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UNITED NATIONS
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**THE THIRD AND FINAL EVALUATION REPORT ON THE SECOND
UNITED NATIONS TRANSPORT AND COMMUNICATIONS
DECADE IN AFRICA (UNTACDA II), 1991-2000**

**ASSESSMENT OF PROGRESS MADE IN THE IMPLEMENTATION OF
UNTACDA II PROGRAMME PROJECTS**

September 2001

CHAPTER IV

EVALUATION OF UNTACDA II PROGRAMME IMPLEMENTATION.

Following the initial evaluation of the UNTACDA II programme, there were 708 projects (508 in transport sector and 200 in the communication sector) and 6 major themes which were SSATP, the Yamoussoukro Declaration on a new African air transport policy, transport equipment manufacture, HRID, trans-african highways and the transport database. No new project submission has been accepted since then. From 1994, RMC which was responsible for accepting projects was transformed into the UNTACDA II programme promotion committee.

Nevertheless, a review of the various reports received showed that some projects had been modified, particularly in their tabulation :

(a) Some increased when the studies planned under the programme received financing upon completion (i) of work on the ground (ii) of the acquisition and/or installation of equipment and facilities.

(b) Some decreased when (i) the initial financing required proved insufficient as a result of rising cost (ii) the resources to be mobilized were not forthcoming and (iii) certain project components became irrelevant and were abandoned.

The physical and financial implementation can be described as follows after the second mid-term evaluation.

Table 4.1

	Implementation			Financing		Total funds	
	Total number completed	Partly completed	Total number of projects	Number fully financed	Number partly financed	Total number	Mobilized (\$US106 M)
Transports	84	128	212	189	50	239	4051,78
Communications	29	54	83	72	29	101	1546,81
Total	113	182	295	261	79	340	5598,59
Percentage (%)	16	26	42	37	11	48	45 (%)

(*) Rounded of to the nearest whole number (relative to the 708 projects)

(**) Relative to the total cost indicated in volume 1 of the decade programme supplemented with additional projects approved in 1993 (approximately \$US 12,457.95 million).

The difference between the total number of projects which secured financing and the projects being implemented reflects those projects, which had, secure financing but whose implementation had not started at the time of the evaluation.

In spite of the relatively low number of reports received, it should be noted that the indications contained in those reports concerning the physical and financial implementation of the projects often seemed at variance with what had been described in the progress report annexed to document ECA/TPTCOM/EXP/97/5 dated 14 October 1997. Fully financed projects which were expected to be completed in 1997 were described as not having received financing or implemented in 2000. The resources to be mobilized in 1997 were in existent in 2000.

The 1997 US dollar costs were converted into local currency in the year 2000 without mention of the conversion rates.

This situation which resulted from (i) the quality of national statistics (ii) bookkeeping in the national currency (iii) the high turn over of public service and parastatal employees in Africa and (v) events which occurred in some countries leading to loss of records did have an impact on the reliability of the data used in conducting the current evaluation. Nevertheless, everything has been done to maintain coherence of the indications with those of preceding evaluations.

Since the launching of UNTACDA II, some changes have taken place in the membership of the various sub-regional groupings. With review to presenting a more accurate picture, this evaluation exercise has taken those changes into account and adopted the sub-regional configurations contained in Annex 1.

The evaluation therefore analyses performance in national execution rather than the sub-regional when it comes to national projects. In contrast, performance of projects having a sub-regional or regional impact as submitted by the sub-regional or regional and sub-sectoral organizations will be analyzed within the context of those organizations.

The pursuit of thematic issues will be analyzed after the evaluation of projects in each sector.

Definitions

4.1 Evaluation of transport sector project implementation.

Roads and road transport

The roads and road transport sub-sector comprised 214 projects of the decade programme. 209 of them have been introduced in 1991 and 13 projects following the RMC decision of November 1993. 197 of the projects came from 36 countries, 14 from African sub-regional organizations and 13 United Nations agencies. Annexed is the list of those countries and organizations and the summary tables regarding the projects represented.

The table below describes the physical implementation of transport sector projects:

Table 4.2
Fiscal execution of the projects (national level)

	Total No. of projects		Completed projects		Partially completed projects		Uncompleted projects		Abandoned projects		Total	
	No.		+No.	%	No.	%	No.	%	No.	%	No.	%
National projects	197		104	52.8	40	20.3	53	26.9	0	0.0	0	0.0
Subregional projects.	14		2	14.3	1	7.1	4	26.6	7	50.0	7	50.0
National projects of the UN	3		3	100.0	0	0.0	0	0.0	0	0.0	0	0.0
Total	214		109	0.9	41	19.2	57	26.6	7	3.3	7	3.3
CA	37		27	73.0	5	13.5	5	13.5	0	0.0	0	0.0
EA	52		20	38.5	14	26.9	18	34.5	0	0.0	0	0.0
NA	11		2	18.2	4	36.4	5	45.4	0	0.0	0	0.0
SA	44		24	54.6	6	13.6	14	31.8	0	0.0	0	0.0
WA	65		33	50.8	11	16.9	14	21.5	7	10.8	7	10.8
Sub-total	209		106	50.7	40	19.1	56	26.8	7	3.4	7	3.4
RE	5		3	60.0	1	20.0	1	20.0	0	0.0	0	0.0

CA : Central Africa,
ES : East Africa,
NA : North Africa,
SA : South Africa;
WA: West Africa,
RE : Region

* For the « Road and Road Transport » sub-sector, the two projects presented by the Eastern and Southern African, Common Market (COMESA) were carried out in the region since it was impossible to share them between the two subregions.

% Percentage
No. Number

- (a) National project : project submitted by a country;
- (b) Subregional project : project submitted by an African subregional organization and or an African sectoral organization;
- (c) Regional project : project submitted by a specialized agency of the United Nations,
- (d) Subregional projects also incorporating national projects of member States of the subregion, projects of subregional organizations and projects of sectoral organizations when the projects' zone of influence was confined to the particular subregion;
- (e) The projects of the region comprised regional projects and subregional projects which could not be carried out in only one subregion.

It can be seen from the table above that almost 51 per cent of the projects had been completed and that 19 per cent were been carried out, that is a total of about 70 per cent which had either been fully or partly implemented. This implementation performance was only very poor for those projects presented by African organizations, the main reason being the abandonment of the projects from the former Commission of West African States (CEAO) all of whose activities had practically ceased during 1993/1994. The abandonment of the seven projects presented by this organization, that is 50 per cent of all the projects of African organizations, surely led to this poor performance of about only 20 per cent for the fully or partly implemented projects, as against 73 per cent for the of the national projects and 100 per cent for the projects of United Nations institutions.

At the regional and subregional levels, the state of the physical implementation was as given in table 4.2 above. This table shows that the level of physical implementation was above 50 per cent for all the subregions. In fact, it ranged from 55.4 per cent to 85.5 per cent. Which is considering the condition under which the projects were implemented and, especially, the quality of the preparation of the projects submitted under the Decade programme.

With regard to the financial implementation of the project, it seems, from the above table, that the total cost of the 214 projects was \$US 9,294.22 million, that of the projects fully or partially carried out \$US 8,239.34 million and the amount of money mobilized \$US 3,765.32 million.

Table 4.3

Table of financial implementation

	Cost of all the projects (in millions of \$US) (a)	Cost of the implemented projects (in millions of \$US) (b)	Funds mobilized (in millions of \$US) (c)	c/a %	c/b %
National projects	9 283.45	8 235.5	3 762.92	40.5	45.7
Subregional projects (*)	8.78	2.30	0.41	4.7	17.8
Regional projects	1.99	1.99	1.99	100.0	100.0
Total	9 294.22	8239.34	3765.32	40.5	45.7
CA	501.53	363.69	218.96	43.7	60.2
EA	1 804.17	1 457.56	1 316.43	73.0	90.0
NA	4 378.53	4318.10	558.10	12.7	12.9
SA	1 151.14	842.13	794.63	69.0	94.3
WA	1 453.06	1 253.97	875.20	60.2	69.8
Sub-total	9 288.43	8 235.45	3 763.32	40.5	45.7
RE **	5.79	3.89	2.00	34.5	51.4

* Including COMESA

** Including COMESA

The table above shows that the mobilized funds represent 4.5 per cent of the total cost of the projects and 45.7 per cent of the cost of the projects that were fully or partly carried out. In fact, these ratios were, respectively, about:

- (i) 0 per cent to 100 per cent for countries (see annex);
- (ii) 0 per cent to 8 per cent and 0.5 to 100 per cent for African organizations (see annex);
- (iii) 12.7 per cent to 73 per cent and 12.9 per cent to 94.3 per cent for the subregions.

It should be noted that the total cost of projects of the subsector increased considerably right at the beginning of the Decade. In fact, the cost of the 201 projects approved in 1991 and contained in Volume II of the document Doc/UNTACDA/91/12 of 14 October 1991 was \$US 4 824.25 million; it rose to \$US 5,220,81 million with the projects approved in November 1993. The difference between it and the current cost was \$US 4 073.73 million, that is, an increase of 78 per cent, which resulted mainly from the modification of certain projects which were changed to construction projects and the cancellation of other projects such as:

- (i) The construction of an East-West expressway in Algeria, whose cost rose from \$US 60 million to \$US 3 750 million to reflect a more realistic cost of a motorway;

Table 4.4

Physical execution of the railway projects

	Total	Projets completed		Projects partly completed		Uncompleted projects		Abandoned projects	
	No.	No.	%	No.	%	No.	%	No.	%
National projects	86	36	41.9	18	20.9	22	25.6	10	11.6
Subregional projects	3	1	33.3	0	0.00	1	33.3	1	33.3
Regional projects	-	-	-	-	-	-	-	-	-
Total	89	37	41.6	18	20.2	23	25.8	11	12.4
CA	8	3	37.5	3	37.5	2	25.0	0	0.0
EA	7	4	57.1	0	0.0	3	42.9	0	0.0
NA	6	1	16.7	3	50.0	2	33.3	0	0.0
SA	41	20	48.8	6	14.6	12	29.3	3	7.3
WA	26	9	34.5	6	23.1	3	11.5	8	30.8
Sub-total	88	37	42.0	18	20.5	22	25.0	11	12.5
RE*	1	0	0.0	0	0.0	1	100.0	0	0.0

* COMESA project

- (ii) The Niono-Nampala-Tumbuctu road project in Mali which advanced from a technical and economic study phase costing \$US5.18 million to a construction phase costing \$US 274 million;
- (iii) The project for the rehabilitation and improvement of the Mtzara-Songe Momba road in Tanzania whose cost increased from \$US 80 million to \$US 216 million and from \$US 62 million to \$US 297 million, respectively.

Thus, in relation to the original cost earmarked for the programme, there seems to have been a resource mobilization of more than 70 per cent which seems to be very appreciable, especially as the cost at the end of the second evaluation was only \$US 2 296.26 million, that is, about 44 per cent if compared to the cost \$US 5 220.81 million in November 1993. It can be said that considering the conditions under which the projects were implemented and developed, the financial implementation was satisfactory on the whole, for each subregion and for each country (except those experiencing very serious political and social instability) and for ECA.

Graph 4.1 below gives a representation of the projects of the subsector.

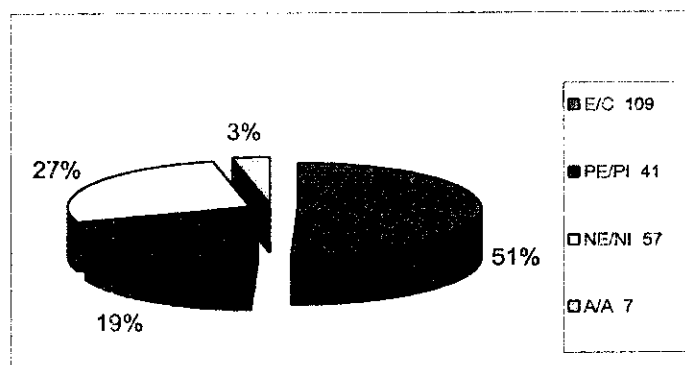
The Decade programme comprised a total of 89 projects, 86 of which were national projects and three subregional projects. The table above shows the status of the physical implementation of these projects.

Graphique/Diagram 4.1

Exécution physique et financière des projets du sous secteur " Routier "

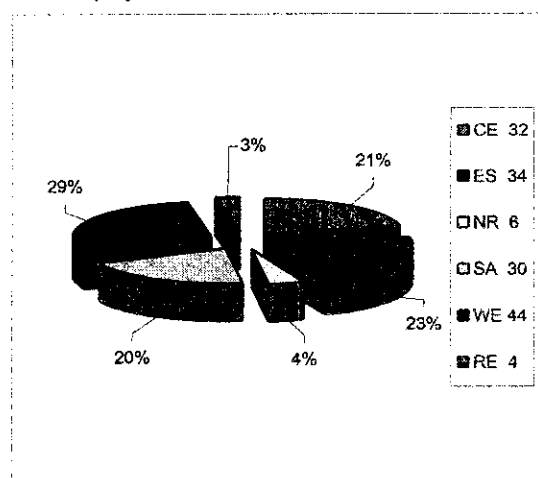
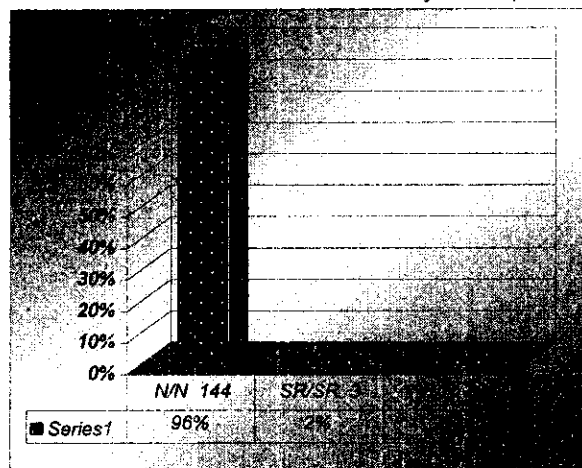
Financial and physical implementation of " Roads and Road Transports " subsector

**A) Exécution physique de tous les 214 Projets/
Physical implementation of all 214 projects**

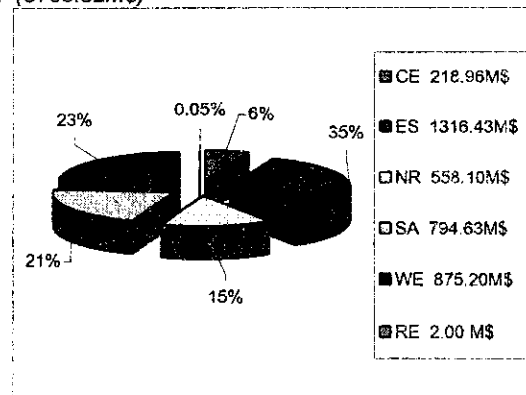
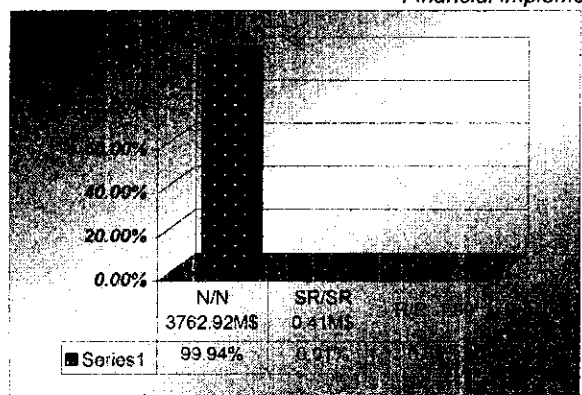


**B) Projets totalement ou partiellement exécutés /
Totally or partially implemented projects**

**B.1. Exécution physique des 150 Projets/
Physical implementation of 150 projects**



**B.2. Exécution financière (3765.32M\$) /
Financial implementation (3765.32M\$)**



The projects which were fully or partly carried out are 55 in number, representing about 62 per cent. This percentage increases to about 63 per cent if only the national projects are considered and falls to 33 per cent for the projects of African organizations. The number of abandoned projects is significant – 12 per cent – even for the national projects; this could be the result of privatisation processes which led to the abandonment of a number of projects that had been planned by previous State administrations, for example, the case of the ex-Abidjan Local government – Niger (Burkina Faso – Côte d'Ivoire).

The situation for the subregional and regional projects is shown in table 4.4 above. Here, the number of projects fully or partly carried out is above 57 per cent for the subregions, which is an acceptable performance, especially as the processes of privatisation of certain railway management actually improved the situation at the time; the evaluation could have covered these privatisation activities, which are indeed concessions, if that had been provided for in the terms of reference or if visits had been organized at the launching.

As regards financing, table 4.5 shows the situation of the resources mobilized for this sector.

Tableau 4.5
Financial performance

	Cost of all projects (a)	Cost of projects fully or partly executed (b)	Funds mobilized (c)	c/a	c/b
National projects	3 417.64	2 661.62	2 241.13	65.5	84.2
Subregional projects	2.01	0.90	0.90	44.8	100.0
Regional projects	Nil	Nil	Nil	-	-
Total	3 419.65	2 662.52	2242.03	65.6	84.2
CA	95.03	71.87	42.87	45.1	59.2
EA	2 22.93	35.63	35.63	15.9	100.0
NA	1 474.23	1 050.73	929.55	63.0	88.5
SA	1 286.94	1213.53	958.93	74.5	79.0
WA	339.87	290.76	275.05	80.9	94.5
Sub-total	3 419.00	2 662.52	2 242.03	71.4	91.7
RE	0.65	0.00	0.00	0.00	-

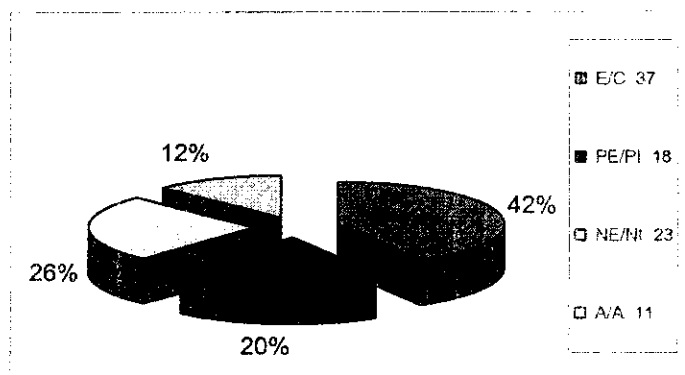
Generally, the resources mobilized reached over 71 per cent compared to the total cost of the projects and over 91 per cent when compared with to those projects that had just started being implemented. This is very remarkable even though there appeared to be some weaknesses in the performance in the Central African and Eastern African subregions, a situation that is perfectly understandable considering the social and political currencies in these subregions. However, the resources mobilized were still less by about a third of the \$US 3,338.30 million budgeted for 1991 (DOC/ UNTACDA/91 12 to 14 October 1991).

Graph 4.2 below shows the situation of the physical and financial performance in the railway subsector.

Graphique/Diagram 4.2

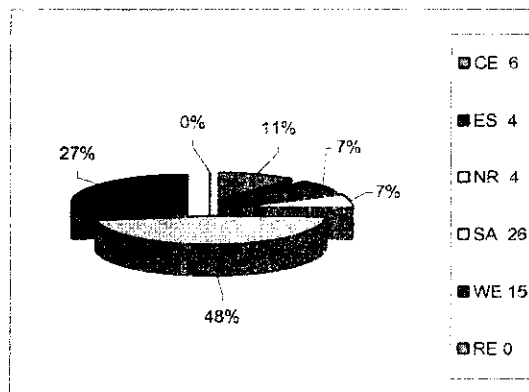
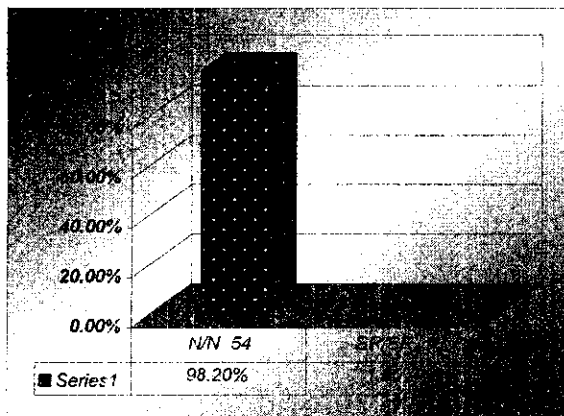
Exécution physique et financière des projets du sous secteur " Chemins de fer " Financial and physical implementation of " Railways " subsector

A) Exécution physique de tous les 89 Projets/ Physical implementation of all 89 projects

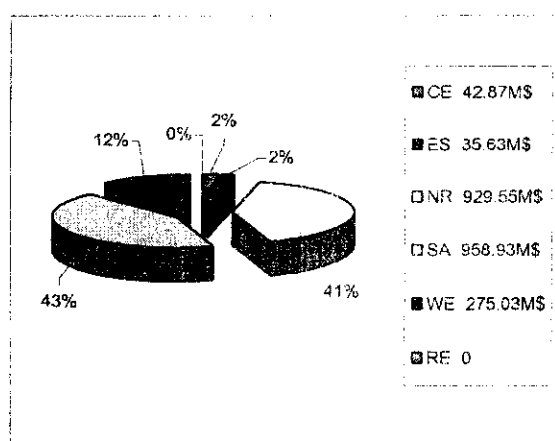
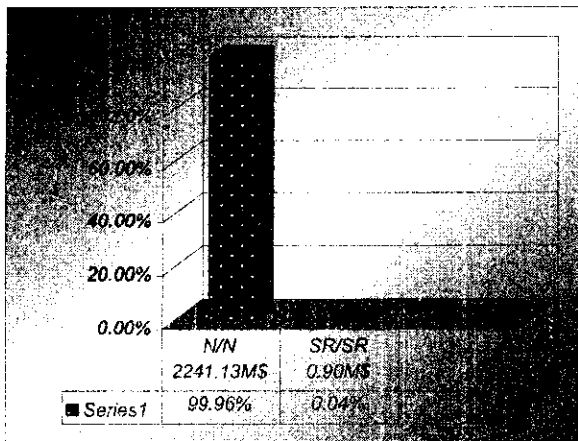


B) Projets totalement ou partiellement exécutés / Totally or partially implemented projects

B.1. Exécution Physique des 55 Projets/ Physical implementation of 55 projects



B.2. Exécution financière (2242.03M\$) / Financial implementation (2242.03M\$)



Air transport

The air transport subsector had 72 projects under the Decade Programme. These projects were as follows: 45 national projects, 22 subregional projects and 10 regional projects. Table 4.8 below gives a picture of the physical implementation of these projects.

Table 4.6
Physical implementation of the air transport subsector

	Total	Completed projects		Partly completed projects		Uncompleted projects		Abandoned projects	
		No.	%	No.	%	No.	%	No.	%
National projects	45	28	62.2	8	17.8	9	20.0	0	0.0
Subregional projects	22	10	45.5	5	22.7	6	27.3	1	4.5
Regional projects	10	3	30.0	0	0.0	7	70.0	0	0.0
Total	77	41	53.2	13	16.9	22	28.6	1	1.3
CA	8	7	87.5	0	0.0	1	12.5	0	0.0
EA	15	8	53.4	2	13.3	5	33.3	0	0.0
NA	9	6	66.7	1	11.1	2	22.2	0	0.0
SA	12	6	50.0	5	41.7	1	8.3	0	0.0
WA	4	2	50.0	0	0.0	1	25.0	1	25.0
Subtotal	48	29	60.4	8	16.7	10	20.8	1	2.1
RE*	29	12	41.4	5	17.2	12	41.4	0	0.0

* Including projects from AFRAA, ASENA, AFCAC (African Civil Aviation Commission.) and COMESA.

This table shows that the level of physical implementation of the projects, except the regional projects, is about 68 per cent to 80 per cent, which in general seems to be satisfactory for the entire subsector. At the subregion and regional levels, the level of physical implementation seems to be above or equal to 50 per cent, with the lowest level of implementation being in West Africa (50 per cent), which is still acceptable given that the overall subregional level of implementation was about 70 per cent.

The financial performance is shown in table 4.7 below:

Table 4.7
Financial performance for the air transport projects

	Total cost of the projects {In millions of \$US} (a)	Costs of projects fully or partly completed {In millions of \$US} (b)	Funds mobilized {In millions of \$US} (c)	c/a (%)	c/b (%)
National project	3 48.72	309.97	263.90	68.6	85.1
Subregional projects	49.03	45.32	45.32	92.4	100.0
Regional projects	25.38	0.48	0.48	1.9	100.0
Total	423.13	355.77	309.7	73.2	87.05
CA	3742	6.25	6.25	16.7	100.0
EA	161.52	158.44	157.94	97.8	99.7
NA	20.80	16.38	12.54	60.3	76.5
SA	127.68	127.59	85.86	67.2	87.86
WA	2.48	190	1.90	76.6	100.0
Subtotal	349.90	310.57	264.50	75.6	85.2
RE	73.23	45.20	4520	61.7	100.0

Apart from the regional and subregional projects the resource mobilization in Central Africa when compared to the total cost of all the projects was above 60 per cent everywhere, which is more than satisfactory. Considering only those projects that had just started to be implemented, this level was above 75 per cent for all the cases considered in table 4.10. In fact, the \$US 307.70 million was about 16 per cent higher than the amount mentioned in Volume II (projects approved in 1991) of Doc/UNTACDA/91/12 of 14 October 1991, that is \$US 265.79 million. That confirms the remarkable performance of the air transport subsector within the framework of the implementation of the Decade Programme, even though in terms of physical implementation one third of the projects were not implemented.

Graph 4.3 below shows the performance of the physical and financial implementation of the projects of the air transport subsector.

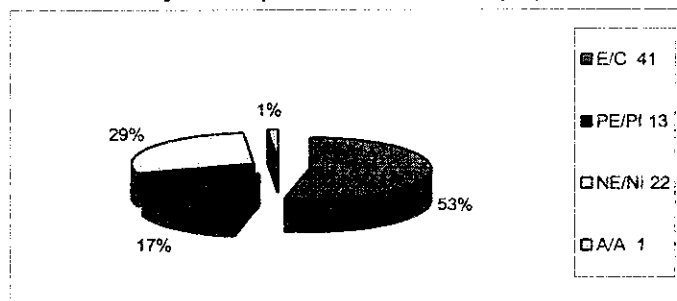
Shipping

The shipping subsector had 40 projects in the Decade Programme. Ten of these projects are from countries, 13 from African organizations and 17 from United Nations institutions. Table 4.8 below shows the physical implementation of these projects.

Graphique/Diagram 4.3

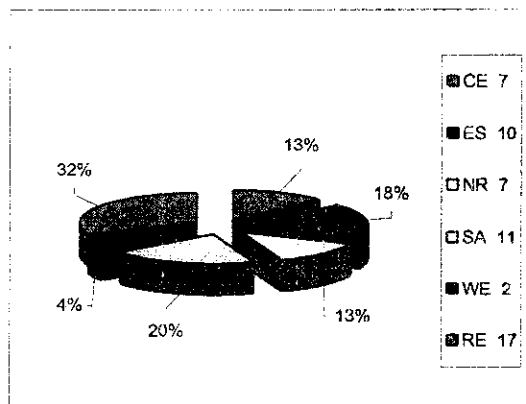
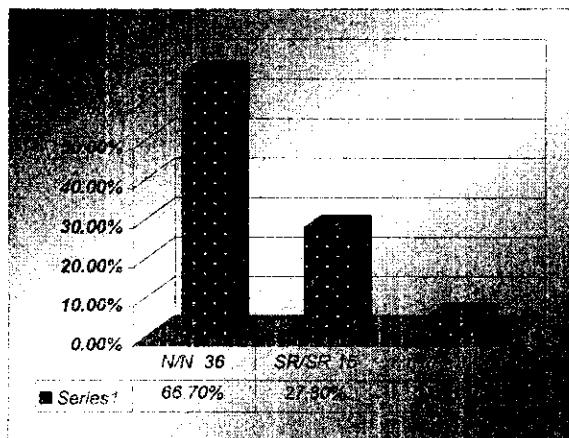
Exécution physique et financière des projets du sous secteur "Transport Aérien"
Financial and physical implementation of " Air Transport " subsector

A) Exécution physique de tous les 77 Projets/
Physical implementation of all 77 projects



B) Projets totalement ou partiellement exécutés /
Totally or partially implemented projects

B.1. Exécution Physique des 54 Projets/
Physical implementation of 54 projects



B.2. Exécution financière (309.70M\$) /
Financial implementation (309.70M\$)

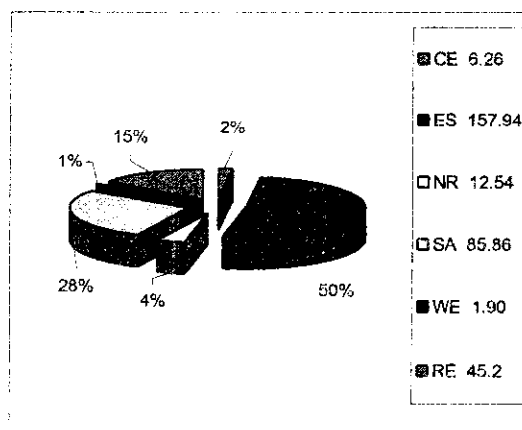
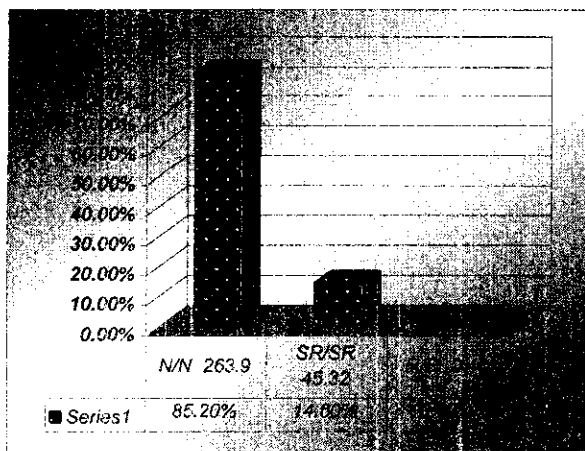


Table 4.8
State of physical implementation of shipping projects

	Total	Completed projects		Partly completed projects		Uncompleted projects		Abandoned projects	
		No.	%	No.	%	No.	%	No.	%
National projects	10	7	70	0	0	2	20	1	10
Subregional projects	13	4	30.8	1	7.7	2	15.4	6	46.1
Regional projects	17	4	23.5	0	0	11	64.7	2	11.8
Total	40	15	37.5	1	2.5	15	37.5	9	22.5
CA	-	-	-	-	-	-	-	-	-
EA	1	0	0	0	0	1	100.0	0	0
NA	3	1	33.3	0	-	1	33.3	1	33.3
SA	-	-	-	-	-	-	-	-	-
WA	9	6	66.7	1	11.1	0	-	2	22.2
Subtotal	13	7	53.8	1	7.7	2	15.4	3	23.1
RE	27	8	29.6	13	0.0	13	48.1	6	22.2

It can be seen from the table that only the national projects attained a level of implementation that can be described satisfactory, as they reached a level of performance of 70 per cent. The implementation of the other projects were not so good. Thus, the shipping projects were generally implemented at the level of 40 per cent, a rather mediocre performance; here the number of abandoned projects was high, more than 45 per cent of the subregional projects.

At the subregional level, the physical implementation seemed acceptable with a level close to 60 per cent. It was however weak, indeed, mediocre, at the regional level rated at less than 30 per cent. Here, the number of abandoned project was relatively high – over 20 per cent of the approved projects, which seemed to be the result of either a poor performance by these projects or their inadequate preparation.

For the financial implementation, table 4.13 below shows the situation at the end of the Decade:

Table 4.9
Financial implementation of the transport projects

	Total cost {In millions of \$US} (a)	Cost of projects fully or partly completed {In millions of \$US (b)	Funds mobilized {In millions of \$US} ©	c/a %	c/b %
National projects	47.43	41.03	41.03	86.9	100.0
Subregional projects	18.67	7.87	7.87	42.10	100.0
Regional projects	22.77	13.64	13.64	59.9	100.0
Total	88.87	62.54	62.54	70.4	100.0
CA	-	-	-	-	-
EA	1.12	0	0	0	-
NR	704	1.76	176	25.0	100.0
SA	-	-	-	-	-
WE	40.21	39.87	39.87	99.1	100.0
Subtotal	48.37	41.63	41.63	86.1	100.0
RE	40.50	20.91	20.91	51.6	100.0

This table confirms the poor performance of both the physical and the financial implementation. In fact, the resource mobilization was poor when compared to the total cost of the projects (a little more than 60 per cent) despite the fact that the cost remained well-below the amount envisaged for 1991 and 1993 at the end of which \$US 147.69 million were earmarked for (20) projects of the subsector. The low level of performance (40 per cent) confirms that the subsector's projects were inadequately prepared, for instead of their costs falling as a result of the fluctuation in prices, there was a major decline during the Decade period.

Graph 4.4 gives a general picture of the physical and financial implementation of the projects of the shipping subsector.

Sea ports

There were 37 sea port projects in the Decade programme. These were 28 national projects, five subregional projects and international projects. The physical implementation of these projects is shown in table 4.10 below:

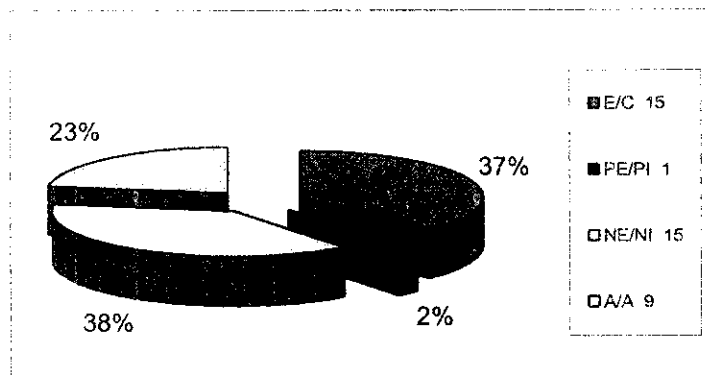
Graphique/Diagram 4.4

Exécution physique et financière des projets du sous secteur " Transport Maritime "

Financial and physical implementation of " Maritime Shipping " subsector

A) Exécution physique de tous les 40 Projets/

Physical implementation of all 40 projects

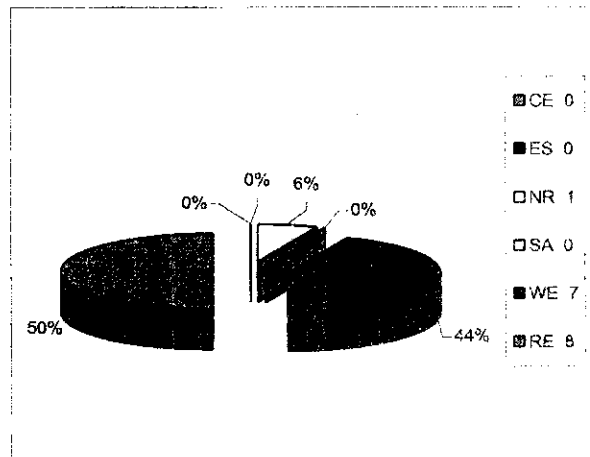
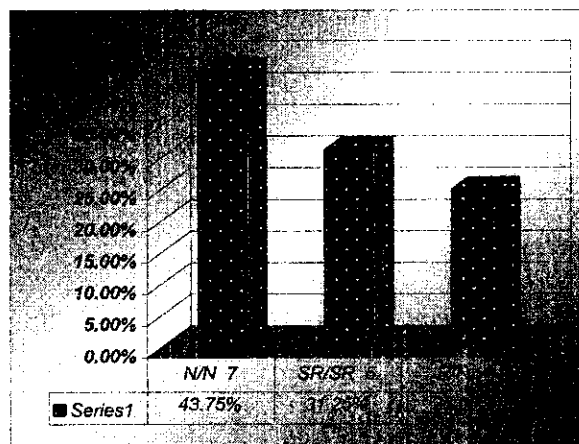


B) Projets totalement ou partiellement exécutés /

Totally or partially implemented projects

B.1. Exécution physique des 16 Projets/

Physical implementation of 16 projects



B.2. Exécution financière (62.54M\$) /

Financial implementation (62.54M\$)

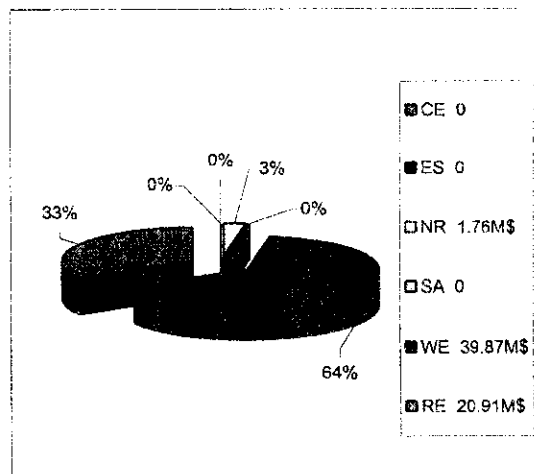
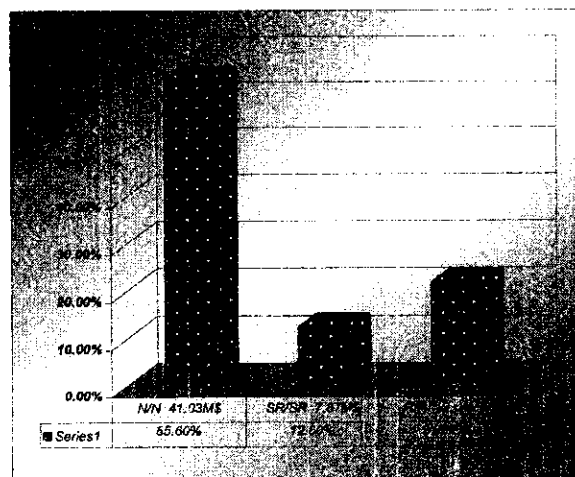


Table 4.10
Physical implementation of the sea port projects

	Total	Completed projects		Partly completed projects		Uncompleted projects		Abandoned projects	
		No.	%	No.	%	No.	%	No.	%
National projects	28	15	53.6	3	10.7	9	32.1	1	3.6
Subregional projects	5	3	60.0	0	0.0	2	40.0	0	0.0
Regional projects	4	0	0.0	0	0.0	3	75.0	1	25.0
Total	37	18	48.5	3	8.1	14	37.8	2	5.4
CA	3	1	33.3	2	66.7	0	0	0	0.0
EA	4	1	25.0	0	0	3	75.0	0	0.0
NA	7	3	42.8	1	14.3	3	42.8	0	0.0
SA	-	-	-	-	-	-	-	-	-
WA	17	13	76.5	0	0.0	3	17.6	1	5.9
Sub-total	31	18	58.1	3	9.7	9	29.0	1	3.2
RE	6	0	0	0	0	5	83.3	1	16.7

This table shows an acceptable level of implementation for the national and subregional projects (over 60 per cent) and nothing for the regional projects. This last situation seems all the more surprising as under the regional projects come the projects submitted by the agencies of the United Nations the chief executing agency of the Decade Programme that is, ECA.

At the subregional and regional level, the physical implementation generally seemed acceptable with a performance above 50 per cent. However, it was very satisfactory in West Africa and Central Africa, just acceptable in North Africa, poor in East Africa and confirms the state of implementation of projects with a regional impact.

The financial implementation represented in table 4.1 above shows that the total cost of the projects increased by about 26 per cent of the initial amount (\$US536.60 million as against \$US425.42 million). This is mainly due to the 14 per cent reduction in the cost of the Algerian project and on the other hand the increase of 130 per cent in the projects of the Niger.

Table 4.11

Financial implementation of the sea port projects

	Total cost {In millions of \$US} (a)	Costs of fully or partly completed projects {In millions of \$US} (b)	Funds mobilized {In million of \$US} ©	c/a %
National projects	529.39	397.10	382.2	72.2
Subregional projects	4.59	1.45	1.5	30.9
Regional projects	2.52	0	0	0
Total	536.60	398.55	383.7	71.5
CA	19.27	19.27	4.9	22.3
EA	39.95	4.20	4.0	10.5
NA	195.91	139.98	139.8	71.4
SA	-	-	-	-
WA	275.71	235.10	235.0	85.3
Subtotal	530.84	398.55	383.7	72.2
RE	5.76	0	0	0

This level of resource mobilization seems generally satisfactory with a performance of more than 70 per cent, compared to the total cost of the projects, and more than 96 per cent for the fully or partly completed projects, in spite of the increase in the total cost of the projects *vis à vis* the initial estimates. This overall satisfactory performance does not include the low performance in Central Africa and even at the regional level.

Graph 4.5 gives a representation of the physical and financial implementation of the projects of the sea port sector.

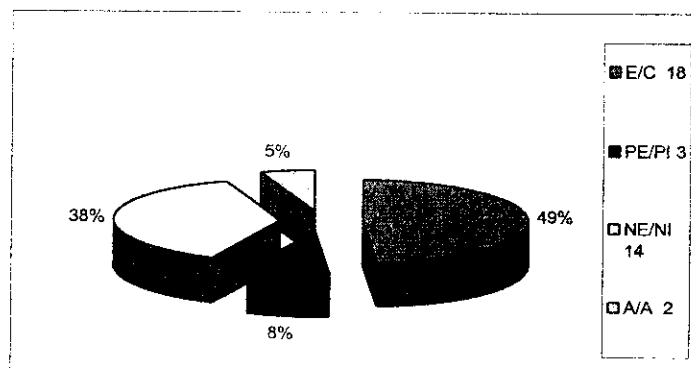
Multimodal transport

The multimodal transport sector has 27 projects under the Decade programme of which 13 were submitted by countries, 3 by African organizations and 11 by United Nations institutions. The physical implementation of these projects is shown in table 4.12 below.

Graphique/Diagram 4.5

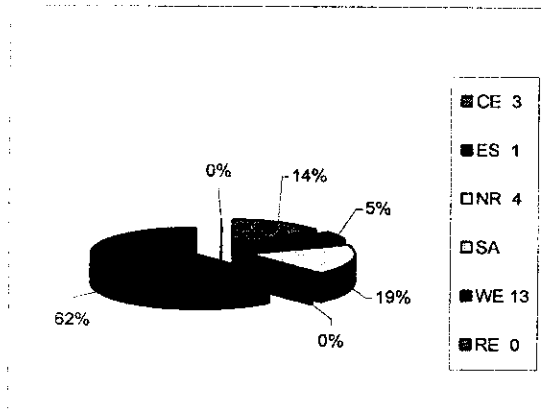
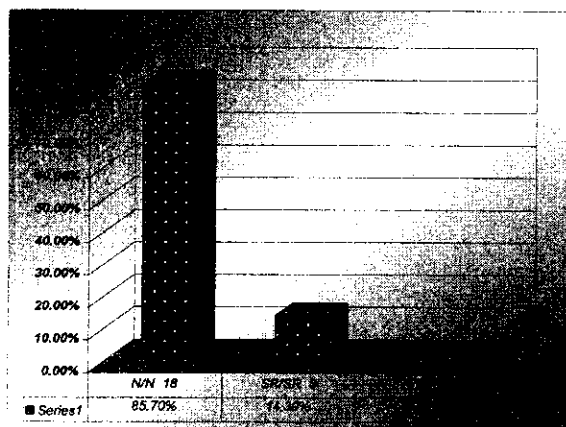
Exécution physique et financière des projets du sous secteur " Ports Maritimes "
Financial and physical implementation of " Maritime Ports " subsector

**A) Exécution physique de tous les 37 Projets/
 Physical implementation of all 37 projects**



**B) Projets totalement ou partiellement exécutés /
 Totally or partially implemented projects**

**B.1. Exécution Physique des 21 Projets/
 Physical implementation of 21 projects**



**B.2. Exécution financière (383.57M\$) /
 Financial implementation (383.57M\$)**

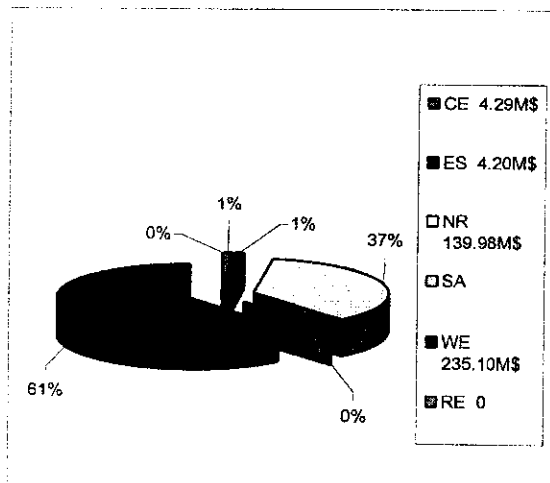
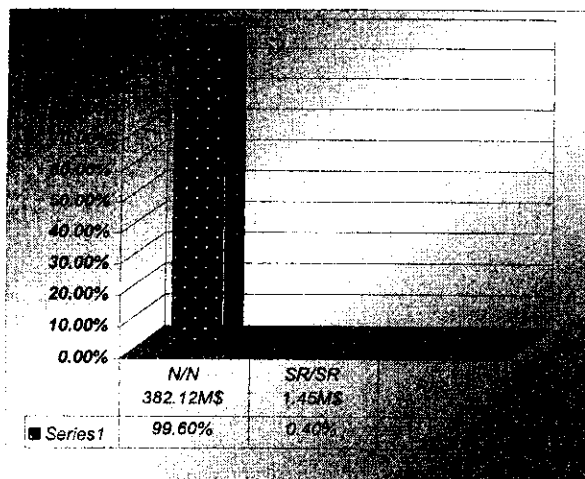


Table 4.12
Physical implementation of the multi modal transport projects

	Total	Completed projects		Partly completed projects		Uncompleted projects		Abandoned projects	
	No.	No.	%	No.	%	No.	%	No.	%
National projects	13	4	30.8	2	15.4	7	53.8	0	0
Regional projects	3	0	0	0	0	3	100.0	0	
Subregional projects	11	2	18.2	2	18.2	2	18.2	5	45.5
Total	27	6	22.2	4	14.8	12	44.4	5	18.5
CA	1	0	0	0	0	1	100.0	0	0
EA	5	2	40.0	2	40.0	1	20.0	0	0
NA	1	1	100.0	0	0	0	0	0	0
SA	6	1	16.7	0	0	5	83.3	0	0
WA	1	0	0.0	0	0	1	100.0	0	0
Sub-total	14	4	28.6	2	14.3	8	57.1	0	0.0
RE	13	2	15.4	2	15.4	4	30.8	5	38.5

The table above shows that the physical implementation of the multimodal transport projects is poor, with a level below 50 per cent except for North Africa and East Africa. At the level of African organizations, there was no implementation at all, the situation that seems disturbing for a subsector whose importance for African integration is clear and which should have a pride a place in the responsibilities, missions and tasks of the subregional organizations. Another important phenomenon seems to be the level of projects abandoned at the level of the United Nations almost half of the projects (45.4 per cent). This casts in doubt the importance of the projects concerned which ought not to have been approved for the Decade Programme in the first place.

The financial implication is shown in table 4.13 below. The total cost of the projects almost did not change at all: \$US96.82 million for an estimate of \$US95.46 million.

Table 4.13
Financial implementation

	Total cost {In millions of \$US} (a)	Costs of fully or partly completed projects {In millions of \$US} (b)	Funds mobilized {In millions of \$US} ©	c/a %	c/b %
National projects	81.24	46.33	46.33	57.0	100.0
Subregional projects	4.00	0	0	0	-
Regional projects	11.58	5.08	5.08	43.9	100.0
Total	96.82	51.41	51.41	53.1	100.0
CA	2.50	0	0	0	-
EA	45.79	45.64	45.64	99.7	100.0
NA	0.44	0.44	0.44	100.0	100.0
SA	34.12	0.25	0.25	0.7	100.0
WA	0.89	0	0	0	-
S/Total	83.74	46.33	46.33	55.3	100.2
RE	13.08	5.08	5.08	38.8	100.2

Performances in the resource mobilization is zero in East Africa and West Africa and almost zero in Southern Africa. The low importance which these subregions seem to have given the sector are unacceptable, especially as they have more 80 per cent of the land-locked countries in African continent and consequently are concerned by almost all the transport corridors, have no choice but to facilitate multimodal transport.

Graph 4.6 below shows the state of the physical and financial management of the multimodal transport projects.

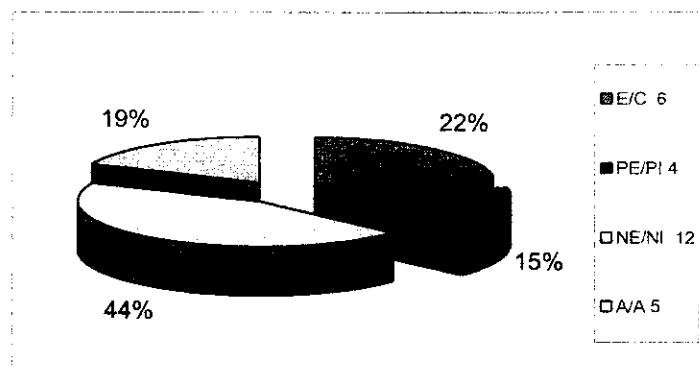
Inland water transport

The inland water transport sector projects which feature in the Decade programme are 17 in number. They were presented by countries (15 projects) and by international organizations (2 projects). All these projects were introduced in 1991. Table 4.14 below shows the state of their physical implementation.

Graphique/Diagram 4.6

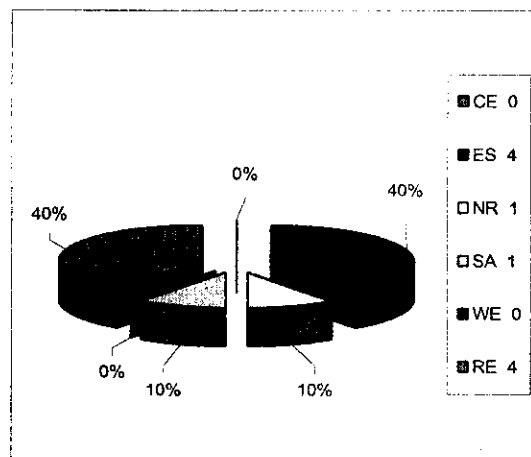
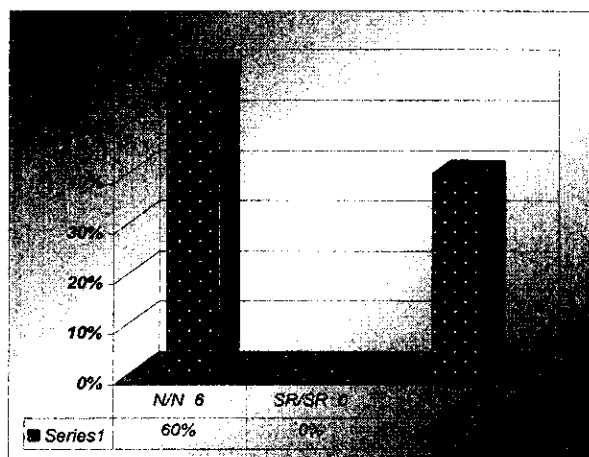
Exécution physique et financière des projets du sous secteur " Transport Multimodal "
Financial and physical implementation of " Multimodal Transport" subsector

A) Exécution physique de tous les 27 Projets/
Physical implementation of all 27 projects



B) Projets totalement ou partiellement exécutés /
Totally or partially implemented projects

B.1. Exécution physique des 10 Projets/
Physical implementation of 10 projects



B.2. Exécution financière (51.41M\$) /
Financial implementation (51.41M\$)

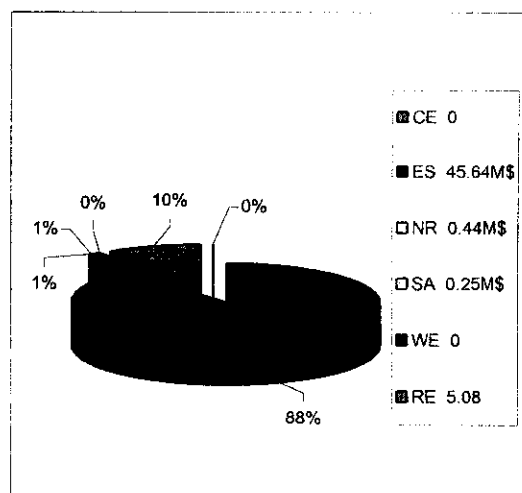
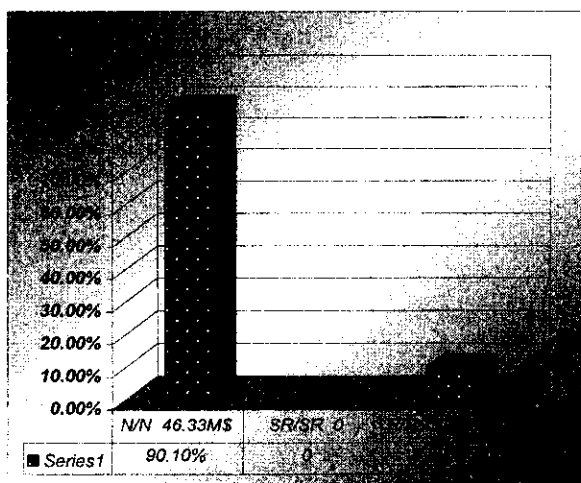


Table 4.14

Physical implementation of the inland water transport projects

	Total	Completed projects		Partly completed projects		Uncompleted projects		Abandoned projects	
	No.	No.	%	No.	%	No.	%	No.	%
National projects	15	4	26.7	5	33.3	6	40.0	0	0
Subregional projects	2	0	0	2	100.0	0	0	0	0
Regional projects	-	-	-	-	-	-	-	-	-
Total	17	4	23.5	7	41.2	6	35.3	0	0
CA	5	4	0.0	1	20.0	0	0	0	0
EA	5	0	0	0	0	5	100.0	0	0
NA	2	0	0	2	100.0	0	0	0	0
SA	1	0	0	1	100.0	0	0	0	0
WA	4	0	0	3	75.0	1	25.0	0	0
Sub-total									
RE	-	-	-	-	-	-	-	-	-

The physical implementation of the inland water transport sector projects seems to be generally acceptable, with about 65 per cent of the projects fully or partly completed both for the national and the regional projects on the one hand, and for the subregional ones on the other with the exception of those for East Africa.

The financial implementation is shown in the table 4.15 below.

Table 4.15

Financial implementation of the inland water transport projects

	Total cost (In \$US) (a)	Costs of projects fully or partly implemented (In millions of \$US) (b)	Funds mobilized (In millions of \$US) ©	c/a %	c/b %
National projects	115.94	98.26	25.04	21.6	25.5
Subregional projects	36878	36878	368.78	100.0	100.0
Regional projects	-	-	-	-	-
Total	484.72	467.04	39382	81.2	84.3
CA	10.70	10.70	10.70	100.0	100.0
EA	16.18	-	-	-	-
NA	42.69	42.69	10.82	25.3	25.3
SA	3.78	3.78	3.78	100.0	100.0
WA	411.37	409.87	368.52	89.6	89.6
Sub-total	484.72	467.04	39382	89.2	84.32
RE	-	-	-	-	-

From the above table that the resource mobilization for these projects, which is above 80 per cent, can be considered generally satisfactory. However, it should be noted that the result comes mainly from the subregional projects. In fact, the financial implementation is poor for the national projects (less than 30 per cent) and for North Africa (about 25 per cent) and zero for East Africa, a situation that confirms the observation made for the physical implementation. Graph 4.7. shows the state of the physical and financial implementation of the inland water transport projects.

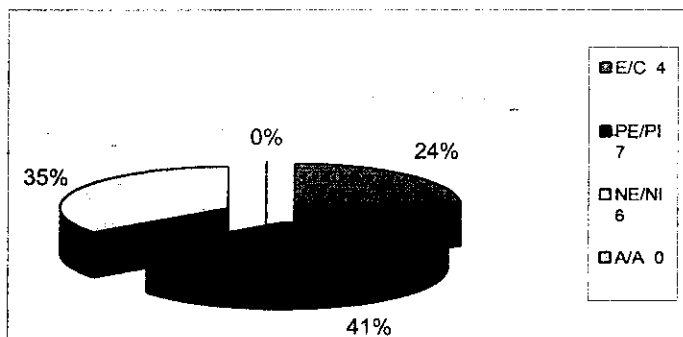
Urban transport.

The Decade programme includes 7 urban transport sub-sector projects whose physical implementation is represented in table 4.16 below:

Graphique/Diagram 4.7

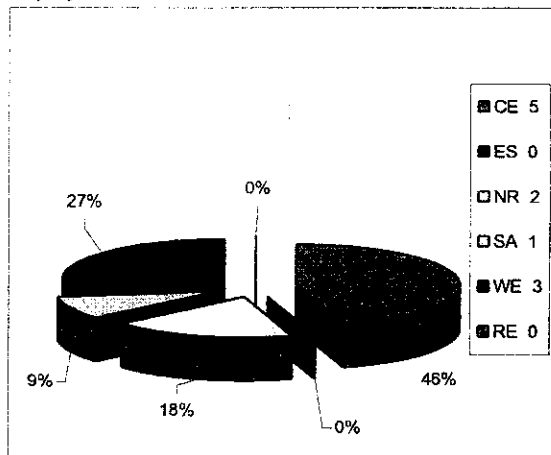
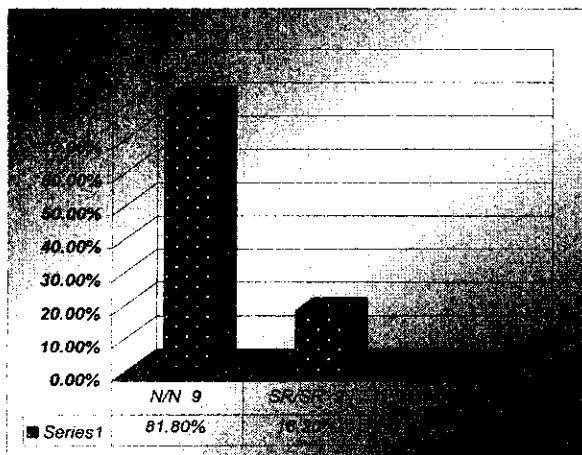
Exécution physique et financière des projets du sous secteur " Transport par voies d'eau Intérieurs "
Financial and physical implementation of " Inland Waterway Transport " subsector

A) Exécution physique de tous les 17 Projets/
Physical implementation of all 17 projects



B) Projets totalement ou partiellement exécutés /
Totally or partially implemented projects

B.1. Exécution physique des 11 Projets/
Physical implementation of 11 projects



B.2. Exécution financière (393.82M\$) /
Financial implementation (393.82M\$)

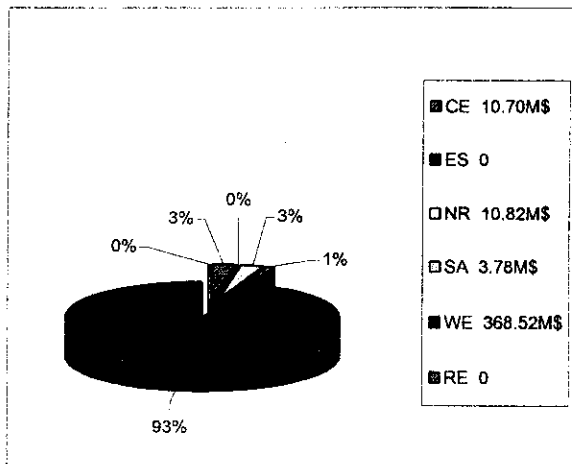
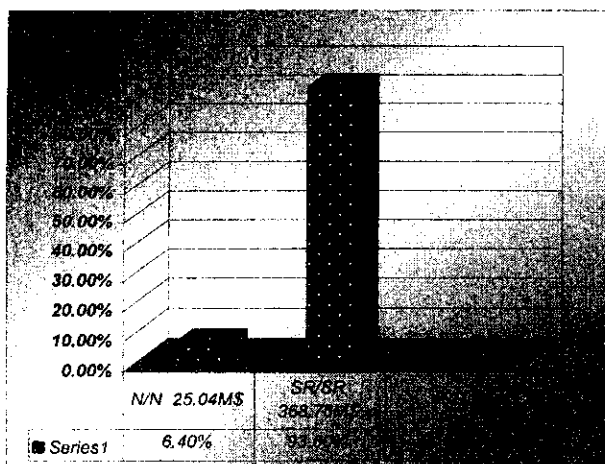


Table 4.16
Physical implementation of urban transport projects

	Total	Completed projects		Partly completed projects		Uncompleted projects		Abandoned projects	
	No	No.	%	No.	%	No.	%	No.	%
National projects	7	3	42.8	2	28.6	2	28.6	0	0
CA	-	-	-	-	-	-	-	-	-
EA	2	0	0	1	50.0	1	50.0	0	0
NA	-	-	-	-	-	-	-	-	-
SA	4	3	75.0	0	0.0	1	25.0	0	0
WE	1	0	0	1	100.0	0	0	0	0
Total	7	3	42.8	2	28.6	2	28.5	0	0

The urban transport sub-sector neither has subregional nor regional projects. The physical implementation, with over 70 per cent of the projects fully or partly implemented, seems generally satisfactory. However, this performance was only fair for East Africa (50 per cent).

Table 4.17 below gives a representation of the financial implementation of the projects of the urban transport sub-sector. The total cost of the projects (\$US 154 million) was less than what had been estimated (\$US 167.66 million), a reduction of about 9 per cent. The result seemed to be a cost reduction of about 25 per cent for the project of the Republic of Benin, and the devaluation of the franc led to a reduction of the cost in United States dollars, and a reduction of about 11 per cent of the projects of Zimbabwe.

Table 4.17
Financial implementation of inland water transport projects

	Total cost (In millions of \$US)	Costs of fully or partly completed projects (In millions of \$US)	Funds mobilized (In millions of \$US)	c/a %	c/b %
National projects	154.21	75.10	75.05	48.7	99.9
CA	-	-	-	-	-
EA	0.77	0.60	0.55	7.4	91.7
NA	-	-	-	-	-
SA	89.84	10.90	10.90	12.1	100.0
WA	63.50	63.50	63.50	100.0	100.0
RE	-	-	-	-	-
Total	154.21	75.10	75.05	48.7	99.9

Compared to the total cost of the projects, the financial implementation seems to be only average, with a performance of 49 per cent, a situation caused mainly by the non-implementation of the project for the purchase of buses for ZVPCO, the urban transport State corporation of Zimbabwe. The cost of this project had been estimated at \$US 78.94 million.

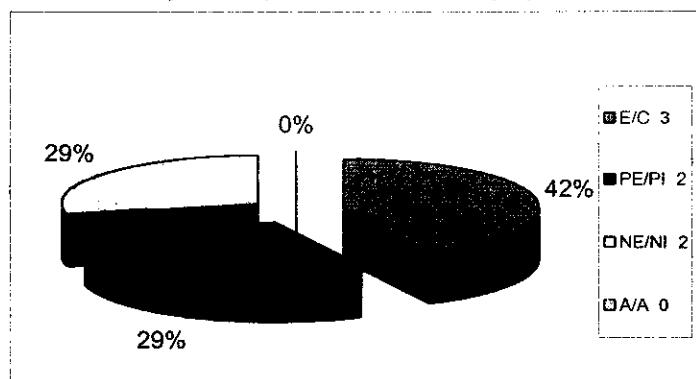
Graph 4.8 gives a picture of the implementation of urban transport projects.

The implementation of the urban transport subsector is recapitulated in table 4.19 below. This recapitulation is done by subsector at the origins of the projects and then by geographical area.

Graphique/Diagram 4.8

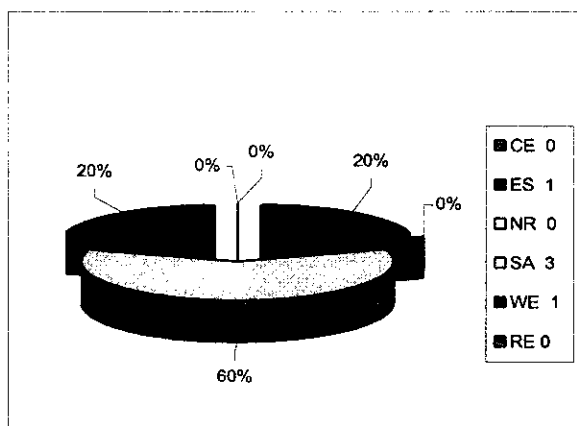
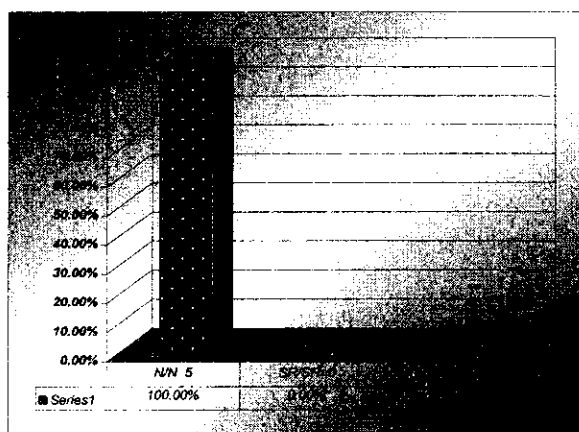
Exécution physique et financière des projets du sous secteur "Transport Urbain "
Financial and physical implementation of " Urban Transport " subsector

A) Exécution physique de tous les 7 Projets/
Physical implementation of all 7 projects



B) Projets totalement ou partiellement exécutés /
Totally or partially implemented projects

B.1. Exécution Physique des 5 Projets/
Physical implementation of 5 projects



B.2. Exécution financière (75.05M\$) /
Financial implementation (75.05M\$)

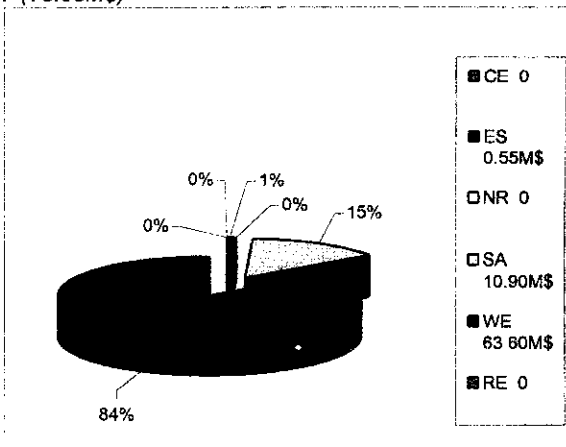
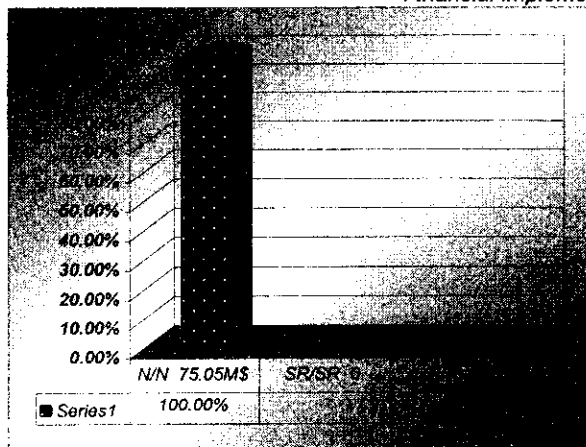


Table 4.18
Recapitulation of the physical implementation of the projects of the urban transport sector

	Total	Completed project		Partly completed projects		Uncompleted projects		Abandoned projects	
	No.	No.	%	No.	%	No.	%	No.	%
RRT	214	109	50.9	41	19.2	57	26.6	7	3.3
RWT	89	37	41.6	18	20.2	23	25.8	11	12.4
AIT	77	41	53.2	13	16.9	22	28.6	1	1.3
MST	40	15	37.5	1	2.5	15	37.5	9	22.5
MPT	37	18	48.7	3	8.1	14	37.8	2	5.4
MMT	27	6	22.2	4	14.8	12	44.4	5	18.5
IWT	17	5	23.5	7	41.2	6	35.3	0	0
URT	7	3	42.8	2	28.6	2	28.6	0	0
Total	508	233	45.0	89	17.5	157	29.7	35	6.9
National projects	401	201	50.1	78	19.5	110	27.4	12	3.0
subregional projects	62	20	32.3	9	14.5	18	29.0	15	24.2
Regional projects	45	12	25.7	2	4.4	23	51.1	8	17.8
CA	62	42	67.7	11	17.7	9	14.5	0	0
EA	91	35	38.5	19	20.9	37	40.6	0	0
NA	39	14	35.9	11	28.2	13	33.3	1	2.6
SA	108	54	50.0	18	16.7	33	30.5	3	2.8
WA	127	63	49.6	22	17.3	23	18.1	19	15.0
Sub-total	427	208	48.7	81	19.0	115	26.9	23	5.4
RE	81	25	30.9	8	9.9	36	44.4	12	14.8

From table 4.18, it can be seen that the RRT, AIT and URT sub-sectors are the only ones whose implementation reached at least 70 per cent for the fully or partly completed projects. This can be considered satisfactory. In contrast, the physical implementation can be dubbed rather satisfactory for the IWT sub-sector (65 per cent) and the RWT sub-sector (37 per cent), acceptable for the MMT sub-sector (57 per cent) but rather poor for the MST subsector (39 per cent) and the MMT subsector (37 per cent). Moreover, the last named sub-sectors had the proportion of abandoned projects (22.5 per cent and 18 per cent, respectively).

Going by the sources of the projects, the implementation of the regional projects were clearly in the lead with a little less than 70 per cent. For the subregional and regional projects, their implementation was less than 40 per cent, which seems poor, especially as they had a high proportion of abandoned projects (24 per cent and 18 per cent, respectively).

Considering them on the basis of geography, that is, by subregions, the physical implementation seems satisfactory for Central Africa, with almost 75 per cent performance, rather satisfactory for West Africa (67 per cent), South Africa (67 per cent) and North Africa (64 per cent), rather acceptable for East Africa (59 per cent) and poor for the region (40 per cent).

Over all, the transport sector reached a level of physical implementation (all the projects fully or partly implemented) of about 63 per cent or 322 projects out of 508. This seems acceptable, indeed, rather satisfactory as more than two thirds of the non-abandoned projects were fully or partly implemented.

The financial implementation showing the level of resource mobilization is shown in table 4.19 below.

Table 4.19
Financial implementation of transport sector projects

	Total cost (In millions of \$US) (a)	Cost fully or partly implemented projects (In millions of \$US) (b)	Funds mobilized (In millions of \$US) (c)	c/a %	c/b %
RRT	9294.22	8239.34	3765.32	40.5	45.7
RWT	3419.65	2662.52	2242.03	65.6	84.2
AIT	423.13	355.77	309.70	73.2	85.0
MST	88.87	62.54	62.54	70.4	100.0
MPT	536.60	398.55	383.57	71.5	96.2
MMT	96.82	51.41	51.41	53.1	100.0
IWT	484.72	467.04	393.82	81.2	84.3
URT	154.21	75.10	75.05	48.7	99.9
Total	14498.22	12312.27	7283.44	51.6	60.8
National projects	13978.02	11864.46	6837.52	48.9	57.5
Subregional projects	455.96	426.62	424.73	93.1	99.5
Regional projects	64.24	21.19	21.19	33.0	100.2
CA	666.45	471.79	283.08	42.5	60.0
EA	2292.43	1702.07	1560.39	68.1	91.8
NA	6119.64	5570.08	1653.19	27.0	29.7
SA	2693.50	2197.18	1854.35	68.8	84.3
WA	2587.19	2295.07	1859.24	71.9	81.0
Sub-total	14359.21	12237.19	7210.25	50.2	58.9
RE	139.07	75.08	73.19	52.26	97.5

From the table above the resources mobilization performance can be said to be satisfactory for the following subsectors: IWI (81 per cent), AIT (73 per cent), MPT (71 per cent) and MST (70 per cent); rather satisfactory for RWT (66 per cent) acceptable for MMT (53 per cent); fair for URT (49 per cent) and poor RRT (40 per cent). Thus, for the subsectors the physical implementation for the resource mobilization is only consolidated for AIT, RWT and MMT. With regard to the fully or partly implemented projects, only RRT subsector seems to be disturbing as the resources mobilized here were less than half of the cost of the projects; this situation was caused by the Algerian express way project for which less than 3 per cent of the costs seemed to have been mobilized.

Regarding the project initiators (countries and organizations) the best results achieved in resource mobilization concerned the subregional projects (93 per cent), which is more than satisfactory: the performance of the regional and subregional can be considered fair and poor (33 per cent), respectively. For the fully or partly completed projects, almost 40 per cent of the resources are still to be found for the national projects, cost by the same reasons mentioned in the preceding paragraph

At the subregional and regional levels, the performances of the West African, South African and East African subregions can be termed satisfactory with 72 per cent, 69 per cent and 68 per cent, respectively, compared to the costs of the fully or partly completed projects. The situation is fair to satisfactory for the region, being 52 per cent and 97 per cent, respectively. In contrast, it ranges from poor to fair to acceptable for the Central African subregion (42 per cent and 60 per cent) and is simply very bad for the North African subregion for the reasons given in paragraph 67 above.

Generally, the global mobilization of resources for the transport sector is just acceptable considering the fact that 508 projects are very good for only the projects fully or partly completed. Yet there is a gap in the financing of about 39 per cent of the estimated cost of these projects and which seemed to be high by the end of the decade.

Considering the entire physical and financial implementation, (resource mobilization), it will not be an overstatement to describe the progress achieved in the implementation of the transport sector projects as fairly acceptable given the environment under which the Decade Programme was carried out.

Graph 4.9 below gives the picture of the physical and financial implementation of the projects of the transport sector.

II Evaluation of the physical and financial implementation of the projects of the communication centres.

The telecommunications subsector

In the Decade Programme, the telecommunication subsector has 145 projects 130 in which are national projects, eight subregional projects and seven regional projects. Table 4.20 below shows the state of physical implementation of this project.

Table 4.20
Physical implementation of the telecommunication projects

	Total	Completed projects		Partly completed projects		Uncompleted projects		Abandoned projects	
		No.	%	No.	%	No.	%	No.	%
National projects	130	82	63.1	16	12.3	29	22.3	3	2.3
Subregional projects	8	1	12.5	2	25.0	4	50.0	1	12.5
Regional projects	7	5	71.4	1	14.3	0	0.0	1	14.3
Total	145	88	60.7	19	13.1	33	22.9	5	3.4
CA	2	0	0	0	0	1	50.0	1	50.0
EA	48	16	33.3	9	18.7	22	45.8	1	2.1
NA	12	8	66.7	3	25.0	0	0	1	8.3
SA	46	40	87.0	3	6.5	3	6.5	0	0
WA	27	18	66.7	2	7.4	6	22.2	1	3.7
Sub-total	135	82	60.7	17	12.6	32	23.7	4	3.0
RE	10	6	60.0	2	20.0	1	10.0	1	10.0

The overall physical implementation reached a level of implementation at about 74 per cent for the projects fully or partly implemented, and this can be considered satisfactory. The level of physical implementation can also be considered satisfactory for the national projects (75 per cent) and the regional projects (6 per cent); it was poor for the subregional projects (37 per cent). The physical implementation for the uncompleted or abandoned projects was at less than 30 per cent. This seems acceptable and therefore it can be concluded that the physical implementations of telecommunication projects was satisfactory.

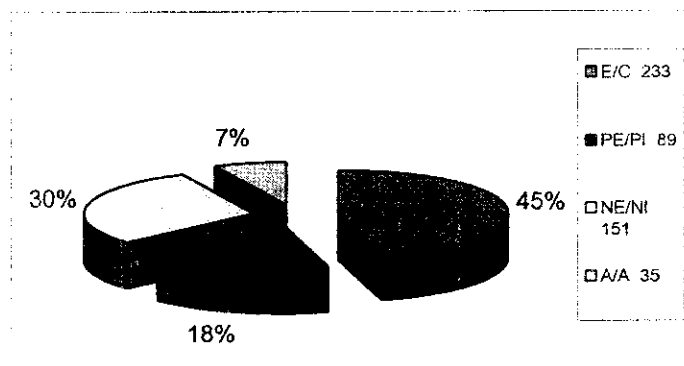
At the subregional and regional levels, the physical implementation performance was zero per cent for Central Africa, 52 per cent for South Africa, 70 per cent for West Africa, 81 per cent for North Africa and 93 per cent for Southern Africa. Thus, apart from Central Africa, the performance of subregions ranged from acceptable to very satisfactory. On the whole, the subregions achieved a level of physical implementation of about 73 per cent, which is satisfactory; the same is the case at the regional level where it was 80 per cent.

The state of the financial implementation of the telecommunications projects is shown in table 4.21 below.

Graphique/Diagram 4.9

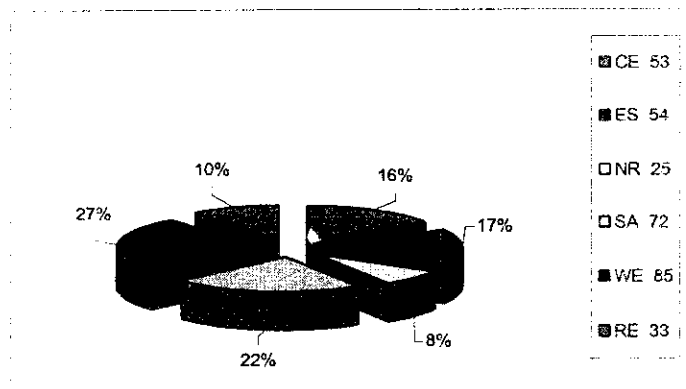
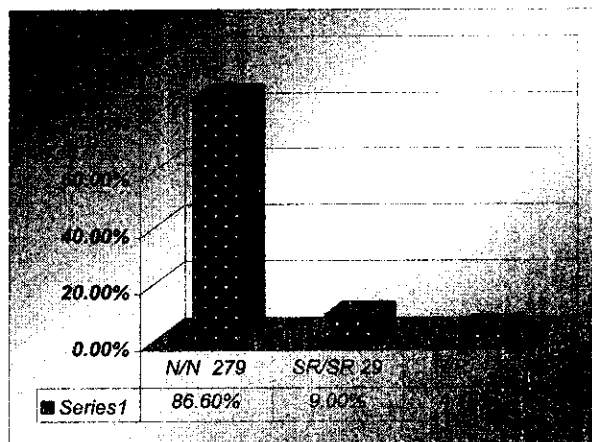
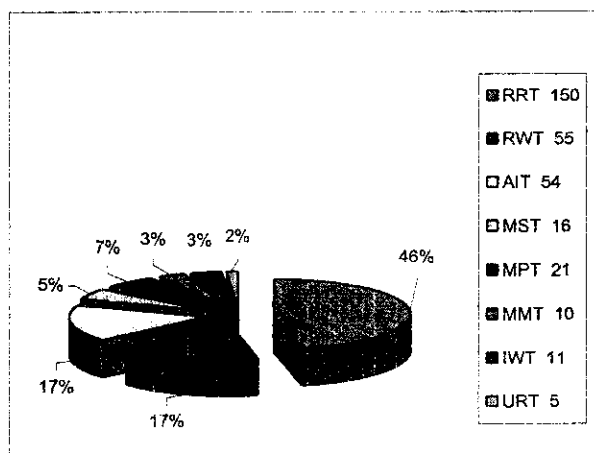
Exécution physique et financière des projets du secteur " Transports " **Financial and physical implementation of " Transports " sector**

A) Exécution physique de tous les 508 Projets/ **Physical implementation of all 508 projects**



B) Projets totalement ou partiellement exécutés / **Totally or partially implemented projects**

B.1. Exécution physique des 322 Projets/ **Physical implementation of 322 projects**



Graphique/Diagram 4.9
(Suite/continued)

B.2. Exécution financière (7283.44M\$) /
Financial Implementation (7283.44M\$)

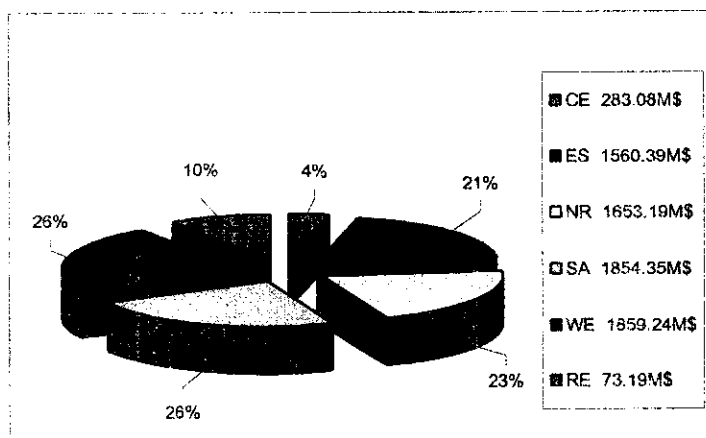
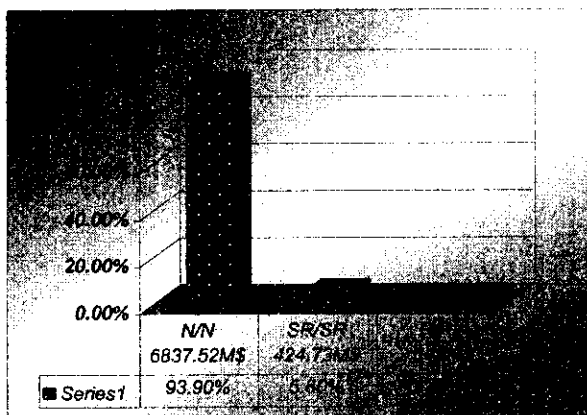
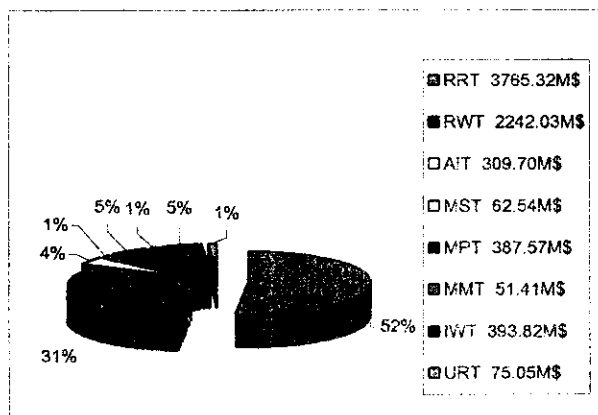


Table 4-21
Financial implementation of telecommunications projects

	Total cost	Costs of fully or partly completed projects in {millions of \$US} (a)	Funds mobilized {in millions of \$US}(b)	c/a (%)	c/a (%)
National projects	2 247.65	1675.68	1624.09	72.2	96.9
Subregional projects	15.83	5.56	2.01	12.7	36.1
Regional projects	38.46	38.15	38.15	9.92	100.0
Total	2301.94	1719.39	1664.25	72.3	96.8
CA	11.23	0	0	0	-
EA	716.89	259.05	227.35	31.7	87.7
NA	225.73	221.99	215.01	94.8	96.8
SA	953.77	858.93	846.03	88.7	98.5
WA	353.28	339.75	336.20	95.2	98.5
Sub-total	2261.90	1679.73	1624.59	71.8	96.7
RE	40.04	39.66	39.66	99.0	100.0

The financial implementation considered in relation to all the projects and to only the projects fully or partly completed, the financial implementation should trends similar to those of the physical implementation. The resource mobilization performance was at least satisfactory for the national projects (72 per cent and 97 per cent), the regional projects (99 per cent and 100 per cent), as well as at the level of the subregions: North Africa (95 per cent and 98 per cent), Central Africa (89 per cent and 98 per cent), West Africa (95 per cent and 98 per cent) and the regions (99 per cent and 100 per cent). It was poor for the subregional projects (13 per cent and 36 per cent), zero for the Central Africa subregion and poor to satisfactory for the East Africa subregion (32 per cent and 88 per cent). However, in spite of these inadequacies, the financial execution can generally be said to be satisfactory both at the level of the subregions and of the subsector where the level of resource mobilization was about (72 per cent to 97 per cent). It was about 86 per cent when compared to the initial cost of the projects (\$ 1893.76 n) approve in 1993. Compared to the total funding required for the completion of the projects, the funding for the projects currently under implementation is low, less than 4 per cent of their cost.

Graph 4.10 below shows the state of the financial implementation of the projects of the telecommunications sector.

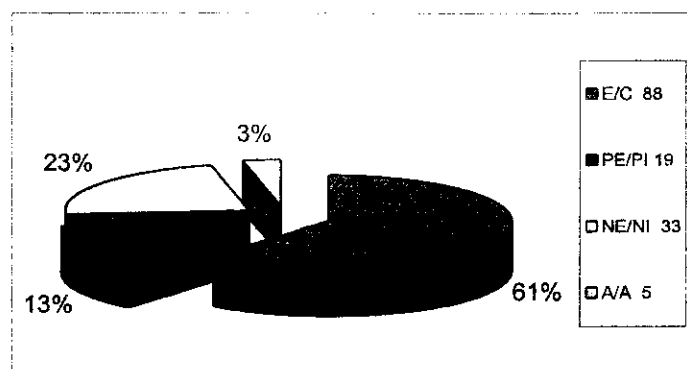
The broadcasting sector

The decade programme has 29 projects relating to broadcasting: (radio and TV), 28 national projects and one subregional projects. Table 4.22 shows the physical implementation of these projects.

Graphique/Diagram 4.10

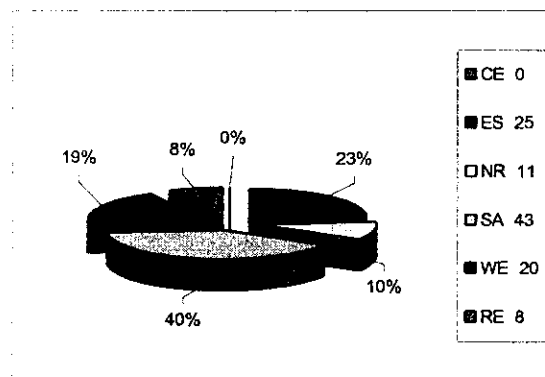
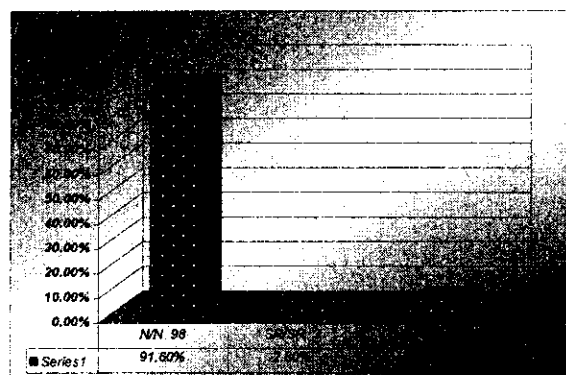
Exécution physique et financière des projets du sous secteur " Télécommunications "
Financial and physical implementation of " Telecommunications " subsector

A) Exécution physique de tous les 145 Projets/
Physical implementation of all 145 projects



B) Projets totalement ou partiellement exécutés /
Totally or partially implemented projects

B.1. Exécution physique des 107 Projets/
Physical implementation of 107 projects



B.2. Exécution financière (1664.25M\$) /
Financial implementation (1664.25M\$)

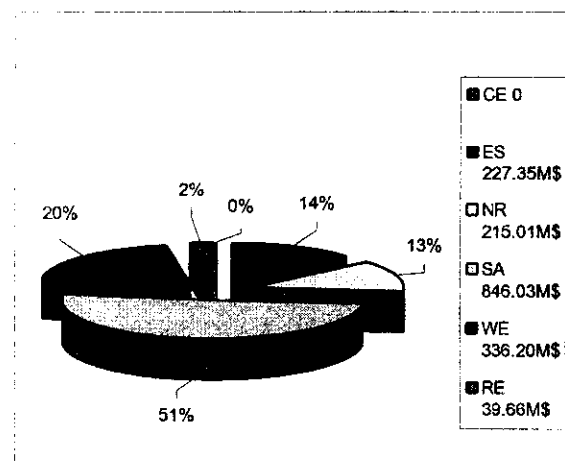
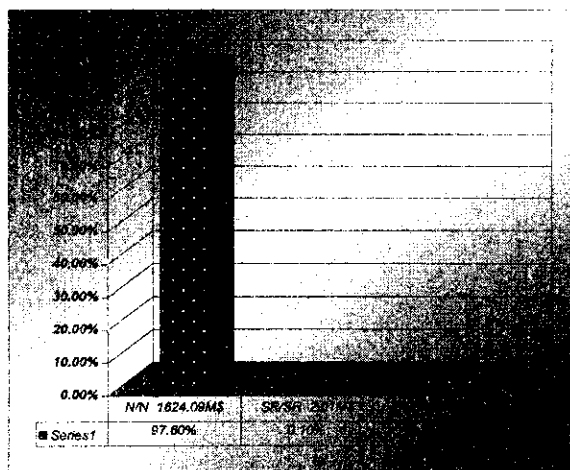


Table 4.22
Physical implementation of the broadcasting projects

	Total	Completed projects		Partly completed projects		Uncompleted projects		Abandoned projects	
		No.	%	No.	%	No.	%	No.	%
National projects	28	11	39.3	4	14.3	13	46.4	0	0
Subregional projects	1	0	0	0	0	1	100.0	0	0
Regional projects	-	-	-	-	-	-	-	-	-
Total	29	11	37.9	4	13.8	14	48.3	0	0
CA	8	4	66.7	0	0	2	33.3	0	0.0
EA	12	0	0.0	4	33.3	8	66.7	0	0
NA	-	-	-	-	-	-	-	-	-
SA	1	0	0.0	0	0.0	1	100.0	0	0.0
WA	9	7	77.8	0	0.0	2	22.2	0	0.0
Sub-total	28	11	39.3	4	14.3	13	46.4	0	0.0
RE	1	0	0.0	0	0.0	1	100.0	0	0.0

The level of physical implementation of the broadcasting project was just above 55 per cent for the national project and zero for the subregional project the general performance was only about 52 per cent, which can be considered average. At the subregional level, the physical implementation ranged from rather satisfactory to satisfactory for the Central Africa subregion (67 per cent) and the West Africa subregion (78 per cent) poor for East Africa (33 per cent) and zero for Southern Africa. The overall performance for the subregions was average (54 per cent). As for the region, the only project submitted was not implemented and therefore the performance here was zero.

Thus, this subsector, which has only 52 per cent of its project fully or partly implemented, had a performance that was just fair for the physical implementation of its 29 projects. It could only be said in this case that no project was abandoned from among those officially declared during the Decade Programme.

Table 4.23 as for the resource mobilization, table 4.23 shows its financial implementation.

Table 4.23
Financial implementation of the broadcasting projects

	Total cost (In millions of \$US) (a)	Cost of the fully & partly completed projects (In millions of \$US) (a)	Funds mobilized (In millions of \$US) (a)	c/a (In millions of US) (a)	c/b (In millions of \$US) (a)
National projects	127.75	100.95	26.28	20.6	26.1
Subregional projects	1.23	0	0	0	0
Regional projects	-	-	-	-	-
Total	128.98	100.95	25.28	20.4	25.1
CA	6.86	5.01	5.01	73.0	100.0
EA	96.50	79.83	5.16	5.3	6.5
NA	-	-	-	-	-
SA	4.14	-	-	-	-
WA	20.25	16.11	16.11	79.5	100
Sub-total	127.75	100.95	25.28	20.5	25.1
RE	1.23	0	0	0	-

Resource mobilization was poor everywhere except in the Central African subregion (73 per cent and 100 per cent) and at the African level (79 per cent and 100 per cent). The financial implementation of the sub-sector can be considered poor (21 per cent and 25 per cent) except for those projects included in the Decade programme. Moreover, the resources mobilized covered only a quarter of the estimated costs of the projects fully or partly implemented, which means that considerable amounts of resources were still needed for the completion of the projects that were partly carried out.

Graph 4.11 gives a representation of the physical and financial implementation of the broadcasting projects.

The Postal Services sub-sector.

The Decade programme contained 26 projects of the Postal Services sub-sector. The number of these projects which originated from countries was 21; 3 came from African organizations and 2 from the specialized agencies of the United Nations. Table 2.24 below shows the financial implementation of these projects at the end of the Decade period.

Tableau 4.24

	Total	Projets actifs		Partly executed projects		Projets non exécutés		Abandoned projects	
		No.	%	No.	%	No.	%	No.	%
Subregional projects	21	8	38.1	1	4.8	12	57.1	0	0.0
Regional projects	2	1	50.0	0	0.0	1	50.0	0	0.0
	3	3	100.0	0	0.0	0	0.0	0	0.0
Total	26	12	46.2	1	3.8	13	50.0	0	0.0
CA	4	1	25.0	0	0.0	3	75.0	0	0.0
EA	8	3	37.5	1	12.5	4	50.0	0	0.0
NR	1	1	100.0	0	0.0	0	0.0	0	0.0
SA	4	1	25.0	0	0.0	3	75.0	0	0.0
WA	6	3	50.0	0	0.0	3	50.0	0	0.0
Sub-total	23	9	39.1	1	4.4	13	56.5	0	0.0
RE	3	3	100.0	0	0.0	0	0.0	0	0.0

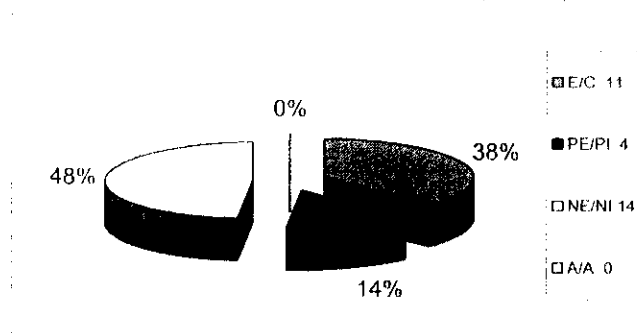
The physical implementation of the projects of the postal services can be considered satisfactory for the regional projects (100 per cent), fair for the subregions (50 per cent) and low for the national projects (43 per cent). On the whole performance here, with a 50 per cent physical implementation, was fair. At the subregional and regional levels, this implementation seemed satisfactory for the North African subregion (100 per cent), fair for the East African subregion (50 per cent) and the West African subregion (50 per cent), poor for the Central African subregion (25 per cent) and the Southern African subregion (25 per cent) and low for all the subregions put together (43 per cent).

Table 4.25 shows the financial implementation of the postal services projects.

Graphique/Diagram 4.11

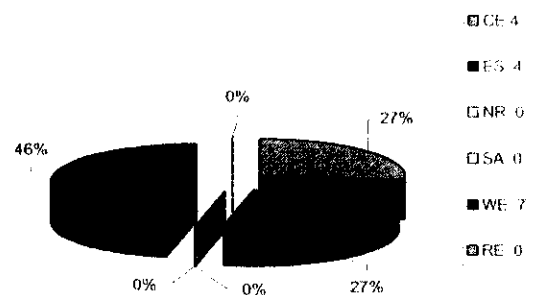
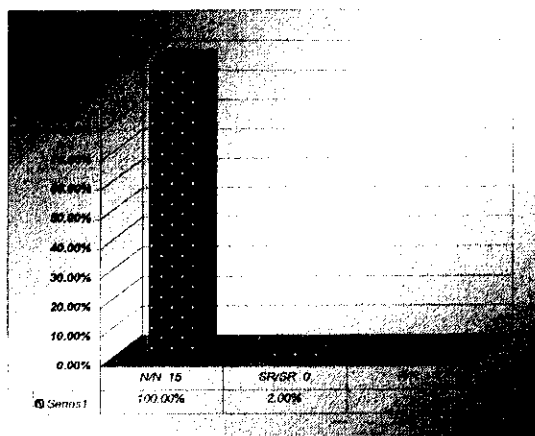
Exécution physique et financière des projets du sous secteur " Radiodiffusion "
Financial and physical implementation of " Broadcasting " subsector

A) Exécution physique de tous les 29 Projets/
Physical implementation of all 29 projects



B) Projets totalement ou partiellement exécutés /
Totally or partially implemented projects

B.1. Exécution physique des 15 Projets/
Physical implementation of 15 projects



B.2. Exécution financière (26.28 M\$) /
Financial implementation (26.28M\$)

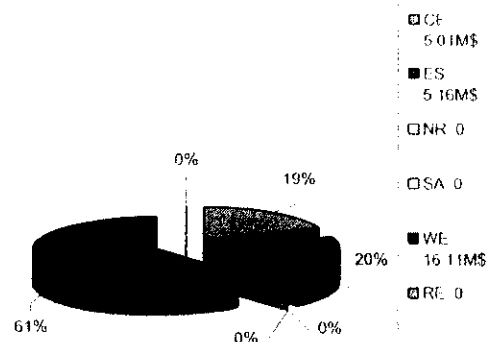
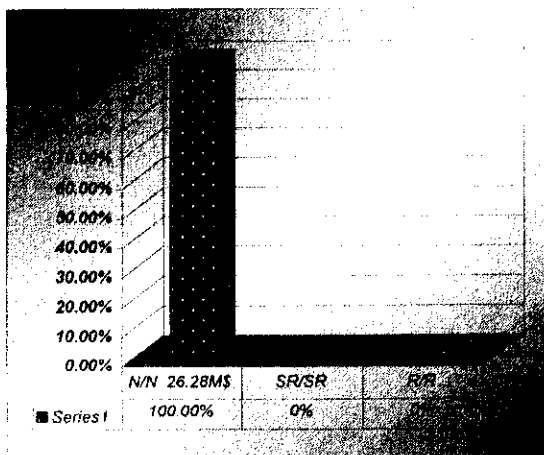


Tableau 4.25
Exécution Financière des projets des services postaux

	Coût Total (M\$) (a)	Coût des projets totalement ou partiellement réalisés (M\$) (b)	Fonds mobilisés (M\$) (c)	c/a %	c/b %
Projets nationaux	31.54	11.60	11.60	36.8	100.0
Projets sous-régionaux	18.00	0.50	0.50	2.3	100.0
Projets régionaux	5.29	5.29	5.29	100.0	100.0
Total	54.83	17.39	17.39	31.7	100.0
CA	3.82	0.04	0.04	1.0	100.0
EA	18.81	9.20	9.20	48.9	100.0
NA	0.14	0.14	0.14	100.0	100.0
SA	4.10	1.00	1.00	24.4	100.0
WA	22.67	1.72	1.72	7.6	100.0
Sub-total	49.54	12.10	12.10	24.4	100.0
RE	5.29	5.29	5.29	100.0	100.0

Compared to the projects fully or partly carried out, the resource mobilization was complete at all levels. Also, the completion of all these projects can be seen as a certainty as there was no problem of funding for their implementation, the difference between the costs is small and the available funds zero. The situation was completely different for the mobilisation of funds vis-à-vis the total costs of the projects where the performance seemed less than that for the physical implementation. It was generally low (31.4 per cent).

It should be noted that this performance was very satisfactory for the North African subregion (100 per cent), the region (100 per cent) and the region (100 per cent), but fair for the South African subregion (49 per cent). Graph 4.12 gives a representation of the physical and financial implementation of the postal services projects.

Recapitulation of the communications sector.

The communications Sector had 200 projects under the Decade programme, 191 of which were approved in 1991 and nine (9) in 1993 was \$US 48 million in 1997 for the 191 projects and 4US 86.49 million of the other nine projects giving a total of \$US 2083.97 million. At the end of the Decade, the cost of the projects of the telecommunications sub-sector alone, that is \$US 2301.94 millions can be said to be more than the amount estimated for the whole subsector, which is now \$US 2485.75 million, an increase of about 119 per cent which reflects both the quantitative adjustments and the impact of the price fluctuations which occurred during the Decade period. Table 4.26 below shows the physical implementation of these projects while table 4.27 shows the financial aspect of their implementation.

Tableau 4.26

Exécution physique des projets de communications

	Total	Projets actifs		Projets partiellement exécutés		Projets non exécutés		Projets abandonnés	
		No.	%	No.	%	No.	%	No.	%
TEL	145	88	60.7	19	13.1	33	22.8	5	3.4
BRS	29	11	39.7	4	13.8	14	48.3	0	0.0
POS	26	12	46.2	1	3.8	13	50.0	0	0.0
Total	200	111	55.5	24	12.0	60	30.0	5	2.5
Projets nationaux	179	101	56.4	21	11.7	54	30.2	3	1.7
Projets sous-régionaux	11	2	18.2	2	18.2	6	54.5	1	9.1
Projets régionaux	10	8	80.0	1	10.0	0	0	1	10.0
CA	12	5	41.7	0	0.0	6	50.0	1	8.3
EA	68	19	27.9	14	20.6	34	50.0	1	1.5
NA	13	9	69.2	3	23.1	0	0.0	1	7.7
SA	51	41	80.4	3	5.9	7	13.7	0	0.0
WA	42	28	66.7	2	4.7	11	26.2	1	2.4
Sub-total	186	102	54.8	22	11.8	58	31.2	4	2.2
RE	14	9	64.3	2	14.3	2	14.3	1	7.1

From this table, it seems that at the sectoral, the physical implementation for the projects fully or partly carried out can be considered satisfactory (74 per cent) and fair for the BRS (53 per cent) and the POS (50 per cent). For the projects, it can be considered rather satisfactory for the national projects (68 per cent), very unsatisfactory for the regional projects (0 per cent) and not very good for the subregional projects. For the subregions, it was very satisfactory for the Southern African subregion (86 Per cent) and the North African subregion (92 per cent), satisfactory for West Africa (71 per cent) and the region (78 per cent) fair for the East Africa and not very good for Central Africa. On the whole, the physical implementation was rather satisfactory for the sector (67 per cent) and for the subregions (67 per cent).

Table 4.27 below shows the state of the financial implementation.

Tableau 4.27
Exécution financière des projets de communications

	Coût Total (M\$) (a)	Coût des projets totalement ou partiellement réalisés (M\$) (b)	Fonds mobilisés (M\$) (c)	c/a %	c/b %
TEL	2301.94	1719.39	1664.25	72.3	96.8
BRS	128.98	100.95	26.28	20.4	26.1
POS	54.83	17.39	17.39	31.7	100.0
Total	2485.72	1837.73	1707.92	68.7	92.9
CE	21.91	5.05	5.05	23.0	100.0
ES	832.20	348.09	241.71	29.0	69.4
NR	226.87	222.13	215.15	94.8	96.8
SA	962.01	859.93	847.03	88.0	98.5
WE	396.20	357.58	354.03	89.3	99.0
S/Total	2439.19	1792.78	1662.97	68.2	92.3
RE	46.56	44.95	44.95	96.5	100.0
Projets nationaux	2406.94	1788.23	1661.97	69.0	92.9
Projets sous- régionaux	35.06	6.06	2.51	7.1	41.4
Projets régionaux	43.75	43.44	43.44	99.3	100.0

For the resource mobilization for the projects fully or partly carried out, the poor aspects were BRS with 26 per cent) and the subregional projects with 41.4 per cent; the financial aspect of the implementation can be considered poor and not very good, respectively, for these cases. In contrast, it ranges from rather satisfactory to very satisfactory. The resource mobilization vis-à-vis the total cost of the all the projects can be generally considered as rather satisfactory with a rating of, at least, 68 per cent; the bad performances were only recorder for the subregional projects (7 per cent), BRS (20 per cent) the central Africa subregion (23 per cent), the East Africa subregion (29 per cent) and POS (31 per cent). These performances range from poor too not very good. The other performances seem to be at least rather satisfactory.

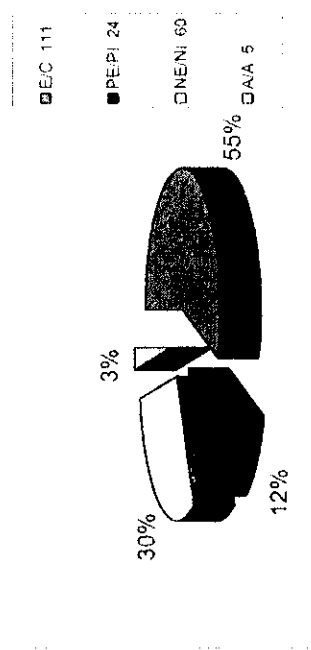
In conclusion, the Communications Sector, with a level of physical implementation of about 67 per cent and financial implementation of the about 69 per cent, can be considered rather satisfactory.

Graph 4.13 below gives a representation of the physical and financial implementation of the communications projects.

Graphique/Diagram 4.13

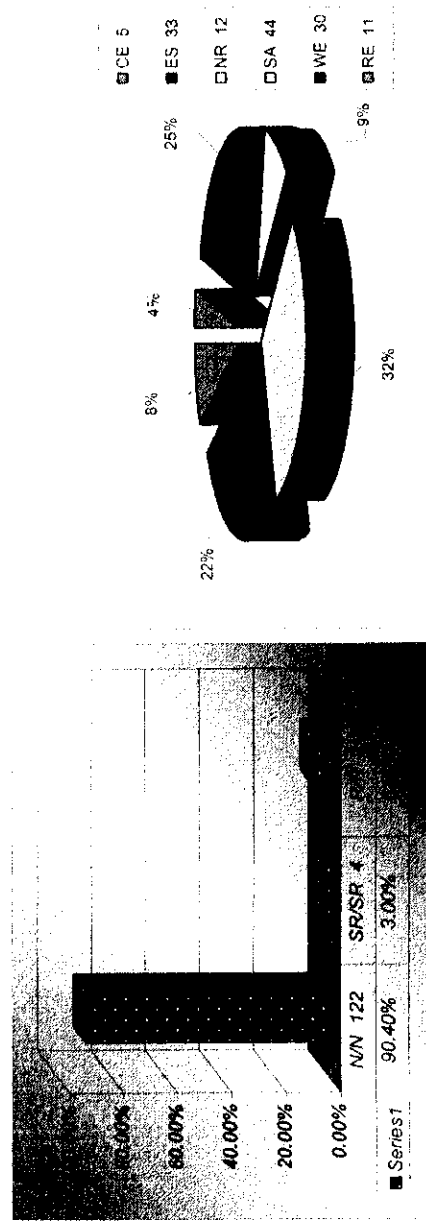
Exécution physique et financière des projets du secteur " Communications "
Financial and physical implementation of " Communications " sector

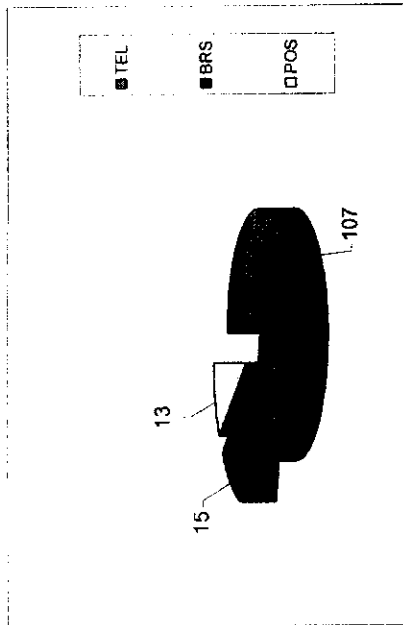
A) Exécution physique de tous les 200 Projets/
 Physical implementation of all 200 projects



B) Projets totalement ou partiellement exécutés /
 Totally or partially implemented projects

B.1. Exécution physique des 135 Projets/
 Physical implementation of 135 projects

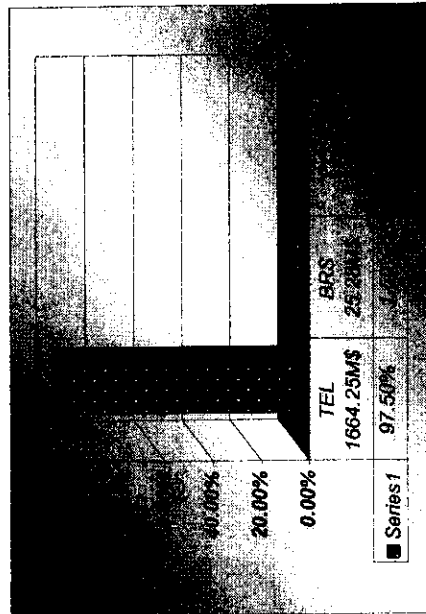
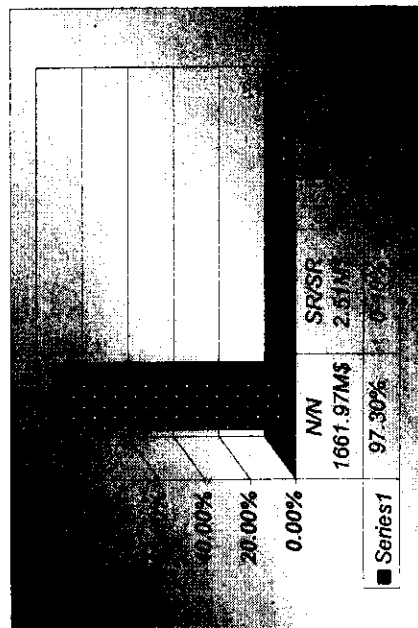


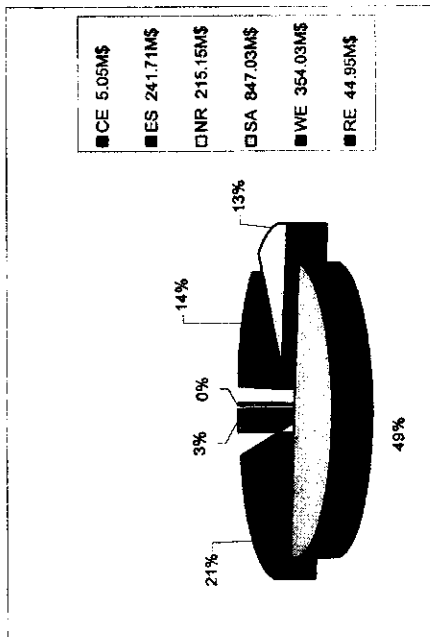


Graphique/Diagram 4.13

(suite/continued)

B.2. Exécution financière (1707.92M\$) /
Financial implementation (1707.92M\$)





III Overall assessment of the implementation of the projects of the Decade programme.

In the two preceding sections, the evaluation was on the implementation of the projects of each subsector of the Decade Programme. This section is a synthesis to establish the overall performance at the national, subregional and regional levels. Table 4.18 shows the overall physical implementation.

The table reveals that the physical implementation of all the projects of the decade programme in terms of fully or partly implemented projects is about 65 per cent, a performance that can be considered rather satisfactory. The same can be said of the Transport and the Communications sectors (63 per cent and 67 per cent), respectively. In terms of progress, the national projects were on the lead with 69 per cent, which is rather satisfactory, followed by the subregional projects (45 per cent) and the regional projects (40 per cent) whose performances can be considered fair and not very good.

At the subregional and regional levels, the performance of the overall physical implementation can be considered satisfactory for the Central Africa subregion (78 per cent), the Southern Africa subregion (72 per cent) and the North Africa subregion (71 per cent); rather satisfactory for the West Africa (68 per cent); and fair for East Africa (55 per cent). All the subregions put together, have an overall physical implementation of about 67 per cent, which is rather satisfactory, whereas the regional performance was fair, with 48 per cent.

The overall physical and financial implementation is shown in table 4.29 below. With regard to total cost as relates to the costs of the fully or partly implemented projects, it can be seen from the table above that the resource mobilization ranges from rather satisfactory to very satisfactory for the communications sector, with a 69 per cent performance. The additional financing needed for these projects was about seven per cent, which is low. For the transport sector, the performance of the resource mobilization was fair in one instance, with 52 per cent, and hardly satisfactory in the other instance; the reason for the latter result has been explained earlier on.

At the level of the projects, the resource mobilization was very satisfactory for the subregional projects, that is, the projects of the African organizations - which may be economic or sectoral subregional integration projects. The overall financial performance can be considered just satisfactory (60 per cent) for the projects, but very satisfactory (99 per cent) for the fully or partly implemented projects. For the national projects, the performance is only fair, with 52 percent, for the total cost of the projects and just satisfactory) for the fully or partly implemented projects.

At the subregional level, the performance of the resource mobilization varied according as the projects are considered; that is, whether all the projects are considered jointly or whether only the projects really implemented - fully or partly - are considered. In the first case, the performance was generally fair for, at 53 per cent), but satisfactory for the West Africa and the South Africa subregions (74 per cent), fair for East Africa (58 per cent) not very good and poor for Central Africa and North Africa, respectively. For the second case, this performance ranged from just satisfactory to very satisfactory for Central Africa (60 per cent), southern Africa (88 per cent), East Africa (88 per cent) and West Africa 83 per cent. At the regional level, it is just satisfactory in the first case and very satisfactory in the second.

These assessments of the overall physical and financial implementation can be summed up in the table which follows, using only the three levels of performance: not very good, fair and good.

Tableau 4.29
Exécution financière globale

	Coût Total (M\$) (a)	Coût des projets totalement ou partiellemen t réalisés (M\$) (b)	Fonds mobilisés (M\$) (c)	c/a %	c/b %
Transports	14	12 312.27	7 283.44	51.6	60.8
Communications	498.22	1 837.73	1 707.92	68.7	92.9
	2 485.75				
Total	16 983.97	14 150.00	8 991.35	52.9	63.5
National projects	16	13 652.69	8 499.49	51.9	62.2
Subregional	384.96	432.68	427.24	87.0	98.7
projects	491.02	64.63	64.63	59.8	100.0
Regional projects	107.99				
CA	688.36	476.84	288.13	41.8	60.4
EA	3 124.63	2 050.16	1 802.10	57.7	87.9
NA	6 346.51	5 792.21	1 860.34	29.3	32.1
SA	3 655.51	3 058.11	2 701.38	74.0	88.3
WA	2 983.39	2 652.65	2 213.27	74.2	83.4
Sub-total	16 798.40	14 029.97	8 873.22	52.8	63.2
RE	185.57	120.03	118.14	63.7	98.4

This classification is only indicative given the great confusion concerning the resource mobilization whereby the real resources were often not stated for the fact that the term "mobilization" only refers to the external resources obtained. In fact, it will be untrue to say that there could not have been any local contribution in projects costing up to \$US 100 million. Also, at the end of the evaluation of the implementation, the physical aspect appears to have given a more appropriate reflection of the level of efforts made by the various actors involved as well as of the subregional and regional distribution.

Tableau 4.30
Performance globale

	Exécution physique			Exécution financière		
	Médiocre	Passable	Bien	Médiocre	Passable	Bien
Transports		X			X	
Communications			X			
Pays			X		X	
Organisations africains	X					X
Agences des Nations Unies	X				X	
Afrique Centrale			X	X		
Afrique de l'Est		X			X	
Afrique du Nord			X	X		
Afrique Australe			X			X
Afrique de l'Ouest			X			X
Niveau régional		X			X	

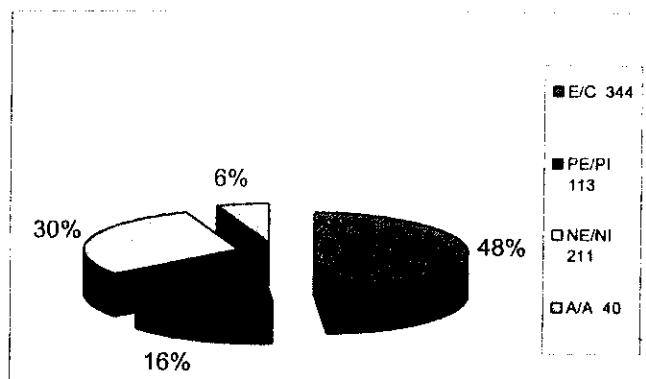
Finally, it seems that the 457 projects costing about \$US 14,150 million, or 20 per cent more than the cost of the projects approved in 1991, have been fully or partly carried out. In this regard, the resources mobilized reached the an equivalent of \$US 8 991 million or 76 per cent of the funds estimated in 1991. As to the funds already obtained in 1991, \$US 2 096 million, the mobilization during the decade was based on \$US 6 894.91 million or about 71 per cent of the remainder to be financed in 1991, which is a good result. Thus, will it not be an exaggeration to consider the implementation of the projects of the Decade programme a success with the implementation of about 68 per cent of the projects and a mobilization of about 71 per cent of the resources estimated at the time of its launching in 1991.

Graph 4.14 below sums up the overall physical and financial implementation of the Decade programme.

Graphique/Diagram 4.14

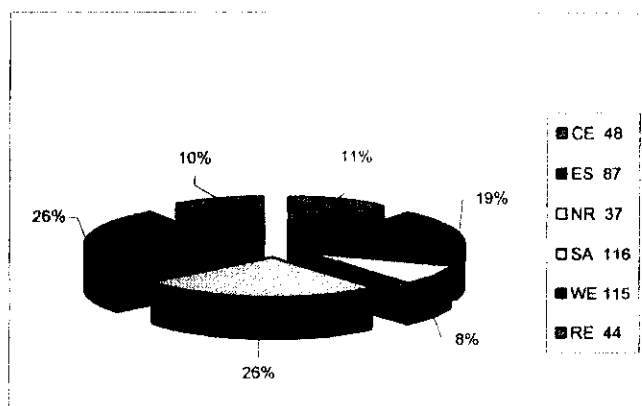
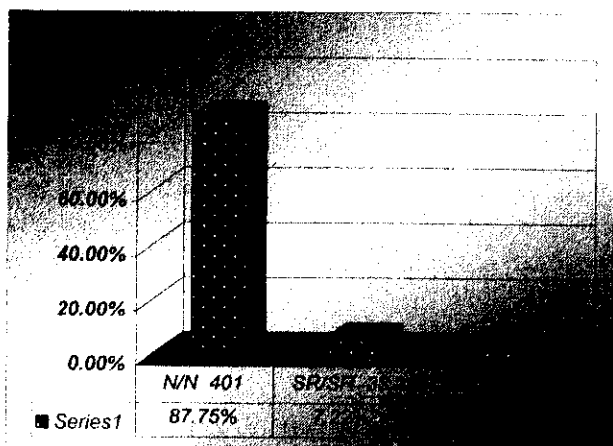
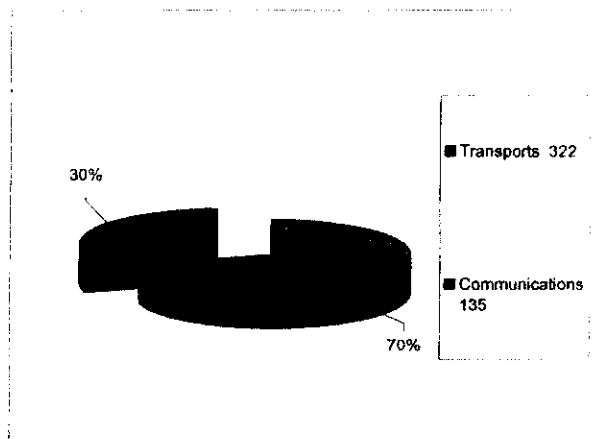
Exécution physique et financière des projets du programme de la "Décennie"
Financial and physical implementation of "Decade programme projects"

**A) Exécution physique de tous les 708 Projets/
 Physical implementation of all 708 projects**



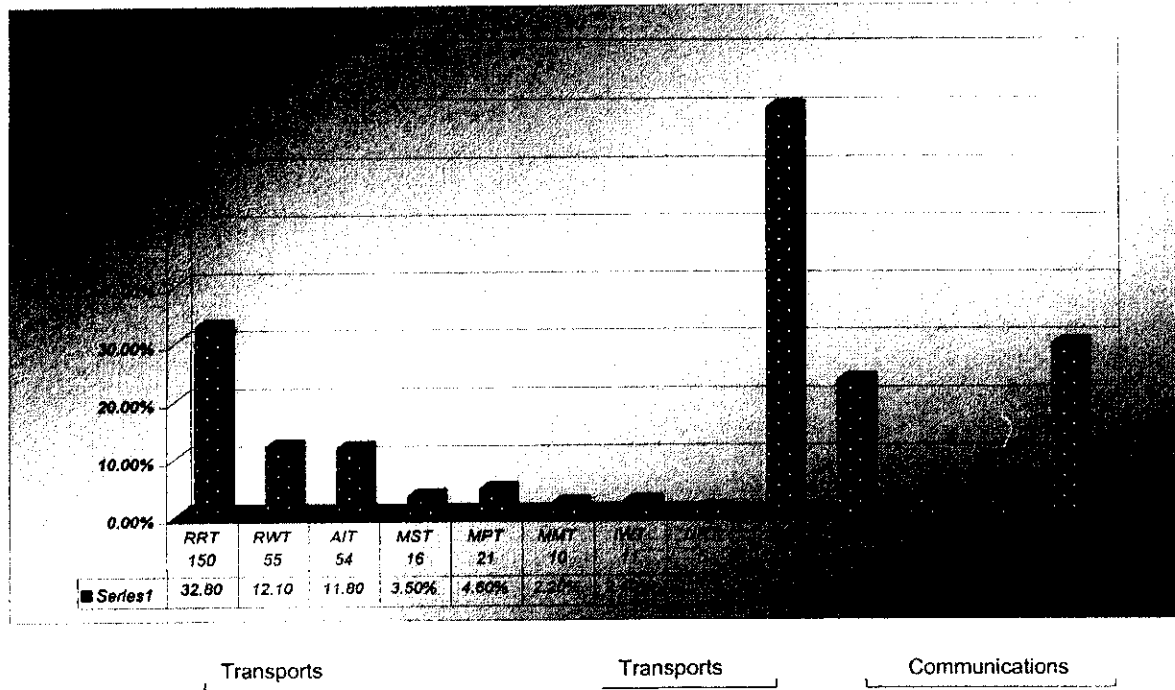
**B) Projets totalement ou partiellement exécutés /
 Totally or partially implemented projects**

**B.1. Exécution physique des 457 Projets/
 Physical implementation of 457 projects**



(Suite/continued)

**B.2 Exécution physique des 457 Projets par modes/
Physical implementation of 457 projects by modes**



IV Problems and difficulties encountered during the implementation of the projects of the Decade programme.

Analysis of the various reports received show that during the implementation of the projects of the Decade programme, the problems and difficulties which had a significant impact on it can be classified into five main factors, namely: lack of financial resources, the institutional, regulatory and management framework, the natural elements, the political and social environment and the framework for following up the programme implementation.

With regard to the financing of the programme, the actors involved in the implementation of the projects unanimously agreed that lack of resources was an essential factor in the implementation. They felt that many of the projects classified as not having been implemented were in that situation because they had not attracted the interest of the donors. The analysis needs to be more detailed on this. In the first place, Governments of States, which are the contributors to the programmes of the organizations of which they are members, have prime responsibility for the financing. All the programmes marked as priorities seemed to have received funding. It is difficult to see how priority projects costing less than \$US 500,000 cannot find local or foreign financing for a period of 10 years.

Upon analysis of the available documents, the quality of the projects in terms of cost/advantage, cost/effectiveness or of preparation and priority seemed to be a major factor of the deficit in the funding of many projects. The fact that the aim and scope of many of these projects underwent changes was a confirmation of their poor preparation and, indeed, of their aims not being in line with the main objectives of the Decade programme.

Concerning the institutional, regulatory and management framework, the administrative procedures also affected the implementation of the Decade programmes. In fact, the delays in the take-off of some projects, particularly in the telecommunications area, soon made them outdated due to the rapid technological; these were consequently declared irrelevant and replaced with others which could not be included in the programme because of the absence of the appropriate organs of the Decade since 1994.

The rigidity of regulations and the resistance to change led to the establishment of international conventions to facilitate multimodal transport. The lack of professionally qualified staff either as a result of inadequate training or of absence of or delay in technology transfer has also impeded both the implementation of projects and the creation of appropriate conditions for their speedy design, adequate preparation and their marketing to States and their development partners.

Also of note is the impact of the tracking programmes, which Governments concluded with their financial partners. It happened, as should be: (i) that inappropriate projects were shelved at the request of States or considered not to be priorities within the framework of the programmes jointly approved; (ii) that in the process of restructuring public enterprises the new partners froze certain projects considered inappropriate by the new management.

Huge natural disasters like flooding and drought have occurred in such countries as Mozambique and Madagascar, affecting the implementation of the Decade programme, leading to a rather long suspension of certain projects or even the redoing of some already almost completed. These have sometimes led to the redirecting of investment priorities to repair the damages done and face up to other emergency situations caused by these occurrences.

The highly unstable political and social environment which made many countries like Angola, the Central African Republic, the Republic of the Congo, the Democratic Republic of

the Congo, Burundi, Liberia, Rwanda, Somalia and others to often implement with less vigour those development programmes whose importance are unrelated to the reestablishment of stability and security in the country.

Finally, the follow up mechanism for monitoring the implementation of the Decade programme did not function for lack of funds. Also each actor was guided by his own priorities, as a result of which the Decade programme was not always held as the priority. This did not allow for coordination in the various activities aimed towards integration so as to achieve the set objectives. This situation certainly led to the poor performance in the implementation of the subregional and regional projects, as compared to the regional projects.

V. Final observations.

After the evaluation of the projects of the Decade programme and the analysis of the difficulties and the problems which the actors said they encountered, some difficulties seem to be visible right at the outset of the Decade programme.

First of all, the confusion caused by the consideration of the Decade programme as a source of funding, a view, which still remains in spite of the observations of the first two evaluations. This perception has endured up to the present evaluation with certain States and organizations not having accounted for their implementation of their projects for the simple reason that they were not financed under the Decade programme.

Then comes the inadequacies in the selection of the projects included in the Decade programme. It should be recalled that out of the 708 projects, 559 or 80 per cent were approved before the launching of the programme; it means that they did not go through the necessary procedures, which had yet to be formally adopted. It was clear that many of the projects introduced were no priority projects, as can be seen from paragraph 211 of the report of the first evaluation, as they did adequately meet objectives of the programme. Furthermore, they were not even prepared well enough to be considered by the donors in accordance with their rules and procedures. This is justified by the fact that changes had to be made in the aim, the scope and, indeed, the establishment as well as in the costs of the projects – one project was even introduced without an indication of its cost.

Finally, the Decade was a period too long for a project approved at the beginning to remain current throughout the period considering the rapid technological changes taking place and the impact of globalisation which appeared at the beginning of the Decade.

It would appear that the decade programme should have been prepared to incorporate the following concerns :

- Policy reforms should have constituted the backbone of the programme whose launching should nearly have provided guidelines regarding the procedure for eventual submissions.
- Projects should have been approved only after policy reforms have been instituted. That would have facilitated the mobilization of financing from prospective donors. The approval exercise should have been conducted in step with the institution of policy reforms.

The projects should have focused more on those areas that enhance sub-regional and region integration. This would have improved programme efficiency whose long-term objective was to establish an integrated transport and communication system in Africa.

The commitment of such stakeholders as states and organizations should have been secured through regular reporting, at least on an annual basis, with a view to programme monitoring by the responsible structures. Similar monitoring and follow-up of resource mobilization should have started from the time the programme was launched.