

67343

Dist.: LIMITED

E/ECA/TCD/RMC/94/93

29 November 1994

Original: ENGLISH

**UNITED NATIONS  
ECONOMIC COMMISSION FOR AFRICA**

---

**REPORT OF THE 15TH MEETING OF THE  
RESOURCE MOBILIZATION COMMITTEE (RMC)  
UNTACDA II**

Abidjan (Côte d'Ivoire)

16-18 November 1994

## A. INTRODUCTION

1. The 15th meeting of the Resource Mobilization Committee (RMC) of UNTACDA II was held from 16 to 18 November, 1994 at the Headquarters of the African Development Bank (ADB) in Abidjan, Cote d'Ivoire.

2. The following members took part in the meeting: African Development Bank (ADB); Economic Commission for Africa (ECA); United Nations Development Programme (UNDP) and African, Caribbean and Pacific Group of States (ACP).

3. The following organizations that are chairmen of subregional and subsectoral working groups also took part in the meetings: Economic Community of West African States (ECOWAS); Preferential Trade Area for Eastern and Southern African States (PTA); Maghreb Arab Union (UMA); Universal Postal Union (UPU); Economic Community of Central African States (ECCAS); International Telecommunication Union (ITU); United Nations Conference on Trade and Development (UNCTAD); Southern Africa Transport and Communications Commission (SATCC).

4. The following members of the RMC were absent: the World Bank, Arab Bank for Economic Development in Africa (BADEA), European Union (EU) and the Organization of African Unity (OAU).

5. The Union of African Railways (UAR), Chairman of the subsectoral working group on railways, was absent.

6. The list of participants is attached as Annex III to this report.

**B. OPENING OF MEETING**

7. Mr. Kouassi APETÉY, Chairman of the RMC opened the meeting by welcoming all participants to Abidjan and recalled the difficulties so far encountered in implementing the UNTACDA II programme. He also indicated that the Committee's responsibilities include using the UNTACDA II programme mid-term evaluation to take stock and draw the relevant conclusions; after taking into account why the UNTACDA II programme has so far fallen short of the high expectations.

8. The Chairman then touched on the problems encountered in financing the support activities of UNTACDA II programme, emphasizing however that the programme's shortcomings were not only due to funding problems. He also recalled his opinion on RMC's mandate as defined at the last meeting of the Conference of Ministers in Addis Ababa in 1993.

9. Mr. Kouassi Apetey then invited participants to give their thoughts to the following reasons which were the sources of RMC's difficulties: (i) with only one financing institution actually participating in its activities, RMC could not create a dialogue with donors nor effectively coordinate donor actions for the UNTACDA II programme; (ii) no support document for resource mobilization actions had been published or disseminated; (iii) the human and financial resources pledged were not provided; (iv) assistance received by the committee was suddenly interrupted in April 1992, which was the end of the project financed by UNDP to support the preparation of UNTACDA II; (v) finally, the utmost importance of beneficiary and borrower responsibility in the resource mobilization process cannot be overemphasized.

10. He concluded by emphasizing that, in Africa, the time had come for restructuring and rationalization. He specified that an unsuitable mandate ought to be

changed; inappropriate procedures and mechanisms amended; and that an organization or committee not serving its purpose should be dissolved.

## **ACCOUNT OF PROCEEDINGS**

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

11. The following agenda was adopted by the meeting:

1. Opening of meeting by the Chairman of the RMC.
2. Adoption of agenda and programme of work.

13. Reports of activities carried out by members of the RMC since the last meeting.

4. Consideration of the report of the mid-term evaluation of UNCTACDA II.

5. First Transport Forum.

6. Work programme of the RMC.

7. Any other business

8. Closure and adoption of the reports.

12. The following programme of work was similarly adopted by the meeting:

Mornings 9H00 - 12H30

Afternoons 14H30 - 18H00

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

13. Members of the RMC and leaders of subregional and subsectoral working groups presented reports on the activities they had carried out since the last meeting of the RMC in November, 1993.

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

14. The representative of ECA presented its report (TRANSCOM/958) which highlighted the activities which ECA had carried out since the last meeting of the RMC, emphasizing among other things activities assigned by the RMC which required no additional resources and those which resulted from its multiple role as lead agency of the Decade and member of several working groups.

15. Regarding activities requiring additional resources, he reported that a \$1,000,000 five-component programme support document (PSD) had been submitted to UNDP early this year and was still awaiting final approval; however, the proposal, did not contain any provisions for assistance to the RMC.

16. Member states had been reminded of the appropriate channels for submitting requests for project funding, and concern for strengthening the RMC was communicated to EU, the World Bank and BADEA.

17. Other major activities carried out by ECA included the first mid-term evaluation of the Decade programme; the organization and servicing of six conferences,

meetings and seminars; participation in and/or servicing of seven others and the preparation of some eight reports and documents relating to UNCTACDA II.

18. In conclusion, he suggested that the RMC might wish to critically review its role in light of the mid-term evaluation of UNCTACDA II.

(ii) The African Development Bank (ADB) even of last session

19. Activities undertaken by the Bank since November 1993 were: (i) finalizing the project document to assist in implementing the Decade programme; (ii) thoughts on RMC's mandate and operations; (iii) and various transport and communications sector activities.

20. The Bank had prepared and submitted a project document to its Board for a Technical Assistance Fund (ADF/TAF) amounting to \$2.1 million dollars grant to finance a project to assist regional member countries in implementing UNCTACDA II programme. Unfortunately, the project could not meet ADF/TAF criteria, due largely to the fact that some of its components and procedures were not solid enough. Furthermore, with the problems regarding the ADF-VII replenishment, the Bank did not have the resources to fund this project. Finally, some of the project's components deemed eligible for bilateral funding were submitted to the Bank's Cooperation Department in order to seek support from bilateral partners. However, so far no resources have been obtained.

21. The Bank has reflected extensively on the UNCTACDA II programme as well as RMC's mandate. These are summed up in summary notes which give: (i) a background on the Bank's participation in the second Decade programme; (ii) the major difficulties encountered in implementing the Decade programme and in the operations of these main organs; and (iii) outline proposals for reorienting the Decade programme

and for the Bank's future role.

22. With regard to air transport diagnostic study, the new Terms of Reference (TOR) drafted by ICAO, in conjunction with the Bank, were examined at the Coordinating Committee meeting held between 24-25 October, 1994 at the Bank's Head Office in Abidjan. The TOR however had numerous shortcomings and the Committee decided to have them reviewed by the OAU before the next meeting.

23. The Bank maintains relations with the recently opened Regional African Satellite Communication (RASCOM) Organization in Abidjan, and supports its activities as much as possible.

24. With regard to project financing, over the period 1967-1993, the Bank Group funded 440 transport and telecommunications sector projects for a total amount of US\$ 5.3 billion. The Bank Group's annual commitments for these sectors reached US\$ 580 million in 1993. Regarding projects approved in 1991, the Bank Group has already totally or partially funded 47 of these at an estimated cost of US\$ 1.1 billion.

25. The Bank had participated in the following UNTACDA II meetings and conferences:

- 3rd Railways Working Group meeting (Abidjan, May, 1994)
- 3rd Annual African Airlines conference (Accra, 25/7/94)
- Conference of African Ministers in charge of Civil Aviation (Mauritius, 7-9/11/94)

(iii) The Economic Community of West African States (ECOWAS).

26. The presentation from ECOWAS highlighted the activities in the Work

Programme of the RMC which they were able to execute, and also the activities they would have liked to undertake if it had the necessary resources. Details of the evaluation mission to assess the status of execution of the Trans-West Africa Highways (TWAH) in their sub-region was also presented. In his concluding remarks, the representative of the RMC expressed his appreciation to the participants for their contribution to the mission and to the RMC.

27. In order for future forums to be well prepared, the ECOWAS representative suggested that the subregional working groups should be solely responsible for the updating of the list of projects in their respective subregions, while the subsectoral working groups should be responsible for broad thematic projects with broad policy implications. The meeting was adjourned for the day. The next meeting was scheduled for 28 January 1994 at 10:00 a.m. in the same venue. (iv) United Nations Development Programme (UNDP) project team

28. The UNDP representative reported that consultations were held with ECA in January 1994 on the issue of funding RMC activities during which UNDP emphasized the need to review the TORs of the RMC and repeated its unwillingness to provide funds which were to be used mainly for organization of and participation in meetings. She reported that an agreement on a strategy on support to the transport and communications sectors had been reached with ECA in Geneva and to some extent with the RMC. The meeting was adjourned for the day.

30. The meeting was informed that the ECA Programme Support Document had been sent to UNDP Headquarters for consideration but a decision had been delayed due to some reservations by the World Bank on the pilot activities in Sierra Leone and Madagascar. The meeting was adjourned for the day. (v) The Preferential Trade Area for Eastern and Southern African States (PTA). The representative of the PTA Secretariat in his report, thanked the ECA and



RMC for having invited PTA to participate for the first time in the RMC Meeting and for having enabled them to attend by funding its participation. He indicated that the PTA sub-region has always considered UNTACDA II programme as very important as PTA was actively involved in the formulation and the definition of the programme of the second Decade. PTA sub-region has the highest number of projects approved in the first phase of the second decade.

32. He indicated that, following the low performance of implementation and financing of the approved projects, member states in Eastern and Southern Africa have generally indicated that they were not willing to submit new projects to RMC unless the approved programme/projects have been financed. In this regard, he informed the meeting that there was a need for the UNTACDA II programme to support financially and technically the NCC's and IGO's in order to monitor and aggressively market the approved projects to various donors for funding.

33. The Representative of the PTA also informed the meeting that PTA has endorsed the UNTACDA II Strategy as the backbone of the PTA Strategy in the sector of transport and communications and as such all activities of the PTA in these sectors were geared towards the implementation of the UNTACDA II programmes even when some of the projects were not in the list of approved UNTACDA II projects. He emphasized the need for member States to refrain from implementing different projects and programmes than those contained in the decade programme.

34. Concerning the implementation of projects at regional level, he indicated that few projects had been financed at bilateral level. For multilateral projects, he indicated that four projects were either underway or are being concluded with PTA secretariat by various donors. These include the financing of the Advanced Cargo Information System (ACIS) by EC; the Telecommunication interconnection network and tariff study funded by EC; the development of the port of Mpulungu; the facilitation of road

transport traffic and the PTA railways cooperative programme. He finally informed the Meeting that PTA would like to see the UNTACDA II programme and the RMC consider special concrete programmes of actions in the priority sub-sectors of railways, telecommunications and shipping. He suggested that concrete projects should be earmarked for the next period to be implemented as priority.

(vi) The Maghreb Arab Union (UMA)

35. Since the founding of UMA in 1989, efforts towards regional integration focused on implementation of projects and programmes in transport and communications. The major projects are:

(a) Project on the improvement of the Maghreb railway services linking Tunis to Casablanca, and completion of the preliminary study of the High Speed Maghrebian Train (T.G.V.FM.)

(b) Complementarity policies and industrial integration studies (with priority to the railways and communications sectors).

(c) Project of the rail link between Sfax-Ras Jedir-Tripoli.

(d) Other road infrastructure projects: construction of the Maghrebian Highway; Mauritanian link to the Maghrebian network; and Maghrebian road project "M".

36. In 1992, a donors meeting was organized in Fes, Morocco with the participation of a large number of bilateral and multilateral partners, concerning the Maghrebian Highway project from Nouakchott (Mauritania) to Toubrouk (Lybia) with a length of 7344 km.

37. This meeting enabled an assessment of the degree of the donors' commitment in the funding of this project. For instance, FADES financed the economic study of this project in form of a grant of US\$1.7 million. Other donors are now financing the priority sections of this project.

38. Concerning the project of the Mauritanian linkage to the Maghrebian road network, a request was addressed to ADB for financing of this project (studies and construction). The ADB Board of directors has already approved this project while waiting for the ADF VII replenishment.

39. The other UMA projects require technical assistance and institutional support for undertaking technical and feasibility studies of these projects. In this regard, UMA submitted to ADB a request for the funding of an institutional support project for 1.8 million dollars. The ADB has not officially expressed its position regarding this project, however.

(vii) United Nations Conference on Trade and Development (UNCTAD)

40. UNCTAD reported on the status of financing and execution of those projects approved for inclusion in the Decade Programme. Only three of the 15 projects proposed by UNCTAD and originally approved were under execution. One was being executed by UNCTAD, a second by ECA and a third by PTA in collaboration with UNCTAD. The remaining 12 projects had not yet received funding and none of them had been abandoned.

41. With regard to the activities of the Sub-Sectoral Working Group on Maritime Transport which UNCTAD chairs, its work on the development of regional action programmes on various aspects of shipping, ports and multimodal transport had to be suspended due to lack of resources. Although UNCTAD together with IMO and ILO,

had contributed staff time and travel funds for the activities of the Working Group, stringent financial constraints currently being applied in the United Nations and its specialized agencies meant that the recruitment of consultants had to be financed from extra-budgetary funding which was no longer forthcoming.

(viii) The African, Caribbean and Pacific Group of States (ACP)

42. Due to the intense activities that the ACP Secretariat had undertaken during the last year, within the mid-term revision of the Lome IV which was in the process of negotiation with the European Community, the ACP Secretariat was not able to participate on regular basis in the last meetings of the Resource Mobilization Committee for UNTACDA II. However, the ACP continues to show real interest and support for the coherent implementation of UNTACDA II.

43. Concerning the funding of the Decade projects, there were possibilities at the EDF level. Given the specific character of the implementation procedures of the Lome IV Convention, requests for the funds must be formulated by the States or the mandated regional organizations.

44. As a result, the ACP Secretariat was undertaking actions to explain and sensitize both member States and regional institutions in order to enable the transport and communication sectors to fully benefit from the possibilities offered by Lome IV. It was within this framework that Mr. Bongoy had been invited to address this subject during the ACP national coordinators meeting, held at the ACP House in Brussels, from the 11 to 16 of April 1994.

45. On the other hand, major efforts were being made by the ACP group within the mid-term revision, to simplify as much as possible, the implementation procedure of Lome IV, which is considered at all levels to be very complex.

46. Consideration of the report of the Mid-Term Evaluation of UNCTACDA II  
(AGENDA item 4)

46. A representative of the Economic Commission for Africa (ECA) presented a report (TRANSCOM/965) which briefly described the mid-term evaluation and gave a brief background of the objective of the evaluation, the terms of reference and the actual process employed in conducting the evaluation exercise.

47. In outlining the structure of the report, he indicated that chapters I and II contained an introduction and background on UNCTACDA II, while chapter III presented an analysis of the programme activities. Chapter IV focused on the institutional organs of UNCTACDA II viz: NCC, IACC, RMC, etc., while chapters V and VI dealt with programme implementation and conclusions and recommendations, respectively.

48. He concluded that despite the general disappointing results of the evaluation, the major problems inhibiting progress have been identified and there was adequate time for corrective action to be taken.

49. After the presentation, the Committee decided that the report should be considered first in general, where comments and observations would be made on the evaluation, and then in greater detail paragraph by paragraph.

50. During the general remarks, the Committee expressed the opinion that the analysis was rather theoretical and that there was an apparent lack of knowledge by the evaluators of some aspects and institutional arrangements of the programme. The Committee also expressed concern about the failure by the evaluation team to contact and interview all key partners of the programme including agencies, IGOs and member States, the unfocused nature of some recommendations, the identification of problems with no detailed analysis of the causes, the short duration of the entire exercise, and

inaccuracies of some information: ...

51. A summary of UNDP's statement on the mid-term evaluation is attached as Annex II to this report.

52. The Committee agreed that its mandate should be reviewed in light of the decision of the meeting of the Conference of African Ministers of Transport, Communications and Planning held in 1993 in Addis Ababa, and that the financing of the programme, particularly at the institutional level, should be internalized. While lack of resources was indeed the main cause, it was not the only cause of failure of the programme as there were other problems; member states and organizations had not been fully responsible for their respective activities - they support their NCCs, etc.

53. In considering the recommendations of the evaluation report, the Committee took the following decisions with regards to the various specific recommendations.

54. The Committee decided that recommendations 1.1 and 1.2 should be combined into one recommendation incorporating the three elements suggested in paragraph 245 of the evaluation report, viz: (i) time frame, (ii) allocation and delineation of responsibilities and (iii) consideration of resource requirements. The titles of the documents were to remain unchanged.

55. Recommendation 1.3 was approved with emphasis that the re-evaluation was to be carried out by the executing agencies/organizations.

56. Recommendation 1.4 was approved on condition that recommendations 1.1 and 1.2 have been reformulated as above.

57. Recommendations 1.5, 1.6 and 1.7 were approved by the Committee with

a slight amendment to 1.6 by substituting "continue" with "resume".

**58.** Regarding the recommendations on the institutional mechanism, the Committee rejected recommendation 2.1.

**59.** Concerning recommendations on National Coordination Committees (NCCs), it was decided that recommendations 2.2 to 2.5 should be combined into one recommendation with emphasis on the following objectives:

to internalize the programme;

to use existing mechanisms and structures for coordination so as to avoid parallelism and duplication of structures; and

for the ECA to work closely with subregional working group leaders in order to support the internalization and proper working of the NCC mechanism, and where necessary the NCC mechanisms should be revamped.

**60.** With regard to recommendations dealing with the Resource Mobilization Committee, the Committee (RMC) decided to approve recommendation 2.6 with modification of the middle sentence to simply read as follows: "The mandate of the RMC should be reviewed".

**61.** Recommendation 2.7 was approved but with the second sentence, which reads as follows, deleted: "Project related technical activities should be left to the facilities and expertise of financial institutions members of the RMC".

**62.** Recommendation 2.8 was rejected, while recommendation 2.9 was adopted

with no mention of any of the involved RMC members, but recommendations 2.10 and 2.11 were rejected by the Committee.

63. Recommendation 2.12 was approved with emphasis that project preparation, evaluation and studies should be carried out by the sub-regional working groups with assistance from the subsectoral working groups.

64. With regard to subsectoral working groups (recommendation 2.13), the concept of "harmonize" was not accepted since it implies existence of separate programmes which needed to be approved. The recommendation was approved with the addition of the following sentence: "These working groups should assist in the evaluation of projects in their fields of competence at the subregional-levels".

65. Concerning ECA as the lead agency, the Committee accepted recommendation 2.14 with modification to indicate that ECA was to carry out these activities in collaboration with the subregional and subsectoral working groups.

66. Regarding the implementation of projects, the Committee rejected recommendation 3.1, but approved recommendation 3.2 with modification that the subregional working groups be involved in the review of the goals and targets with the last sentence deleted.

67. Recommendations 3.3, 3.4 and 3.5 were accepted by the Committee.

68. The meeting also suggested the inclusion of two additional recommendations to the sections indicated below:



Section 6.1

69. Privatization and the role of the private sector in the development of transport and communications in Africa deserves special attention within the framework of UNTACDA II implementation strategies. Considering the scarcity and competition for development funds and the decline in Africa's share of such funds in absolute terms, alternative sources of funding infrastructure development in this sector must be carefully evaluated. The private sector in this regard could be a powerful ally by supplementing the traditional source of development funds through partnership with government.

70. Recommendation 1.A: Regional action should be initiated by the subsectoral working groups in order to develop a framework and range of options for countries that are considering commercialization or privatization of specific transport and communications sectors (such as port or ports operations, telecommunications, inland waterways, etc.).

Section 6.3

71. While quantitative and qualitative goals and targets were defined for the investment related projects and for the whole ten year period of the programme, no such targets were established for non-investment regional action programmes nor for the intermediate periods of the programme. Therefore, exercises such as the mid-term evaluation cannot effectively assess the progress of the programme.

72. Recommendation 3.A: In order to enable future assessments to be meaningful, it is imperative that complete and systematic monitoring indicators encompassing both quantitative and qualitative variables and covering both investment related and non-investment related projects and activities be instituted at each level of action. In addition, mid-course targets should also be defined.

73. The revised recommendations as adopted by the meeting are attached as Annex I to this report.

**First African Transport Forum (Agenda Item 5)**

74. The need to organize the First African Transport Forum was reaffirmed and it is recommended that it be included in the longer term work programme of the RMC.

**Work Programme of the RMC (Agenda Item 6)**

75. The work programme of the Committee was considered in two parts: short-term and longer term.

76. **Short-term.** This covers the period from the present up to the next meeting of the Conference of African Ministers of Transport and Communications; that is between November 1994 and March 1995. Five items were identified and coordination responsibilities assigned as follows:

- (i) Finalization of the report of the first mid-term evaluation, especially updating the status of implementation. In this regard, sub-regional organizations and other agencies were requested to provide all available information on project implementation to ECA which has been designated as coordinator of this activity;
- (ii) Updating the terms of reference of the RMC in light of the recommendations adopted from the evaluation report - ECA and UNDP to coordinate;
- (iii) Preparation of a directory of donors' policies, areas of interest and

procedures, for wide distribution to all African countries - to be coordinated by ADB;

(iv) Updating criteria for submission of projects to the Decade programme - to be coordinated by ADB;

(v) Preparation of programme of activities of the RMC for the period 1995-1996 (the programme of activities will be closely coordinated with the work programmes of the sub-regional organizations. In this regard, ECOWAS, ECCAS, PTA, SATCC and UMA were requested to forward to ECA their respective work programmes for 1995 and 1996) - ECA and UNDP to coordinate;

(vi) Preparation of a document on methods for resource mobilization, (this should be viewed in three parts: resources for supporting the UNTACDA II mechanisms, marketing and for investment projects) ADB and UNDP will coordinate inputs from other members.

**77. Longer Term.** The longer term programme of work for 1995 and 1996 will be prepared as indicated in (v) above.

**Any Other Business (Agenda Item 7)**

**78.** Under this agenda item, the Committee considered the date and venue of the next RMC meeting which are tentatively 12-14 March, 1995 at Addis Ababa, Ethiopia.

**Closure and Adoption of Report (Agenda Item 8)**

**79.** The Committee adopted its report as amended and the meeting was closed.

## ANNEX I

S-864

1. **Recommendation 1:** The Second United Nations Transport and Communications Decade in Africa should be considered as a framework for the development of transport and communications in Africa through a coordinated and cooperative effort among African countries and their organizations, and between Africa and the international development partners. In view of the fact that this framework already contains global and subsectoral objectives and strategies, an action programme for implementation at national, sub-regional and regional levels should be drawn up clearly specifying the following elements:

- (i) time frame for implementation;
- (ii) resource requirements, availability and their prospective sources;
- (iii) allocation and delineation of responsibilities among the various parties.

2. **Recommendation 2:** The projects which are included in the current UNTACDA II document, "Volume II: Projects Approved in 1991", should be re-evaluated by the responsible executing agencies and organizations in light of their regional impact as well as realistic assessment of resources which are likely to be available.

3. **Recommendation 3:** Each participant in UNTACDA II should derive its biennium work programme from the relevant sections of the action programme for implementation. A consolidated publication will be prepared every two years by ECA as a compendium of the individual work programmes under the title "UNTACDA II: Biennium Work Programme". It will include all projects to be implemented at the sub-regional and regional levels by all the partners such as: policy formulation, restructuring, regional integration programmes, and coordination of different programmes in the region.

4. **Recommendation 4:** Information on UNTACDA II should be disseminated in a systematic manner among all its partners. In this regard, regular publications should be prepared and widely disseminated. Workshops, seminars and symposia should be conducted on UNTACDA at national, sub-regional and regional levels. UNTACDA II Newsletter should be more effectively utilized as a means for two-way communication of the Decade in which topical contributions from all partners are published. Similarly, Transport and Communications Forums should be organized in order to discuss issues of development of these sectors and disseminate information on UNTACDA II.

5. **Recommendation 5:** All possible sources of finance should be explored to support the operational activities of UNTACDA II mechanism in order to improve mobilization of resources for investment oriented projects of the countries and African IGOs. Specific appeals should be

launched through the United Nations Trust Fund for African Development, in addition to requests for increased funding from the UN General Assembly from the regular budget of ECA and, if conditions change, UNDP should also be approached to continue its assistance to UNTACDA II through its regional IPF allocations. At the national level, governments should support NCC activities.

6. **Recommendation 6:** The RMC should reconsider the whole strategy of resource mobilization for the UNTACDA II programme. Specific plans of action and methods must be developed to mobilize resources, taking into account the availability of funds for African development projects in the various international financial institutions. Special attention must be given to financial planning and appraisal of reasonable level of funding targets to be available for project financing within the framework of the Decade programme. Alternative sources of financing must be explored and courses of action must be mapped that incorporate a systematic linkage between the programme, projects and regional action programmes developed for the implementation of the Decade programme.

7. **Recommendation 7:** Member States should, to the extent possible, internalize the functions of coordination within existing structures and only establish new mechanisms where no coordination organ exists and must provide both the necessary financial and human resources to enable them function effectively. Composition of the coordination organ should be broad-based, including the private sector, operators and users. In order to enable the focus of the coordination organ to remain relevant throughout the UNTACDA II programme, its terms of reference should be reviewed whenever necessary. In this regard, ECA should work closely with the subregional organizations in assisting the member States.

8. **Recommendation 8:** The future work programme of the RMC should be modified and reoriented to strictly focus on assisting countries in searching, arranging and securing funds for projects approved within the framework of the programme. The mandate of the RMC should be reviewed and its role clarified to the Decade partners, particularly the member states and IGOs.

9. **Recommendation 9:** The RMC must stay away from technical activities related to project preparation, studies, etc. Projects should be presented in a format and quality that is acceptable by the RMC in order for the committee to concentrate on effectively marketing the projects. In this regard, all institutions of the RMC must be encouraged to take a much more active role in support of the mandate of the RMC by availing their technical resources. Clear delineation of responsibilities between technical support and resource mobilization must be made in the mandate of the RMC.

10. **Recommendation 10:** The underlying reasons for the poor participation by some members in the activities of the RMC should be looked into more seriously. Any reservation and potential institutional conflicts with respect to the Decade programme should be explicitly discussed and possibly resolved. Their participation in the activities of the RMC on a substantive level should be ensured for the remainder of the Decade.

11. **Recommendation 11:** Subregional strategies are the major constituent parts of the Decade strategy. Subregional Working Groups are to be entrusted with the assignment to draw up the regional action programmes and their role has thus to be strengthened and supported by the Subsectoral Working Groups.

12. **Recommendation 12:** The technical expertise and resources of SSWGs should be tapped systematically for the Decade programme. These working groups should assist in the evaluation of projects in their fields of competence at the sub-regional levels. All possible efforts should be made to coordinate and integrate the African regional work programmes of the UN agencies with that of UNTACDA II.

13. **Recommendation 13:** ECA should clarify the persistent misperceptions that UNTACDA II is mainly a vehicle for external finance for national and sub-regional activities; that projects once included in the programme are automatically funded by the RMC; or that UNTACDA II is an ECA programme and as such the UN should provide the necessary funding for its implementation. In this regard, it should launch an information campaign to educate all the relevant Decade partners of its role in UNTACDA II. Furthermore, ECA should take a much more active role in its leadership of the Decade programme while at the same time strengthening its capacity to provide the necessary technical assistance to support the implementation of the programme.

14. **Recommendation 14:** The Sub-regional Working Groups, assisted by the Sub-Sectoral Working Groups, should urgently review and up-date their respective monitoring goals and targets and where appropriate, establish qualitative variables for some activities.

15. **Recommendation 15:** Firm commitments must be made by member States and the principal IGOs to strictly monitor and report on implementation status of all their projects.

16. **Recommendation 16:** All purely national projects which are designed to enhance the achievement of the UNTACDA II objectives should be handled completely at the subregional level by the principal IGO under its operating mandate. Information on such projects and their status of implementation should be contained in the reports of the principal IGOs to the IACC.

**Recommendation 17:** The various regional action programmes should be further refined to focus on priority topics for which financing can be obtained either from the budgets of the participating organizations or from non-traditional sources. This category of projects should

**Recommendation 18:** Regional action should be initiated by the subsectoral working groups in order to develop a framework and range of options for countries that are considering commercialization or privatization of specific transport and communications sectors (such as port or ports operations, telecommunications, inland waterways, etc.).

**Recommendation 19:** In order to enable future assessments to be meaningful, it is imperative that complete and systematic monitoring indicators encompassing both quantitative and qualitative variables and covering both investment related and non-investment related projects and activities be instituted at each level of action. In addition, mid-course targets should also be defined.

ANNEX II

**UNDP COMMENTS ON MID-TERM EVALUATION REPORT OF UNTACDA II  
PROGRAMME**

UNDP in its report pointed out the fact that the evaluation mission did not include the UNDP/RLO in the consultations it undertook while in Addis Ababa.

In the overall tone of the report UNDP detected a tendency to single out and blame UNDP for the implementation problems that the Programme has been facing.

A number of issues of major concern were mentioned, viz:

- a. One would have expected the evaluation to assess the Second Decade not only on the basis of the objectives set but also on the basis of the shortcomings of the first Decade.
- b. UNDP believes that the responsibilities of the African countries, the IGOs, the SRWGs, the SSWGs and the NCCs need thorough review. In addition, National entities should address the issue of ownership of the Programme.
- c. With respect to the RMC, UNDP considers that its role at the regional level should focus primarily on the elaboration of efficient methods for resource mobilization and assisting the working groups in the implementation of their programmes. It should promote the Programme and not be required to directly provide resources for it.
- d. While UNDP agreed with most if not all of the recommendations made in the evaluation report, it feels that the three elements missing from the Programme should be addressed in the following order of priority:
  - (a) Ownership and financial resources required;
  - (b) Time frame for implementation in relation to actual resources available;
  - (c) Allocation and delineation of responsibilities among the parties: NCCs, SRWGs, SSWGs, ECA, RMC and IACC.

To summarize, UNDP believes that there is a need to re-visit the issues of OWNERSHIP of the Programme, the RESOURCE situation, and the ROLE OF ALL THE PARTNERS in the process of implementation: African Countries, the UN System and others.



**ANNEX III**

**LIST OF PARTICIPANTS (RMC)**

**A. INSTITUTIONAL MEMBERS OF RMC**

**AFRICAN DEVELOPMENT BANK (ADB)**

Kouassi Apetey

D.R. Rao

S.A. Malumbe

N. Bourenane

K. Nyaki

A. Deme

**ECONOMIC COMMISSION FOR AFRICA (ECA)**

M. Bongoy

R. Okello

D. Ngangmuta

**UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)**

Tamba M. Baldeh

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

Conde Sekou

**B. OTHER MEMBERS**

**UNIVERSAL POSTAL UNION (UPU)**

Mahady Diallo

**UNITED NATIONS CONFERENCE ON TRADE AND DEVELOPMENT  
(UNCTAD)**

Eric Williamson

**PREFERENTIAL TRADE AREA FOR EASTERN AND SOUTHERN AFRICA  
(PTA)**

Anastase Munyabarenzi

**MAGHREB ARAB UNION (UMA)**

Lofti Karoui

**ECONOMIC COMMUNITY OF WEST AFRICAN STATES (ECOWAS)**

John Sesay

**SOUTHERN AFRICAN TRANSPORT AND COMMUNICATIONS  
COMMISSION (SATCC)**

Kaombwe, Smak

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

Niyomugabo Theodore

**INTERNATIONAL TELECOMMUNICATIONS UNION (ITU)**

M. Mademba Cisse

**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION (UNIDO)**

Eoin Gahan