additional conditions for host countries such as: adequate rent-free premises for the establishment in a germane location/surrounding; assistance for finding suitable accommodations especially for non-local officials of the institution, and free accommodation for the Chief Executive; discounts on or waiver of public charges for utilities including electricity, water, and telecommunication services; respect for the quality of impartiality of the institution towards all member countries; and any other possible assistance that the host country can mobilize to help the institution fulfil its objectives for the benefit of all member countries;

(g) The proposed changes in the legislative structure viz: the establishment of the following uniform organs for each institution, i.e., the General Assembly to be vested with full powers of the institution; Programme Advisory and Management Board (PAMB) to be responsible for the conduct of the general operations of the institution under the authority of the General Assembly; the Resource Mobilization Committee to assist the Board and the Management in the mobilization of resources; the Evaluation Committee to assist the General Assembly in the periodic assessment of the institution; and the Executive Director as chief of staff of the Institution to conduct under the direction of the PAMB the current operations of the institution, and who would be appointed by the General Assembly upon the recommendations of the PAMB;

(h) The constitution should provide powers to the Executive Director to appoint staff below the level of Directors and Senior Officials with the prime motive of securing the highest standards of efficiency, technical competence and integrity, and on as wide a geographical basis as possible, taking into account the regional status of the institution;

(i) All Directors and Senior Officials of the institution should be appointed by the PAMB;

(j) The constitution should prohibit politicking in the conduct of the operations of the institution, making it a serious misconduct for any official to succumb to political/bipartisan influences and interests by member countries in the discharge of their functions;

(k) The cost of participation in the sessions of the General Assembly which in practice is absorbed by the precarious financial resources of the institutions, should rather fall under the responsibility of each member State;

(l) The constitution should give room for private equity participation when necessary, as part of the financial resource possibilities of the institution.

V. A REASSESSMENT OF THE INCOME-GENERATING CAPACITIES OF THE INSTITUTIONS WITH DUE EMPHASIS NOTABLY TO LINKAGES WITH THE PRIVATE SECTOR

93. An assessment of the income-generating capacities of ECA-sponsored institutions reveals that in general, the majority of ECA-sponsored institutions do not generate any income from their services. Even for those generating some revenue, the amount involved is meagre and does not significantly contribute to the financing of their budgets.

94. Table 13 shows reported earnings from regular activities. Some institutions stated that they had not started any income-generating activities, while others simply had nothing to report by way of revenue. The source of the revenue gained ranges from advisory/consultancy services to fees from training programmes. Tuition fees constitute the greatest source of income for institutions like ARCEDEM and IDEP conducting regular training programmes for member States. Consultancy services represent the second significant source of revenue, generally obtained through project subcontracts.

Table 13. Reported income from regular activities

Institution	Average annual income (in US$)	Source (in percentage)	
IFORD	3,400	Advisory services	
IDEP	133,500	Tuition fees Seminars Rent of conference facilities	52 31 17
RCSSMRS	181,131	Geodesy services Engineering services Remote sensing services Mapping services	1 51 36 12
ARCEDEM	861,123	Training Sundry Investment income	97 1 2
RECTAS	27,000	Advisory services	
ARCT	69,338	Consultancy fees	

95. However, it should be noted that the generation of income by ECA-sponsored institutions has been difficult to achieve because of the nature of the institutions. Unlike profit-generating enterprises, these institutions have objectives that are developmental or social in nature, and they are funded by member States for whom they provide services without profit strings attached. Like all intergovernmental developmental organizations funded by member States, revenue generation is an incidental objective rather than a conscious input-output or capital-earnings strategy.

96. For ECA-sponsored institutions to be able to generate revenue, they should possess the capital resources and investments in terms of plant, equipment, buildings, technology and other physical infrastructure geared towards producing a return on investment or capital according to business theory. To this extent, therefore, the challenge of productivity and corporate survival in a market competition will demand that those capital resources would be brought together to produce goods and services that the institution can sell on a competitive basis.

97. The above analysis notwithstanding, there are good reasons for ECA-sponsored institutions to behave like commercial enterprises by attempting to make money from their activities to support themselves. First of all, ECA-sponsored institutions do absorb considerable financial outlays from the generally weak coffers of member States, and for many countries, these outlays represent significant financial sacrifices in relation to the benefits they receive.

98. In the dire economic situation that many countries find themselves, there is a great opportunity cost attached to the significant public financial resources to which the institutions make claim in terms of member States' contributions. Conversely, a lot other important demands lay claim to the limited resources available to member States. Therefore, it is important that ECA-sponsored institutions do not become a burden on the already weak national coffers by attempting to diversify their resource base through what we would call "goals and budget-support" activities. We hesitate to use the term "income or revenue generating" activities because it is very restrictive in terms of what ECA-sponsored institutions can do to diversify their sources of financing to support their programmes and the attainment of their objectives.

99. In this context, the concept of goals and budgetary-support activities embraces all efforts that ECA-sponsored institutions can deploy or are capable of deploying with the view to:

(a) Reducing the burden of member States in terms of the financing of their basic programme budgets;

(b) Expanding the horizon of their basic programmes to cover special requests, programmes or projects for member States;

(c) Contributing to the fulfilment of their objectives in general.

100. The regular annual or biennial budgets of ECA-sponsored institutions reflecting core personnel and operational expenses broken down into cost of programmes, utilities, maintenance of buildings, vehicles and equipment, consumables etc., are normally financed from contributions of member States. Experience has shown that the financing of the budget is largely constrained by the lack of payment of member States' contributions.

101. It is for this reason that efforts at mobilizing additional resources are essential to alleviate the problem of non-payment of contributions. However, it should be incumbent on member States to assure support for the core personnel and the operational expenses excluding programmes. These are essential for the institutions to break even by ensuring that at least some minimum in-house activities including research studies, collection, processing and dissemination of information through publications, organization of meetings of legislative organs, implementation of on-going donor-assisted projects etc, can be implemented by the core personnel. To the extent possible, the funding of programmes should be assisted through income-generating activities and external resource mobilization efforts of the institutions by means of the following general prescriptions which each institution can adapt to its particular circumstance:

(a) <u>Income-generating and research efforts</u>

(i) <u>Training programmes</u>

(a) Standard charges to cover training materials, meals, local transport, and tuition if the hire of consultants is necessary), for all on-campus training programmes and courses. Campus accommodation could be free. Special discounts from the standards could be granted to a certain quota of participants sponsored by <u>paying</u> member Governments only. All other participants including individuals, people from the private and public enterprises and institutions and those sponsored by <u>non-paying members</u> should bear the full standard charges. Each institution should be able to determine the appropriate standard fees for its training programmes taking into account facilities available, the content and materials required and the prevailing local conditions. Where accommodation is not available on campus, the institution could negotiate special rates with local hotels. The charges could be kept adjusted as necessary to take account of inflationary trends;

(b) Organizing practical off-campus (away from the institution) tailor-made training programmes including in-service seminars and workshops for clients both in the public and private sectors. The charges for such programmes could be the subject of negotiation and mutual agreement between the institution and the interested party;

(c) Conducting periodic evaluation and impact assessment studies of training programmes to identify strengths and weaknesses as a basis for improving future programmes and their marketability.

(ii) <u>Technical services</u>

(a) The wealth of experience and knowledge of the institutions' core professional personnel should be utilized to provide consultancy, advisory and other technical services at a fee to Governments, private and public organizations in all programme areas of the institutions' fields of competence in the context of their work programmes. Detachments of the institutions' experts for special assignments within Government Departments and private organizations over a negotiated period of time could be a lucrative strategy;

(b) To this end, the institutions should be able to move at the centre-stage in the fields of their competence to identify relevant consultancy and advisory needs of member States and other prospective clients and be in a position to deal with those needs through concrete programmes of consultancy and advisory services. Some of the broad areas of consultancy and advisory services in the institutions' fields of competence could include: project planning and preparation, feasibility and investment studies, enterprise development, evaluation, restructuring and rehabilitation exercises, resource management, user services, planning and management of inter-country cooperation activities,

information development and application, policy formulation, production and productivity, appropriate technology and human resources development;

(c) Building commercial relationships with the private sector through the setting up of private sector support units within the organizational structure of the institutions with the responsibility to identify and catalogue all private enterprises, institutions, entrepreneurs as well as NGOs doing business in the institutions' fields of activity from which it will pick the best potential clientele to promote contacts and dialogue in order to identify areas of mutual interest and business cooperation. The private sector support unit will serve as a general business intelligence bureau with the ability to identify potentially sustainable demand for the products and services of the institution within the private sector and to develop marketing strategies taking into account the institution's comparative advantage, with a view to attracting lucrative business for the institution.

(iii) Publications

102. A number of ECA-sponsored institutions possess in their field of activity, a remarkable variety and quantity of reports on research studies, proceedings of seminars, workshops and conferences, advisory and consultancy activities, technical studies etc, which at best are housed in their libraries for internal consumption. Some of these reports can constitute a significant source of revenue for the institutions if they are transformed into attractive marketable publications. The problem of resources is often cited as a constraining factor. However, if a market study shows that the sale of publications promises to be a potentially significant source of income, the procurement of modern publishing facilities should feature as one of the top priorities of the institution's capital requirements.

103. Initially, an effort can be made to produce a compendium of selected innovative results and studies which the institution has been able to produce since its establishment and which can serve as a manual, a textbook or a reference material for development and economic operators in their fields of specialization. This can then be published using external state-of-the-art facilities for eventual sale to potential users including research institutions, organizations, academicians, universities, governments, entrepreneurs, and the general public both within and outside the Africa region. The revenue from the sale could far outweigh the cost of the publication. The publication itself could have a significant promotional value in terms of enhancing the image and reckoning of the institution in its field.

(iv) Renting of conference facilities and equipment

104. Institutions with conference and hostel facilities should keep abreast with major conferences, workshops, seminars and meetings planned to take place at their duty headquarters or within their vicinities in order to explore the possibility of hosting them for a fee. Similarly, priority consideration should be given to the institutions if such events sponsored by ECA and Governments are scheduled to take place in a duty headquarters of an institution that has appropriate conference facilities.

(v) Organization of exhibitions on the activities of the institutions in the host country

105. The institutions could organize periodic exhibitions on their activities through negotiated sponsorship of some prominent and wealthy economic operators, businessmen and women, as well as private organizations within and outside their headquarters. Special awards and prizes including honourary membership could be designed to recognize keen interest in and support for their activities. Business contacts made through such exhibitions should be exploited and sustained to best advantage. The exhibitions should by no means not preclude the possibility to offer certain tradeable products and services such as publications, to the general public.

(vi) Formation of technical consortia among the institutions

106. Team effort among ECA-sponsored institutions is essential to enhance their overall effectiveness and impact on Africa's development process. The mutually complementary and reinforcing linkages of Africa's development strategies and actions lend necessity for multidisciplinary thinking and approach by ECA-sponsored institutions in addressing development issues.

107. In establishing technical consortia among themselves, they can be effective in this regard as well as increase their leverage in competing for multidisciplinary consulting services prevalent in many donor-assisted programmes.

(vii) Mobilization of resources from donors

108. One of the prime responsibilities of the executive leadership of ECA-sponsored institutions should be to mobilize resources for the institution with the assistance of the proposed Resource Mobilization Committee. It goes without saying that an important criteria for evaluating the performance of Executive Directors of the institutions will consist of the extent to which they are able to secure external financial assistance to support the institution's programmes and advance the fulfilment of its objectives.

109. There is a vast array of development aid resources which ECA-sponsored institutions can tap to support their activities: Efforts in this regard can be greatly enhanced through:

(a) The formulation and presentation of specific projects within the donor's priorities for assistance; to this end, the development of comprehensive profiles of donors interested in the institution's field of competence will be useful;

(b) Consultations and negotiations with beneficiaries as well as donors to secure consultancy services and executing agency responsibility in the context of programmes and projects supported by the donors for their own clients;

(c) Demonstration of efficiency and effectiveness in implementing donor-assisted projects in order to instil their confidence as a means of conducing a sustainable future cooperation. In this connection, internal constraints and inhibitions to successful project implementation should therefore be removed.

110. In this context, table 14 provides information on a sample of potential donors which the institutions can use in their resource mobilization efforts for project assistance and consultancy services.

Table 14. Brief information on sample potential donors

Donor agencies/governments	Contact address for further information	Examples of areas of assistance/possibilities
	Multilateral aid agencies	
United Nations Industrial Development Fund (UNIDF)	The Chief Project Review Committee Secretarial Unit, Department for Programme and Project Development, United Nations Industrial Development Organizations, P.O.Box 300, Vienna, Austria Tel: 26310, Telex: 135612	Agro-industrial production; industrial use of natural resources; renewable sources of energy; development and transfer of technology
United Nations Capital Development Fund (UNCDF)	UNCDF, 1 United Nations Plaza, New York, NY 10017, USA Tel: 212-906-6118; Telex: 236286	Agriculture and water supply; sanitation and health; transport and communications; small-scale industry; energy; education; shelter
United Nations Fund for Science and Technology (UNFSTD)	UNFSTD, c/o UNDP, 1 United Nations Plaza, New York, NY 10017, USA	Capacity building for science and technology policy formulation; upgrading of computer utilization and computing capability in the field of science and technology
United Nations Environment Programme (UNEP)	UNEP, P.O.Box 30552, Nairobi, Kenya Tel: 333930; Telex: 22068	Possibilities exist for offers of contracts to consultants, experts and institutions to undertake feasibility studies and research work
European Union (European Community)	The Courier, EC Commission, Rue de la Loi, 1049 Brussels, Belgium Tel: 2 235 1111	Possibilities: executing responsibility for EC-financed projects in ACP countries with the agreement of those countries; submission of regional projects with the acceptance and on behalf of ACP countries
Arab Bank for Economic Development in Africa (BADEA)	BADEA, P.O.Box 2640, Khartoum, Sudan Tel: 73646/73709/70498; Telex: 22248 SD, 22739 SD	Possibilities: executing responsibility or subcontracts for BADEA-financed projects in member countries with the agreement of those countries; sub-mission of regional projects with the acceptance and on behalf of BADEA member countries
Islamic Development Bank (IDB)	IDB, P.O.Box 5925, Jeddah 21432, Saudi Arabia Tel: 636 1400; Telex: 6011371 ISDB SJ	Technical assistance for the preparation of feasibility studies
OPEC Fund for International Development (OPEC FUND)	OPEC FUND, A-1010 Parking 8, P.O.Box 995, -1011 Vienna, Austria Tel: 51 5460; Telex: Fund 1-31734, 1-34831	Finance technical assistance activities

Donor agencies/governments	Contact address for further information	Examples of areas of assistance/possibilities
	Bilateral aid donors	
Danish International Development Agency (DANIDA)	DANIDA, Ministry of Foreign Affairs, 2 Asiatisk Plads, DK-1448, Copenhagen K, Denmark Tel: 01 14 25 75; Telex: 15493 IFU DK L	Rural development projects; economic planning and public administration; agriculture, forestry and fisheries; industry; trade and banking
Finnish International Development Agency (FINNIDA)	Ministry of Foreign Affairs, FINNIDA, Mannerhiemintie 15C, 00260 Helsinki 26, Finland Tel: 406077	Development programmes and projects
Kreditanstal Fur Wiederaufbau (KfW), Germany	KfW, Palmengartenstrasse 5-9, P.O.Box 111141, 6000 Frankfurt am Main 11, Germany Tel: 0611 7431 0; Telex: 411352	rural development; conventional and renewable sources of energy, protection of natural resources; training programmes for personnel in the third world; imports required to maintain or make better use of existing production capacities including machinery, equipment and spares
Swedish International Development Agency (SIDA)	SIDA, s-105 25 Stockholm, Sweden Tel: 08 15 01 00; Telex: 1450 SIDA STHLM	Regional programmes; population problems and family planning, agriculture; energy; water supplies
Canadian International Development Agency (CIDA)	CIDA, 200 Promenade du Portage, Hull, Quebec, Canada KIA OG4 Tel: 819 997 5006	renewable natural resources; population and health; energy; agriculture; water supplies; transport; technology
Agency for International Development (USAID)	USAID, Office for Public Enterprises, Bureau for External Affairs, 21st and Virginia Avenue, Washington DC 20523	All the major sectors including agriculture, population planning, health, education and human resources development and energy; development projects
China	Ministry of Foreign Affairs, 225 Chaonai St., Dongsi Beijing, China	Agriculture, light industries, infrastructure
India	Ministry of External Affairs, South Block, New Delhi 110011, India Tel: 11301 2318; Telex: 3161876	Light and agro-industries
Japan International Cooperation Agency (JICA)	JICA, Shinjuku Mitsui Building, 2-1-1 Nishi Shinjuku, Shinjuku-Ku, Tokyo, Japan	Transfer of technology; agriculture; trade; industry; mining and manufacturing; study tours for technical trainees; secondment of Japanese experts

(a) The World Bank

111. The International Bank for Reconstruction and Development (the World Bank) supports projects in a variety of fields including agriculture, rural development, education, energy, industry, mining, population planning, urban development and water supply in African countries. Information on new projects being identified is provided in the following World Bank publications: The Sector Memoranda which provides some detail on projects that have been mutually agreed upon between the Bank and the beneficiary government as complementing the development plans of the country, and; the Monthly Operational Summary of Bank and IDA Proposed Projects. The Bank also produces weekly technical papers that provide details of new project loans approved and give information on the financing details, the implementing agency and the consultants required.

112. ECA-sponsored institutions could get in contact with the Bank to obtain copies of such documents from which they can explore consultancy possibilities in consultation with the beneficiary countries. The contracts for consultancy services are not usually advertised. Therefore, prospective consultants are advised to contact the relevant ministry of the beneficiary country to express their interest in providing consultancy services. They can also contact the World Bank if they are unable to obtain a response from the beneficiary country.

113. For instance, the Bank's recent Monthly Operational Summary issued in December 1993 provides a wide range of projects under preparation or approval for implementation in member countries. A number of these projects will require consultancy services that fall within the competence of some of the ECA-sponsored institutions. Early contacts with the countries concerned to explore such consultancy possibilities could yield fruitful results. In the spirit of promoting the building and utilization of local capacities in Africa, beneficiary member countries of World Bank financed projects should endeavour to support the institutions' requests for consultancy contracts.

114. Table 15 provides information on a selected number of projects from the aforementioned Monthly Operational Summary offering the possibility for consulting services.

Table 15. Selected country projects financed or being considered by the World Bank

Country	Project sector	Selected objectives of project	Matching institutions
Burkina Faso	Mining	Restructure and strengthen government supervisory institutions and upgrading and reorganizing the geological data bases	CAMRDC; ESAMRDC
Cape Verde	Public sector reform and capacity building	Build economic management capacity	IDEP/ACARTSOD
Chad	Health and population	Develop and promote a population policy	IFORD
Equatorial Guinea	Economic management	Strengthen public sector capabilities for fiscal management	IDEP/ACARTSOD; ACMS; ESAMI
Ethiopia	Public enterprise reform	Enable Government to define and initiate implementation of a programme for public enterprise reform and divestiture	IDEP/ACARTSOD; ESAMI
Ghana	Public enterprise/privatization	Institutional and policy reforms to improve performance of the public enterprise sector privatization	IDEP/ACARTSOD; ESAMI
	Private sector	Address private sector productivity and technology needs as well as industrial infrastructure requirements	ROTTA: ARCEDEM/ARCT/ ARCSE/ARSO/ AIHTTR/ARIPO
Guinea	Higher education management	Development of institution-level management capacity	ESAMI
	Mining/mineral	Sector development and improved economic management in mining and mineral sector	CAMRDC; ESAMRDC
	Financial sector	Restructure commercial banking and insurance sectors and strengthen banking supervision and credit policy	AACB; ACMS
Guinea-Bissau	Agricultural land and environmental management	Establishment of a National Geographic and Cadastre Institute	ACMAD; RECTAS/CRTO
Lesotho	Privatization/restructuring	Training for entrepreneurs who will take over privatized government services; improved technical and management skills of the staff of privatized companies	ESAMI; IDEP/ACARTSOD
	Public sector financial management	Improve budgetary management and financial reporting in government and strengthen linkages between budgetary control and development planning	IDEP/ACARTSOD; ESAMI
Malawi	Trade and distribution adjustment	Rationalization of trade and distribution sectors	AATPO

Country	Project sector	Selected objectives of project	Matching institutions
Mauritius	Port development	Policy adjustment to manage existing port with a view to improving quality of services and reduce handling tariffs	PMAESA
	Technology development	Strengthening the development of standards and improving financial mechanisms for upgrading technology and strengthening technical skills	ROTTA: ARSO/ARCT
Mauritius	Higher and technology education	Assist Government to implement tertiary education master plan particularly in science and technology, and improving the quality of the labour force to enable the country to sustain a high technology and skills intensive economy	ROTTA; ARCT/AIHTTR
Mozambique	Financial sector adjustment	Strengthening of the Central Bank, development of monetary policy instruments of control, and restructuring of the State-owned commercial banks	ACMS; AACB
Rwanda	Population, health and nutrition	Establishing a coordinated, multi-sectoral response to population growth and density	IFORD
Tanzania	Mining	Assist Government in designing and implementing reforms to encourage private sector oriented mining development	ESAMRDC
	Human resources development	Strengthen demand for social services including health, nutrition and education, water sanitation and family planning; and building up policy formulation and implementation capacity of district governments	ACARTSOD/IDEP

(b) <u>The African Development Bank</u>

115. The African Development Bank as the largest source of development finance in Africa has a major role to play in the building, strengthening and maintaining African capacities in a variety of fields through increased assistance to the programmes of the regional development capacity-building institutions of Africa.

116. The impact of the Bank's assistance in this regard can be greatly enhanced by building effective cooperation with the ECA-sponsored subregional and regional development institutions through modalities including:

(a) Financing of regional programme initiatives in the institutions' various fields of competence;

(b) Utilizing the institutions with the support of the countries, for consultancy or as resource persons or executing agencies for ADB-financed projects in the member countries; or as technical consortia of experts for certain multidisciplinary and regional programmes;

(c) Utilizing the institutions for ADB's own programmes and activities requiring consulting or subcontract services.

(c) <u>Private equity participation/privatization</u>

117. In the final analysis, the possibility of opening up the ECA-sponsorship institutions to subregional or regional private equity participation is worth considering by the policy makers. Such a proposal should be seen in the context of: promoting an active popular and private sector participation and investment in development capacity-building in the context of Africa's development and integration process; promoting the achievement of development-oriented and social objectives on a self-financing and competitive basis, and; dismantling the illusory optimism that ECA-sponsored institutions can incessantly depend on public financial outlays from African Governments which are becoming increasingly scarce and subject to many competing and increasing demands.

VI. REVIEW OF METHODS OF ASSESSMENT OF FINANCIAL CONTRIBUTIONS OF MEMBER STATES TO ECA-SPONSORED INSTITUTIONS

118. The following are the current methods of assessment of financial contributions:

(a) RECTAS: Based on OAU scale of assessment for contributions by OAU member States (OAU Scale). The OAU scale of the member State divided by the cumulative scales of all the RECTAS member States x the annual budget will give the assessed contribution of that member State.

(b) CRTO: OAU scale

(c) AOCRS: Same as RECTAS

(d) ARCT:

(i) Fifty per cent of the total annual budget is equally divided among all member States:

$$a = \frac{x}{2n},$$

Where x = global budget
n = number of member States

(ii) The other 50 per cent is apportioned on the basis of their GNP calculated according to the OAU scale:

$$b = \frac{xy}{2z},$$

Where y= country rate as per OAU scale
z= sum of the rates of ARCT member States
Thus, the contribution (c) of a given member State will be: c= a+b

(e) ARCEDEM: OAU scale adjusted to represent a percentage of a total of 100 points on the ARCEDEM scale. The yearly approved budget is then apportioned according to the adjusted scale.

NB. The adjusted scale based on 100 percentage points will, in fact, produce almost the same result as the direct method by RECTAS.

<u>ARCEDEM scale</u>

	Member State	OAU applied scale	Adjusted ARCEDEM scale for each member State = OAU scale of the country divided by the total OAU scales of ARCEDEM member States x 100 (weighted scale)
1.	Algeria	8.00	12.02
2.	Benin	0.75	1.13
3.	Burkina Faso	0.75	1.13
4.	Burundi	0.75	1.13
5.	Cameroon	3.26	4.90
6.	Comoros	0.65	0.98
7.	Congo	1.08	1.62
8.	Egypt	8.00	12.02
9.	Ghana	4.15	6.24
10.	Guinea	1.11	1.67
11.	Kenya	3.39	5.10
12.	Liberia	0.65	0.98
13.	Mali	1.00	1.50
14.	Morocco*	5.40	8.12
15.	Niger	1.10	1.65
16.	Nigeria	8.00	12.02
17.	Rwanda	0.92	1.38
18.	Senegal	1.34	2.01
19.	Sierra Leone	0.75	1.13
20.	Sudan	3.63	5.46
21.	Tanzania	3.60	5.41
22.	Togo	0.65	0.98
23.	Zaire	3.50	5.26
24.	Zambia	1.55	2.33
25.	Zimbabwe	2.55	3.83
	Total	66.53	100.00

* When Morocco was a member of the OAU

(f) ARSO: Based on units allotted to each member State. The unit is calculated on the basis of each country's GNP as follows (each unit is valued at $8,000):

GNP of less than $3 billion =	1 unit
GNP of $3-10 billion =	2 units
GNP of over $10 billion =	3 units

Actual units allotted to member States

Countries allotted 1 unit each: Burkina Faso, Guinea, Mauritius, Guinea-Bissau, Liberia, Malawi, the Niger, Togo.
Countries allotted 2 units each: Côte d'Ivoire, Ethiopia, Kenya, the Sudan, Tanzania, Zambia, Ghana, Senegal, Uganda, Zaire, Zimbabwe.
Countries allotted 3 units each: Libyan Arab Jamahiriya, Nigeria, Tunisia, Cameroon, Egypt.
Total units = 45; therefore, the total annual financial contribution divided among member States on the basis of their allotted units is $360,000.

(g) AIHTTR: Same as RECTAS.

(h) ARIPO: The annual contributions are equally assessed among the member States based on the organization's annual budget.

(i) ARCSE: OAU scale

(j) IDEP: Annual contributions are assessed as follows:

(i) Group 1: Member States with GNP less than $200 million: Annual contribution is assessed at $10,000 each (the Gambia, Mauritania, Somalia)

(ii) Group 2: GNP less than $400 million: $15,000 each (Benin, Burundi, the Central African Republic, Chad, the Congo, Liberia, Malawi, Mali, Mauritius, the Niger, Rwanda, Togo, Burkina Faso)

(iii) Group 3: GNP less than $800 million: $20,000 each (Guinea, Gabon, Madagascar, Sierra Leone)

(iv) Group 4: GNP less than $1,400 million: $24,000 each (Cameroon, Senegal, Tanzania, Tunisia, Uganda)

(v) Group 5: GNP less than $5,000 million: $32,000 each (Ethiopia, Côte d'Ivoire, Kenya, the Sudan, Zaire, Zambia, Ghana, Morocco)

(vi) Group 6: GNP over $5,000 million: $80,000 each (Algeria, Egypt, Nigeria, the Libyan Arab Jamahiriya)

Therefore, the assessed annual contributions of IDEP are:

(i)	Group 1 (3 x $10,000) =	30,000
(ii)	Group 2 (13 x $15,000) =	195,000
(iii)	Group 3 (4 x $20,000) =	80,000
(iv)	Group 4 (5 x $24,000) =	120,000
(v)	Group 5 (8 x $32,000) =	256,000
(vi)	Group 6 (4 x $80,000) =	320,000
	Total	1,001,000

(k) ACARTSOD: Same as ARCEDEM

119. As shown from the examples indicated above, ECA-sponsored institutions use different methods to apportion the financial contributions of their member States. However, the most common benchmark is the OAU Scale of assessment which is based on a principle applied by several international organizations including the United Nations, which is that of a country's "ability to pay" derived from its economic strength in terms of economic indicators such as the GDP/GNP, GDP/GNP per capita, and their growth trends. The OAU scale is dynamic in that it is subject to

revision in the light of changing circumstances, and takes account of other extenuating factors such as civil strife, natural disasters and other events affecting the political and economic well-being of the country.

120. Assuming that the annual budget of institution "X" is $1,001,000, table 17 in the annex clearly illustrates the financial contribution of a member State that each option will produce.

121. Table 16 shows the merits and demerits of the different approaches, while **TABLE 17** in the Annex provides a comparative illustration of financial contributions under the various methods using IDEP as an example.

122. The formmula adopted by ARCT appears quite reasonable in terms of striking a balance between equitableness and "capacity to poay" measured according to the OAU scale of assessment adopted by all OAU member States, which constitute the same membership of the ECA-sponsored institutions.

123. It should be noted that OAU has established a permanent Steering Committee to constantly monitor and advise on changes to the OAU scales of assessment. Therefore, although these scales may not respond completely to the expectations of some member States, this monitoring mechanism is important to ensure that they are not kept static, but subject to constant review in the light of changing circumstances including the economic indicators underpinning them.

124. Table 18 shows adjusted OAU scale of assessment of financial contribution to ECA-sponsored institutions for the purpose of assessing the contributions of member States using the recommended formula.

Table 16. Merits and demerits of the different examples/methods

	Basis	Merits	Demerits
RECTAS, ARCEDEM, etc.	OAU scale of assessment	Easy to apply as scales are already predetermined by OAU and therefore institutions do not have to engage in any elaborate scheme of their own; Takes account of annual budget of the institution; Promotes a uniform standard of assessed contributions among several institutions, thus helping to avoid lack of coherence and inconsistency among rates applied by institutions, particularly of the same ilk; Generally applied universal standard by a number of intergovernmental institutions in Africa, with an in-built factor of "contributing according to your capacity and ability"; Burden of contributions reduces as more States join the instiution; Promotes a spirit of solidarity in terms of willingness of financially stronger or more developed countries to bear a greater burden of contributions than their less developed or capable counterparts, without any expectations of greater corresponding share in the benefits to be derived from the institution	Institution becomes vulnerable if the few largest contributors of its annual budget are unable to pay their contributions; The cumulative assessed contributions to several institutions by member States among the higher income bracket could be too burdensome for some countries and result in a decision to circumscribe their membership to a few selected institutions, to the disadvantage of others; Inequalities in the assessed contributions runs counter to a sense of equal stake, ownership, interest and commitment to the institution by each and all of its member States, as well as to the equal distribution of its benefits
ARCT	50 per cent of the budget is divided equally; the other 50 per cent is divided according to the OAU scale of assess-ment	Reflects the advantages of the OAU scale of assessment and tries to strike a balance between member States' capacity and ability to contribute and the principle that member States should have a sense of an equal stake in, responsibility for, commitment to, and ownership of the institution they belong to; It, therefore, tries to bridge the gap between the advantages and disadvantages of the OAU scale of assessment; It evens out the share of contributions fairly equitably among member States.	

	Basis	Merits	Demerits
ARSO	Between 1 to 3 "units" are allotted to member States depending on their GNP. Each unit is currently valued at $8,000	Reflects the principle of "capacity to contribute" like the OAU scale of assessment, with a comparatively lesser burden for member States in the higher-income scale; It produces almost similar results as the method applied by ARCT	But, as compared with the ARCT method, it results in relatively higher contributions of member States in the lower-income brackets and lowers those of the higher-income bracket
IDEP	Fixed values of between $10,000-80,000 allotted to member States depending on their GNP	Reflects the principle of "capacity to contribute" like the OAU scale of assessment	It produces a comparatively greater burden for member States in the higher-income bracket and thus worsens the disadvantages attributed to the OAU scale of assessment
ARIPO	Equal assessment	Fully reflects the sense of an equal stake and interest in, ownership of and commitment to the institution	Makes no allowance for variations in member States' economic circumstances, which significantly affects the degree of their "contributing power" i.e., ignores the universally applied measure of "contributing according to your capacity and ability"

Table 18. Adjusted OAU scale of assessment of financial contributions

No.	OAU Member States (A)	Current OAU Official Scale of Assessment (SOA) (B)	Draft new OAU SOA (C)	Adjusted SOA from draft new OAU scale on a scale of 100 to include Morocco, previously assessed at 5.40, and to replace newly independent Eritrea with Sahrawi ADR, and a floor ceiling of 0.75 (D)	Proposed scale to apply to ECA-sponsored institutions (E)
1.	Algeria	8.00	7.50	7.11	7.11
2.	Angola	2.40	1.90	1.80	1.80
3.	Benin	0.75	0.90	0.85	0.85
4.	Botswana	0.65	1.17	1.11	1.11
5.	Brukina Faso	0.75	0.90	0.85	0.85
6.	Burundi	0.75	0.90	0.85	0.85
7.	Cameroon	3.26	3.56	3.37	3.37
8.	Cape Verde	0.65	0.80	0.75	0.75
9.	Central African Republic	0.65	0.80	0.75	0.75
10.	Chad	0.65	0.80	0.75	0.75
11.	Comoros	0.65	0.80	0.75	0.75
12.	Congo	1.08	1.23	1.16	1.16
13.	Côte d'Ivoire	3.38	3.70	3.51	3.51
14.	Djibouti	0.65	0.80	0.75	0.75
15.	Egypt	8.00	7.50	7.11	7.11
16.	Ethiopia	3.50	3.26	3.09	3.09
17.	Eritrea	-	-	0.75	0.75
18.	Gabon	1.74	1.65	1.56	1.56
19.	The Gambia	0.65	0.80	0.75	0.75
20.	Ghana	4.15	3.75	3.55	3.55
21.	Guinea	1.11	1.00	0.95	0.95

No.	OAU Member States (A)	Current OAU Official Scale of Assessment (SOA) (B)	Draft new OAU SOA (C)	Adjusted SOA from draft new OAU scale on a scale of 100 to include Morocco, previously assessed at 5.40, and to replace newly independent Eritrea with Sahrawi ADR, and a floor ceiling of 0.75 (D)	Proposed scale to apply to ECA-sponsored institutions (E)
22.	Guinea-Bissau	0.65	0.80	0.75	0.75
23.	Equatorial Guinea	0.65	0.75	0.75	0.75
24.	Kenya	3.39	3.15	2.99	2.99
25.	Lesotho	0.65	0.80	0.75	0.75
26.	Liberia	0.65	0.75	0.75	0.75
27.	Libyan Arab Jamahiriya	7.49	7.00	6.64	6.64
28.	Madagascar	1.53	1.29	1.22	1.22
29.	Malawi	1.00	1.00	0.95	0.95
30.	Mali	1.00	0.95	0.90	0.90
31.	Mauritania	0.65	0.80	0.75	0.75
32.	Mauritius	0.76	1.20	1.14	1.14
33.	Morocco	-	-	5.12	5.12
34.	Mozambique	1.63	1.13	1.07	1.07
35.	Namibia	-	1.02	0.97	0.97
36.	Niger	1.10	1.00	0.95	0.95
37.	Nigeria	8.00	7.50	7.11	7.11
38.	Rwanda	0.92	0.75	0.75	0.75
39.	Sahrawi ADR* (included by OAU)	0.65	0.75		
40.	Sao Tome and Principe	0.65	0.80	0.75	0.75
41.	Senegal	1.34	1.75	1.66	1.66
42.	Seychelles	0.65	0.80	0.75	0.75

No.	OAU Member States (A)	Current OAU Official Scale of Assessment (SOA) (B)	Draft new OAU SOA (C)	Adjusted SOA from draft new OAU scale on a scale of 100 to include Morocco, previously assessed at 5.40, and to replace newly independent Eritrea with Sahrawi ADR, and a floor ceiling of 0.75 (D)	Proposed scale to apply to ECA-sponsored institutions (E)
43.	Sierra Leone	0.75	0.90	0.85	0.85
44.	Somalia	1.39	0.75	0.75	0.75
45.	Sudan	3.63	3.43	3.25	3.25
46.	Swaziland	0.65	0.80	0.75	0.75
47.	Togo	0.65	0.80	0.75	0.75
48.	Tanzania	3.60	3.36	3.19	3.19
49.	Tunisia	3.20	3.50	3.32	3.32
50.	Uganda	1.75	1.51	1.43	1.43
51.	Zaire	3.50	3.26	3.09	3.09
52.	Zambia	1.55	1.36	1.29	1.29
53.	Zimbabwe	2.55	2.62	2.49	2.49
		100.00	100.00	100.00	100.00

Note:

A Member States of the Organization of African Unity (OAU) which include the Sahrawi Arab Democratic Republic. Morocco is currently not a member of OAU. Previously its contribution was assessed at a scale 5.40.

B Present OAU Official Scale of Assessment established upon the recommendations of the OAU Permanent Steering Committee on the member States' contributions to the OAU. Scale of assessment takes into consideration such factors as GNP and growth rates, GNP per capita, LDC status and other mitigating factors such as ongoing civil strife.

C Draft revised scale recently proposed by the Steering Committee establishing apex and base ceilings of 7.50 and 0.75 respectively.

D Adjusted scale of assessment reflecting current ECA member States, for the purpose of applying to ECA-sponsored institutions. The scale is adjusted from the currently proposed OAU scales of assessment.

VII. GUIDELINES FOR THE SELECTION OF HOST COUNTRIES FOR THE INSTITUTIONS TO BE MERGED

125. The following are proposals to guide the selection of suitable headquarters for the merged institutions are made in the context of having an enabling environment with all the necessary conditions not to jeopardize the efficiency, growth and development of the institution.

126. It is proposed that the choice of location should remain the prerogative of the governing council of member States with recommendations from the programme advisory and management board (PAMB), taking into account the following factors:

(a) The facilities should include land and premises in a germane location with reliable access to roads, water, modern communicatioin services and with possibility for expansion;

(b) Comparative capital costs as an estimation of current capacity available (see capital costs table in cost-benefit analysis);

(c) Availability of good transport and airline services and connections;

(d) Concentration of international donor representatives or offices an advantage;

(e) Epicentre of international diplomatic activity an advantage;

(f) Strong industrial base and active private sector and entrepreneurship (especially for industrial and technological capacity-building institutions like ROTTA);

(g) Track record of payment of membership contributions to institutions of prospective host country, as an indicator of capacity to assume additional obligations as host;

(h) Consideration for need to have an equitable geographical spread of development capacity-building institutions in Africa; and

(i) Possible selection of host country through tender and bidding process or willingness of the host country.

The following tables, i.e., tables 7/8, 9/10 and 11/12], illustrate the financial contributions of member States before and after the merger for each group. (For the basis of calculations, refer to parts and tables on proposed scales/methods of assessment and composition of member States). Membership contributions after the merger are based on the total annual core personnel and operational costs for each merger.

Table 7

SITUATION BEFORE MERGER:RECTAS/CRTO/AOCRS					
		RECTAS	CRTO	AOCRS	
Member States	Adjusted OAU Scale (see table 5)	Total Adjusted OAU scales of all members:19.24	27.86	82.80	TOTAL FOR COUNTRY
Algeria	7.11		149926.32	15741.01	165667.33
Benin	0.85	14965.30	17923.68	1881.84	34770.82
Botswana	1.11			2457.46	2457.46
Burkina Faso	0.85	14965.30		1881.84	16847.14
Cameroon	3.37	59333.02	71062.12	7460.93	137856.07
Cape Verde	0.75		15815.01	1660.44	17475.46
Central African Republic	0.75			1660.44	1660.44
Comoros	0.75			1660.44	1660.44
Congo	1.16		24460.55	2568.15	27028.71
Côte d'Ivoire	3.51		74014.26	7770.88	81785.14
Egypt	7.11			15741.01	15741.01
Ethiopia	3.09			6841.03	6841.03
Gabon	1.56			3453.72	3453.72
Ghana	3.55	62502.14	74857.73	7859.43	145219.30
Guinea	0.95		20032.35	2103.23	22135.58
Kenya	2.99			6619.64	6619.64

SITUATION BEFORE MERGER:RECTAS/CRTO/AOCRS					
		RECTAS	CRTO	AOCRS	
Member States	Adjusted OAU Scale (see table 5)	Total Adjusted OAU scales of all members:19.24	27.86	82.80	TOTAL FOR COUNTRY
Liberia	0.75		15815.01	1660.44	17475.46
Libyan Arab Jamahiriya	6.64			14700.46	14700.46
Madagascar	1.22			2700.99	2700.99
Mali	0.90	15845.61	18978.02	1992.53	36816.16
Mauritania	0.75		15815.01	1660.44	17475.46
Morocco	5.12			11335.30	11335.30
Mozambique	1.07			2368.90	2368.90
Niger	0.95	16725.93	20032.35	2103.23	38861.50
Nigeria	7.11	125180.35		15741.01	140921.35
Senegal	1.66	29226.35	35003.89	3675.12	67905.36
Sierra Leone	0.85		17923.68	1881.84	19805.52
Sudan	3.25			7195.26	7195.26
Tanzania	3.19			7062.42	7062.42
Togo	0.75		15815.01	1660.44	17475.46
Tunisia	3.32			7350.23	7350.23
Uganda	1.43			3165.91	3165.91
Zaire	3.09			6841.03	6841.03
Zambia	1.29			2855.96	2855.96
		338744	587475	183313	1109532.00

Table 8

SITUATION AFTER MERGER: RECTAS/CRTO/AOCRS						
Member States	Adjusted OAU Scale	Situation Before Merger	Combined Members		Assuming members all Africa	
			ARCT Formula	OAU Formula	ARCT Formula	OAU Formula
Algeria	7.11	165667.33	69550.03	103611.42	54497.19	85790.26
Angola	1.80				22461.58	21719.05
Benin	0.85	34770.82	23937.69	12386.74	16730.17	10256.22
Botswana	1.11	2457.46	25832.13	16175.62	18298.77	13393.42
Burkina Faso	0.85	16847.14	23937.69	12386.74	16730.17	10256.22
Burundi	0.85				16730.17	10256.22
Cameroon	3.37	137856.07	42299.21	49109.77	31933.50	40662.89
Cape Verde	0.75	17475.46	23209.06	10929.47	16126.86	9049.61
Central African Republic	0.75	1660.44	23209.06	10929.47	16126.86	9049.61
Chad	0.75				16126.86	9049.61
Comoros	0.75	1660.44	23209.06	10929.47	16126.86	9049.61
Congo	1.16	27028.71	26196.45	16904.25	18600.42	13996.72
Côte Ivoire	3.51	81785.14	43319.29	51149.94	32778.13	42352.15
Djibouti	0.75				16126.86	9049.61
Egypt	7.11	15741.01	69550.03	103611.42	54497.19	85790.26
Ethiopia	3.09	6841.03	40259.04	45029.44	30244.24	37284.37
Eritrea	0.75				16126.86	9049.61
Gabon	1.56	3453.72	29110.98	22733.31	21013.65	18823.18
Gambia	0.75				16126.86	9049.61
Ghana	3.55	145219.30	43610.75	51732.85	33019.46	42834.80

SITUATION AFTER MERGER: RECTAS/CRTO/AOCRS						
Member States	Adjusted OAU Scale	Situation Before Merger	Combined Members		Assuming members all Africa	
			ARCT Formula	OAU Formula	ARCT Formula	OAU Formula
Guinea	0.95	22135.58	24666.32	13844.00	17333.47	11462.83
Guinea-Bissau	0.75				16126.86	9049.61
Equatorial Guinea	0.75				16126.86	9049.61
Kenya	2.99	6619.64	39530.41	43572.17	29640.94	36077.76
Lesotho	0.75				16126.86	9049.61
Liberia	0.75	17475.46	23209.06	10929.47	16126.86	9049.61
Libyan Arab Jamahiriya	6.64	14700.46	66125.46	96762.28	51661.64	80119.17
Madagascar	1.22	2700.99	26633.63	17778.61	18962.40	14720.69
Malawi	0.95				17333.47	11462.83
Mali	0.90	36816.16	24302.01	13115.37	17031.82	10859.53
Mauritania	0.75	17475.46	23209.06	10929.47	16126.86	9049.61
Mauritius	1.14				18479.76	13755.40
Morocco	5.12	11335.30	55050.26	74611.88	42491.38	61778.64
Mozambique	1.07	2368.90	25540.68	15592.72	18057.44	12910.77
Namibia	0.97				17454.14	11704.16
Niger	0.95	38861.50	24666.32	13844.00	17333.47	11462.83
Nigeria	7.11	140921.35	69550.03	103611.42	54497.19	85790.26
Rwanda	0.75				16126.86	9049.61
Sao Tome and Principe	0.75				16126.86	9049.61
Senegal	1.66	67905.36	29839.61	24190.57	21616.95	20029.79
Seychelles	0.75				16126.86	9049.61

SITUATION AFTER MERGER: RECTAS/CRTO/AOCRS						
Member States	Adjusted OAU Scale	Situation Before Merger	Combined Members		Assuming members all Africa	
			ARCT Formula	OAU Formula	ARCT Formula	OAU Formula
Sierra Leone	0.85	19805.52	23937.69	12386.74	16730.17	10256.22
Somalia	0.75				16126.86	9049.61
Sudan	3.25	7195.26	41424.85	47361.06	31209.54	39214.96
Swaziland	0.75				16126.86	9049.61
Togo	0.75	17475.46	23209.06	10929.47	16126.86	9049.61
Tanzania	3.19	7062.42	40987.67	46486.70	30847.55	38490.99
Tunisia	3.32	7350.23	41934.89	48381.14	31631.85	40059.58
Uganda	1.43	3165.91	28163.76	20838.86	20229.35	17254.58
Zaire	3.09	6841.03	40259.04	45029.44	30244.24	37284.37
Zambia	1.29	2855.96	27143.67	18798.70	19384.72	15565.32
Zimbabwe	2.49				26624.40	30044.69
		1109532.00	1206614.00	1206614.00	1206614.00	1206614.00

Table 9

SITUATION BEFORE MERGER: ARCT/ARCEDEM/ARSO/AIHTTR/ARIPO/ARCSE								
		ARCT	ARCEDEM	ARSO	AIHTTR	ARIPO	ARCSE	
Member States	Adjust OAU Scale	Tot.scale 66.77 (See ARCT Formula)	Tot. scale 61.69	UNITS (1 UT=$8000 (see ARSO Formula)	Tot.scale 24.57	Equal Share	Tot.scale 51.31	TOTAL FOR COUNTRY
Algeria	7.11	78329.66	104157.29					182486.95
Angola	1.80						46219.06	46219.06
Benin	0.85	25582.58	12452.00					38034.58
Botswana	1.11							
Burkina Faso	0.85	25582.58	12452.00	8000.00			21825.67	67860.24
Burundi	0.85	25582.58	12452.00		8770.46		21825.67	68630.71
Cameroon	3.37	46816.23	49368.51	24000.00			86532.35	206717.09
Cape Verde	0.75	24739.97						24739.97
Central African Republic	0.75							
Chad	0.75				7738.64			7738.64
Comoros	0.75		10987.06					10987.06
Congo	1.16		16993.31					16993.31
Côte Ivoire	3.51			16000.00			90127.17	106127.17
Djibouti	0.75						19257.94	19257.94
Egypt	7.11	78329.66	104157.29	24000.00			182565.29	389052.24
Ethiopia	3.09	44456.93		16000.00				60456.93
Gabon	1.56						40056.52	40056.52
Gambia	0.75					33846.15		33846.15

SITUATION BEFORE MERGER: ARCT/ARCEDEM/ARSO/AIHTTR/ARIPO/ARCSE								
		ARCT	ARCEDEM	ARSO	AIHTTR	ARIPO	ARCSE	
Member States	Adjust OAU Scale	Tot.scale 66.77 (See ARCT Formula)	Tot. scale 61.69	UNITS (1 UT=$8000 (see ARSO Formula)	Tot.scale 24.57	Equal Share	Tot.scale 51.31	TOTAL FOR COUNTRY
Ghana	3.55	48332.92	52005.40	16000.00	36629.58	33846.15	91154.26	277968.31
Guinea	0.95	26425.18	13916.94	8000.00			24393.39	72735.52
Guinea-Bissau	0.75	24739.97		8000.00				32739.97
Equatorial Guinea	0.75	24739.97					19257.94	43997.92
Kenya	2.99	43614.33	43801.73	16000.00	30851.40	33846.15		168113.61
Lesotho	0.75					33846.15		33846.15
Liberia	0.75	24739.97	10987.06	8000.00				43727.03
Libyan Arab Jamahiriya	6.64			24000.00			170496.98	194496.98
Madagascar	1.22							
Malawi	0.95			8000.00		33846.15		41846.15
Mali	0.90	26003.88	13184.47		9286.37		23109.53	71584.25
Mauritania	0.75	24739.97						24739.97
Mauritius	1.14	28026.13		8000.00				36026.13
Morocco	5.12	61561.82	75004.97					136566.79
Mozambique	1.07	27436.31						27436.31
Niger	0.95	26425.18	13916.94	8000.00	9802.28		24393.39	82537.80
Nigeria	7.11	78329.66	104157.29	24000.00	73362.35		182565.29	462414.59
Rwanda	0.75	24739.97	10987.06					35727.03

SITUATION BEFORE MERGER: ARCT/ARCEDEM/ARSO/AIHTTR/ARIPO/ARCSE								
		ARCT	ARCEDEM	ARSO	AIHTTR	ARIPO	ARCSE	
Member States	Adjust OAU Scale	Tot.scale 66.77 (See ARCT Formula)	Tot. scale 61.69	UNITS (1 UT=$8000 (see ARSO Formula)	Tot.scale 24.57	Equal Share	Tot.scale 51.31	TOTAL FOR COUNTRY
Senegal	1.66	32407.68	24318.02	16000.00	17128.20			89853.90
Sierra Leone	0.85	25582.58	12452.00			33846.15	21825.67	93706.40
Somalia	0.75	24739.97				33846.15		58586.13
Sudan	3.25	45805.10	47610.58	16000.00		33846.15	83451.08	226712.91
Swaziland	0.75					33846.15		33846.15
Tanzania	3.19	45299.54	46731.61	16000.00		33846.15		141877.31
Togo	0.75	24739.97	10987.06	8000.00			19257.94	62984.97
Tunisia	3.32			24000.00				24000.00
Uganda	1.43	30469.69		16000.00	14755.02	33846.15	36718.48	131789.33
Zaire	3.09	44456.93	45266.67	16000.00	31883.22		79342.72	216949.54
Zambia	1.29	29290.04	18897.74	16000.00	13310.47	33846.15	33123.66	144468.06
Zimbabwe	2.49		36477.03	16000.00		33846.15		86323.18
		1142067.00	903722.00	360000.00	253518.00	440000.00	1317500.00	4416807.00

Table 10

SITUATION AFTER MERGER: ARCT/ARCEDEM/ARSO/AIHTTR/ARIPO/ARCSE						
Member States	Adjusted OAU Scale	Situation before merger	Combined members		Assuming members all Africa	
			ARCT Formula	OAU Formula	ARCT Formula	OAU Formula
Algeria	7.11	182486.95	183989.64	284624.61	169413.55	266693.26
Angola	1.80	46219.06	77705.76	72056.86	69825.56	67517.28
Benin	0.85	38034.58	58690.76	34026.85	52008.50	31883.16
Botswana	1.11				56884.75	41635.66
Burkina Faso	0.85	67860.24	58690.76	34026.85	52008.50	31883.16
Burundi	0.85	68630.71	58690.76	34026.85	52008.50	31883.16
Cameroon	3.37	206717.09	109130.56	134906.46	99270.60	126407.35
Cape Verde	0.75	24739.97	56689.18	30023.69	50133.02	28132.20
Central African Republic	0.75				50133.02	28132.20
Chad	0.75	7738.64	56689.18	30023.69	50133.02	28132.20
Comoros	0.75	10987.06	56689.18	30023.69	50133.02	28132.20
Congo	1.16	16993.31	64895.66	46436.64	57822.49	43511.14
Côte d'Ivoire	3.51	106127.17	111932.77	140510.88	101896.27	131658.70
Djibouti	0.75	19257.94	56689.18	30023.69	50133.02	28132.20
Egypt	7.11	389052.24	183989.64	284624.61	169413.55	266693.26
Ethiopia	3.09	60456.93	103526.14	123697.61	94019.26	115904.66
Eritrea	0.75				50133.02	28132.20
Gabon	1.56	40056.52	72901.97	62449.28	65324.41	58514.98
Gambia	0.75	33846.15	56689.18	30023.69	50133.02	28132.20

SITUATION AFTER MERGER: ARCT/ARCEDEM/ARSO/AIHTTR/ARIPO/ARCSE						
Member States	Adjusted OAU Scale	Situation before merger	Combined members		Assuming members all Africa	
			ARCT Formula	OAU Formula	ARCT Formula	OAU Formula
Ghana	3.55	277968.31	112733.41	142112.15	102646.46	133159.08
Guinea	0.95	72735.52	60692.34	38030.01	53883.98	35634.12
Guinea-Bissau	0.75	32739.97	56689.18	30023.69	50133.02	28132.20
Equatorial Guinea	0.75	43997.92	56689.18	30023.69	50133.02	28132.20
Kenya	2.99	168113.61	101524.56	119694.45	92143.78	112153.70
Lesotho	0.75	33846.15	56689.18	30023.69	50133.02	28132.20
Liberia	0.75	43727.03	56689.18	30023.69	50133.02	28132.20
Libyan Arab Jamahiriya	6.64	194496.98	174582.21	265809.76	160598.80	249063.74
Madagas	1.22				58947.78	45761.71
Malawi	0.95	41846.15	60692.34	38030.01	53883.98	35634.12
Mali	0.90	71584.25	59691.55	36028.43	52946.24	33758.64
Mauritania	0.75	24739.97	56689.18	30023.69	50133.02	28132.20
Mauritius	1.14	36026.13	64495.34	45636.01	57447.40	42760.94
Morocco	5.12	136566.79	144158.20	204961.74	132091.50	192049.15
Mozambique	1.07	27436.31	63094.23	42833.80	56134.56	40135.27
Namibia	0.97				54259.08	36384.31
Niger	0.95	82537.80	60692.34	38030.01	53883.98	35634.12
Nigeria	7.11	462414.59	183989.64	284624.61	169413.55	266693.26
Rwanda	0.75	35727.03	56689.18	30023.69	50133.02	28132.20
Sao Tome and Principe	0.75				50133.02	28132.20
Senegal	1.66	89853.90	74903.55	66452.44	67199.89	62265.94

SITUATION AFTER MERGER: ARCT/ARCEDEM/ARSO/AIHTTR/ARIPO/ARCSE						
Member States	Adjusted OAU Scale	Situation before merger	Combined members		Assuming members all Africa	
			ARCT Formula	OAU Formula	ARCT Formula	OAU Formula
Seychelles	0.75				50133.02	28132.20
Sierra Leone	0.85	93706.40	58690.76	34026.85	52008.50	31883.16
Somalia	0.75	58586.13	56689.18	30023.69	50133.02	28132.20
Sudan	3.25	226712.91	106728.67	130102.67	97020.02	121906.20
Swaziland	0.75	33846.15	56689.18	30023.69	50133.02	28132.20
Togo	0.75	62984.97	56689.18	30023.69	50133.02	28132.20
Tanzania	3.19	141877.31	105527.72	127700.77	95894.74	119655.62
Tunisia	3.32	24000.00	108129.77	132904.88	98332.86	124531.87
Uganda	1.43	131789.33	70299.92	57245.17	62886.29	53638.73
Zaire	3.09	216949.54	103526.14	123697.61	94019.26	115904.66
Zambia	1.29	144468.06	67497.71	51640.75	60260.62	48387.38
Zimbabwe	2.49	86323.18	91516.66	99678.66	82766.38	93398.90
	100.00	4416806.97	3750960.00	3750960.00	3750960.00	3750960.00

Table 11

SITUATION BEFORE MERGER: IDEP/ACARTSOD				
		IDEP	ACARTSOD	
Member States	Adjusted OAU Scale	Fixed Budget (See IDEP Formula)	Total Scale: 61.32	TOTAL FOR COUNTRY
Algeria	7.11	80000.00	135312.62	215312.62
Angola	1.80		34256.36	34256.36
Benin	0.85	15000.00	16176.61	31176.61
Botswana	1.11			
Burkina Faso	0.85	15000.00	16176.61	31176.61
Burundi	0.85	15000.00	16176.61	31176.61
Cameroon	3.37	24000.00	64135.52	88135.52
Cape Verde	0.75			
Central African Republic	0.75	15000.00	14273.48	29273.48
Chad	0.75	15000.00		15000.00
Comoros	0.75			
Congo	1.16	15000.00	22076.32	37076.32
Côte d'Ivoire	3.51	32000.00		32000.00
Djibouti	0.75			
Egypt	7.11	80000.00	135312.62	215312.62
Ethiopia	3.09	32000.00	58806.75	90806.75
Gabon	1.56	20000.00		20000.00
Gambia	0.75	10000.00	14273.48	24273.48
Ghana	3.55	32000.00	67561.15	99561.15
Guinea	0.95	20000.00	18079.75	38079.75

SITUATION BEFORE MERGER: IDEP/ACARTSOD				
		IDEP	ACARTSOD	
Member States	Adjusted OAU Scale	Fixed Budget (See IDEP Formula)	Total Scale: 61.32	TOTAL FOR COUNTRY
Guinea-Bissau	0.75			
Equatorial Guinea	.75		14273.48	14273.48
Kenya	2.99	32000.00	56903.62	88903.62
Lesotho	0.75			
Liberia	0.75	15000.00	14273.48	29273.48
Libyan Arab Jamahiriya	6.64	80000.00	126367.91	206367.91
Madagascar	1.22	20000.00		20000.00
Malawi	0.95	15000.00		15000.00
Mali	0.90	15000.00	17128.18	32128.18
Mauritania	0.75	10000.00		10000.00
Mauritius	1.14	15000.00		15000.00
Morocco	5.12	32000.00	97440.31	129440.31
Mozambique	1.07			
Namibia	0.97			
Niger	0.95	15000.00	18079.75	33079.75
Nigeria	7.11	80000.00		80000.00
Rwanda	0.75	15000.00		15000.00
Sao Tome and Principe	0.75			
Senegal	1.66	24000.00	31591.98	55591.98
Seychelles	0.75			
Sierra Leone	0.85	20000.00	16176.61	36176.61

SITUATION BEFORE MERGER: IDEP/ACARTSOD				
		IDEP	ACARTSOD	
Member States	Adjusted OAU Scale	Fixed Budget (See IDEP Formula)	Total Scale: 61.32	TOTAL FOR COUNTRY
Somalia	0.75	10000.00		10000.00
Sudan	3.25	32000.00	61851.76	93851.76
Swaziland	0.75			
Togo	0.75	15000.00	14273.48	29273.48
Tanzania	3.19	24000.00		24000.00
Tunisia	3.32	24000.00		24000.00
Uganda	1.43	24000.00	27214.77	51214.77
Zaire	3.09	32000.00	58806.75	90806.75
Zambia	1.29	32000.00		32000.00
Zimbabwe	2.49			
	99.25	1001000.00	1167000.00	2168000.00

Table 12

SITUATION AFTER MERGER: IDEP/ACARTSOD						
Member States	Adjusted OAU Scale	Situation Before Merger	Combined Members		Assuming members all Africa	
			ARCT Formula	OAU Formula	ARCT Formula	OAU Formula
Algeria	7.11	215312.62	81338.05	127718.31	80522.97	126760.42
Angola	1.80	34256.36	33645.77	32333.75	33188.38	32091.25
Benin	0.85	31176.61	25113.25	15268.71	24719.86	15154.20
Botswana	1.11		27448.46	19939.15	27037.56	19789.60
Burkina Faso	0.85	31176.61	25113.25	15268.71	24719.86	15154.20
Burundi	0.85	31176.61	25113.25	15268.71	24719.86	15154.20
Cameroon	3.37	88135.52	47746.87	60535.96	47183.73	60081.94
Cape Verde	0.75		24215.09	13472.40	23828.44	13371.35
Central African Repubic	0.75	29273.48	24215.09	13472.40	23828.44	13371.35
Chad	0.75	15000.00	24215.09	13472.40	23828.44	13371.35
Comoros	0.75		24215.09	13472.40	23828.44	13371.35
Congo	1.16	37076.32	27897.54	20837.30	27483.27	20681.03
Côte d'Ivoire	3.51	32000.00	49004.30	63050.81	48431.72	62577.93
Djibouti	0.75		24215.09	13472.40	23828.44	13371.35
Egypt	7.11	215312.62	81338.05	127718.31	80522.97	126760.42
Ethiopia	3.09	90806.75	45232.03	55506.27	44687.75	55089.97
Eritrea	0.75				23828.44	13371.35
Gabon	1.56	20000.00	31490.18	28022.58	31048.97	27812.41
Gambia	0.75	24273.48	24215.09	13472.40	23828.44	13371.35
Ghana	3.55	99561.15	49363.56	63769.34	48788.29	63291.07

SITUATION AFTER MERGER: IDEP/ACARTSOD

Member States	Adjusted OAU Scale	Situation Before Merger	Combined Members		Assuming members all Africa	
			ARCT Formula	OAU Formula	ARCT Formula	OAU Formula
Guinea	0.95	38079.75	26011.41	17065.03	25611.28	16937.05
Guinea-Bissau	0.75		24215.09	13472.40	23828.44	13371.35
Equatorial Guinea	0.75	14273.48	24215.09	13472.40	23828.44	13371.35
Kenya	2.99	88903.62	44333.87	53709.95	43796.32	53307.13
Lesotho	0.75		24215.09	13472.40	23828.44	13371.35
Liberia	0.75	29273.48	24215.09	13472.40	23828.44	13371.35
Libyan Arab Jamahiriya	6.64	206367.91	77116.70	119275.61	76333.28	118381.04
Madagascar	1.22	20000.00	28436.44	21915.10	28018.13	21750.73
Malawi	0.95	15000.00	26011.41	17065.03	25611.28	16937.05
Mali	0.90	32128.18	25562.33	16166.87	25165.57	16045.62
Mauritania	0.75	10000.00	24215.09	13472.40	23828.44	13371.35
Mauritius	1.14	15000.00	27717.91	20478.04	27304.99	20324.46
Morocco	5.12	129440.31	63464.67	91971.55	62783.64	91281.77
Mozambique	1.07		27089.20	19220.62	26680.99	19076.46
Namibia	0.97		26191.04	17424.30	25789.57	17293.62
Niger	0.95	33079.75	26011.41	17065.03	25611.28	16937.05
Nigeria	7.11	80000.00	81338.05	127718.31	80522.97	126760.42
Rwanda	0.75	15000.00	24215.09	13472.40	23828.44	13371.35
Sao Tome and Principe	0.75		24215.09	13472.40	23828.44	13371.35
Senegal	1.66	55591.98	32388.34	29818.90	31940.39	29595.26
Seychelles	0.75		24215.09	13472.40	23828.44	13371.35

SITUATION AFTER MERGER: IDEP/ACARTSOD

Member States	Adjusted OAU Scale	Situation Before Merger	Combined Members		Assuming members all Africa	
			ARCT Formula	OAU Formula	ARCT Formula	OAU Formula
Sierra Leone	0.85	36176.61	25113.25	15268.71	24719.86	15154.20
Somalia	0.75	10000.00	24215.09	13472.40	23828.44	13371.35
Sudan	3.25	93851.76	46669.08	58380.38	46114.02	57942.53
Swaziland	0.75		24215.09	13472.40	23828.44	13371.35
Togo	0.75	29273.48	24215.09	13472.40	23828.44	13371.35
Tanzania	3.19	24000.00	46130.19	57302.59	45579.17	56872.82
Tunisia	3.32	24000.00	47297.79	59637.80	46738.02	59190.52
Uganda	1.43	51214.77	30322.58	25687.37	29890.12	25494.71
Zaire	3.09	90806.75	45232.03	55506.27	44687.75	55089.97
Zambia	1.29	32000.00	29065.15	23172.52	28642.12	22998.73
Zimbabwe	2.49		39843.07	44728.35	39339.20	44392.89
	100.00	2168000.00	1782847.00	1782847.00	1782847.00	1782847.00

Table 17

COMPARATIVE CONTRIBUTIONS OF MEMBER STATES UNDER THE DIFFERENT METHODS USING IDEP AS AN EXAMPLE

	METHOD OF OAU SCALE OF ASSESSMENT		IDEP METHOD	ARCT METHOD	ARSO METHOD		ARIPO METHOD
					Units allotted according to the OAU Scale as follows: 0.75-2.40-1 Unit; 2.41-4.07-2 Units; over 4.07-3 Units. 1 Unit=$14098.59, i.e., $1,001,000/71 Units		
Algeria	7.11	71708.92	80000.00	45668.18	3	42295.78	19627.45
Angola	1.80	18154.16		18890.80	1	14098.59	19627.45
Benin	0.85	8572.80	15000.00	14100.12	1	14098.59	19627.45
Botswana	1.11	11195.06		15411.26	1	14098.59	19627.45
Burkina Faso	0.85	8572.80	15000.00	14100.12	1	14098.59	19627.45
Burundi	0.85	8572.80	15000.00	14100.12	1	14098.59	19627.45
Cameroon	3.37	33988.61	24000.00	26808.03	2	28197.18	19627.45
Cape Verde	0.75	7564.23		13595.84	1	14098.59	19627.45
Central African Republic	0.75	7564.23	15000.00	13595.84	1	14098.59	19627.45
Chad	0.75	7564.23	15000.00	13595.84	1	14098.59	19627.45
Comoros	0.75	7564.23		13595.84	1	14098.59	19627.45
Congo	1.16	11699.35	15000.00	15663.40	1	14098.59	19627.45
Cote d'Ivoire	3.51	35400.60	32000.00	27514.03	2	28197.18	19627.45
Djibouti	0.75	7564.23		13595.84	1	14098.59	19627.45
Egypt	7.11	71708.92	80000.00	45668.19	3	42295.78	19627.45
Ethiopia	3.09	31164.63	32000.00	25396.04	2	28197.18	19627.45

	METHOD OF OAU SCALE OF ASSESSMENT		IDEP METHOD	ARCT METHOD	ARSO METHOD		ARIPO METHOD
					Units allotted according to the OAU Scale as follows: 0.75-2.40-1 Unit; 2.41-4.07-2 Units; over 4.07-3 Units. 1 Unit=$14098.59, i.e., $1,001,000/71 Units		
Gabon	1.56	15733.60	20000.00	17680.53	1	14098.59	19627.45
Gambia	0.75	7564.23	10000.00	13595.84	1	14098.59	19627.45
Ghana	3.55	35804.03	32000.00	27715.74	2	28197.18	19627.45
Guinea	0.95	9581.36	20000.00	14604.41	1	14098.59	19627.45
Guinea-Bissau	0.75	7564.23		13595.84	1	14098.59	19627.45
Equatorial Guinea	0.75	7564.23		13595.84	1	14098.59	19627.45
Kenya	2.99	30156.07	32000.00	24891.76	2	28197.18	19627.45
Lesotho	0.75	7564.23		13595.84	1	14098.59	19627.45
Liberia	0.75	7564.23	15000.00	13595.84	1	14098.59	19627.45
Libyan Arab Jamahiriya	6.64	66968.66	80000.00	43298.06	3	42295.78	19627.45
Madagascar	1.22	12304.48	20000.00	15965.97	1	14098.59	19627.45
Malawi	0.95	9581.36	15000.00	14604.41	1	14098.59	19627.45
Mali	0.90	9077.08	15000.00	14352.27	1	14098.59	19627.45
Mauritania	0.75	7564.23	10000.00	13595.84	1	14098.59	19627.45
Mauritius	1.14	11497.63	15000.00	15562.54	1	14098.59	19627.45
Morocco	5.12	51638.49	32000.00	35632.97	3	42295.78	19627.45
Mozambique	1.07	10791.64		15209.55	1	14098.59	19627.45
Namibia	0.97	9783.07		14705.26	1	14089.59	19627.45
Niger	0.95	9581.36	15000.00	14604.41	1	14098.59	19627.45

	METHOD OF OAU SCALE OF ASSESSMENT		IDEP METHOD	ARCT METHOD	ARSO METHOD		ARIPO METHOD
					Units allotted according to the OAU Scale as follows: 0.75-2.40-1 Unit; 2.41-4.07-2 Units; over 4.07-3 Units. 1 Unit=$14098.59, i.e., $1,001,000/71 Units		
Nigeria	7.11	71708.92	80000.00	45668.19	3	42295.77	19627.45
Rwanda	0.75	7564.23	15000.00	13595.84	1	14098.59	19627.45
Sao Tome and Principe	0.75	7564.23		13595.84	1	14098.59	19627.45
Senegal	1.66	16742.17	24000.00	18184.81	1	14098.59	19627.45
Seychelles	0.75	7564.23		13595.84	1	14098.59	19627.45
Sierra Leone	0.85	8572.80	20000.00	14100.12	1	14098.59	19627.45
Somalia	0.75	7564.23	10000.00	13595.84	1	14098.59	19627.45
Sudan	3.25	32778.34	32000.00	26202.90	2	28197.18	19627.45
Swaziland	0.75	7564.23		13595.84	1	14098.59	19627.45
Togo	0.75	7564.23	15000.00	13595.84	1	14098.59	19627.45
Tanzania	3.19	32173.20	24000.00	25900.32	2	28197.18	19627.45
Tunisia	3.32	33484.33	24000.00	26555.89	2	28197.18	19627.45
Uganda	1.43	14422.47	24000.00	17024.96	1	14098.59	19627.45
Zaire	3.09	31164.63	32000.00	25396.04	2	28197.18	19627.45
Zambia	1.29	13010.48	32000.00	16318.97	1	14098.59	19627.45
Zimbabwe	2.49	25113.25		22370.35	2	28197.18	19627.45
	99.25	1001000.00	1001000.00	1001000.00	71 UNITS	1001000.00	1001000.00