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UNDP/ECA PROJECT RAF/89/016
PREPARATION OF UNTACDA II PROGRAMME

DOC/UNTACDA/92/17
5 October 1992

ECONOMIC COMMISSION FOR AFRICA

**Second United Nations Transport and
Communications Decade in Africa
UNTACDA II: 1991-2000**

**PROGRAM OF ACTION FOR SUPPORT TO THE IMPLEMENTATION OF
UNTACDA II IN 1993-1994**

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IN 1993-1994**

I. INTRODUCTION

1. An ad hoc meeting of key African intergovernmental organizations and selected UN agencies was organized by UNDP in Addis Ababa in April 1992 to discuss cooperation in implementing transport and communications projects in Africa within the context of UNDP fifth inter-country programme and the Second United Nations Transport and communications Decade in Africa: 1991-2000 (UNTACDA II).

2. The meeting recognized that in view of the limited resources likely to be available from UNDP to support their activities in this sector, especially over the short term, it was essential that a unified regional action programme in which all concerned African IGO's and UN agencies would participate would be the best approach to adopt.

3. Harmonization of activities within the unified action programme is justified on many grounds, most notably:

- (i) Rationalization of interventions of African IGO's and UN agencies in the development of the sector;
- (ii) Better utilization of limited resources for development of the sector by avoiding wasteful duplication of activities;
- (iii) Ability to adopt a programme approach to implementation of the Decade will facilitate intervention of other donors.

4. Four general areas were identified for possible UNDP support within the framework of its 5th Cycle Inter-country Programme for Africa. These were:

- (i) Human Resource and Institutional Development (HRID);
- (ii) Logistics Planning and Operations;
- (iii) Development of a Market-Oriented Approach;
- (iv) Specialized activities to Support the Implementation of UNTACDA II Programme.

5. Regarding area (iv) above, extensive consultations were carried out with African countries, NGO's and UN agencies to identify the priority areas for which an action programme for 1993-1994 can be developed to support the implementation of UNTACDA II at all levels. A summary report on these consultations is contained in document: REPORT OF CONSULTATIVE MISSIONS UNDERTAKEN BY ECA TO SELECTED AFRICAN COUNTRIES, IGO's AND UN AGENCIES REGARDING IMPLEMENTATION OF UNTACDA II PROGRAMME (DOC/UNTACDA/92/16 of 25 September 1992).

6. The purpose of this document is to present in a comprehensive manner the key actions to be taken within the two year period in order to ensure the eventual long term success of the Decade programme. The two-year action programme would end in 1994 when the first evaluation of the UNTACDA II programme is planned to take place. The institutional activities of the key actors involved in the programme are expected to be generally in line with the Decade objectives and they are expected to use, to the extent possible, their own resources to support these activities. Where additional resources are required, specific project proposals may be prepared on the basis of the activities identified in this document.

II. KEY ACTIVITY AREAS

7. The major activities to be carried out over the two year period 1993-94 and the resource implications are summarized in the attached charts. The justification for each of the key action areas and resulting activities are summarized in the following Sections. For each activity area key actors have been identified based on their terms of reference. However, the bodies responsible for initiating the activities will be the NCC for countries, lead IGO for subregional working groups, chairman for subsectoral working groups and ECA for RMC. The seven key areas of action are:

- (i) Mobilization of technical and financial resources for implementation of UNTACDA II programme;
- (ii) Dissemination of the Decade strategies aimed at establishing and strengthening the institutional mechanisms for implementation of the programme at national and subregional level;
- (iii) Promotion of UNTACDA II programme;
- (iv) Preparation of projects for subsequent phase of the programme;
- (v) Evaluation and revision of UNTACDA II programme;

- (vi) Monitoring the implementation of UNTACDA II;
- (vii) Promoting a programme of TCDC in transport and communications;

1. Mobilization of technical and financial resources

8. The Decade is an ambitious programme aimed at optimization of all interventions in the development of transport and communications in Africa during the last decade of the millennium. It is recognized that the US\$75 billion currently estimated to be the minimum required to bring the transport and communications operations and facilities in Africa to an acceptable level, will be difficult to realize. That is why a special effort is required to focus on resource mobilization activities for key priority projects.

9. In the conception of the programme, a Resource Mobilization Committee was set up to orchestrate this effort. Led by the African Development Bank as its Chairman, the Committee is composed of the World Bank, BADEA, EEC, ACP, OAU, UNDP and ECA. The terms of reference of the Committee were approved in Tangiers by the Ministers as contained in Para 92 of the UNTACDA II document: Objectives, Strategies and Guidelines (DEC/TRANSCOM/67/Rev.4 of 9 November 1989) are as follows:

"92. During the Decade period, the work of the Resource Mobilization Committee will be:

- (i) To recommend to the IACC the projects which should be accorded higher priority in view of the prevailing macro-economic environment in Africa and the resulting financial constraints as well as the development needs of the Sector;
- (ii) To actively promote the programme and priority projects within and outside Africa, by inter alia, disseminating information on the Decade projects among the various financing institutions;
- (iii) To mobilize financing for national projects by organizing donor conference and by motivating and raising awareness of major financial institutions and agencies of the need to finance these projects through workshops, seminars and roundtables;
- (iv) To continue to sensitize member States to accord priority to the Decade programme and projects geared to achieving development of rural areas and

also to assist member States in the preparation of national projects which aim at achieving the above-mentioned areas and overall objectives of the Decade;

- (v) To search for financing for the implementation of regional projects (involving two or more member States) which have demonstrated economic viability;
- (vi) To search for financing for the implementation of the priority projects and activities of the various agencies and subregional economic and regional specialized organizations with the aim of achieving the Decade objectives;
- (vii) To undertake regular reviews of resource mobilization efforts and to submit its reports and recommendations to the Conference of Ministers through the IACC;
- (viii) To prepare annual reports on the impact of the financial and macro-economic conditions on the development of the transport and communications sectors in Africa and to submit such reports to the IACC for consideration and distribution to member States.

10. In the past, each of these institutions met the cost of its participation in the activities of the Committee. It is expected that this will continue to be the case. However, there are other activities of the Committee which would require additional external financing. The major areas of resource mobilization activities over the next two years are:

- (a) Creation of a Special Fund at ADB for assistance to countries to prepare prefeasibility and feasibility studies for projects which are included in the UNTACDA II programme as requiring studies;
- (b) Preparation of documents for resource mobilization activities in order to facilitate project reviews by various donors;
- (c) Meeting on resource mobilization.

2. Dissemination of UNTACDA II Strategies

11. The impact of UNTACDA II programme will depend on the

successful implementation of the sectoral strategies which were developed to respond to the key priority areas identified at national and subregional levels. For effective implementation, the projects must derive from the strategies.

12. In the first phase of the programme, most national projects were prepared in parallel with the sectoral strategies. The result is that the first list of 669 approved projects are not all in line with the sectoral strategies.

13. Based on the above experience, it is essential that a systematic effort should be launched to disseminate the sectoral strategies to all the countries. This dissemination will enable those countries which genuinely wish to implement the sectoral strategies to do so in an orderly manner. The sequence of implementation will be as follows:

- (i) Subregional workshops with participation of country representatives;
- (ii) Organization of national workshops in countries which are committed to implement the strategies;
- (iii) Implementation of the strategies in those countries.

14. In order to attain the objective of sustainable development, the national and subregional mechanisms should be established and strengthened. At the national level, NCC is expected to be the focus of co-ordinating the implementation of the programme. Similarly, the lead IGO of each subregion is expected to be the focus at the subregional level.

15. The resources required to implement the strategies will have to come from various sources. The Working groups and ECA can provide technical inputs in the preparation of dissemination material, but the cost of participation in the workshops will have to be shared. National participants in the subregional workshops are expected to seek funding from their countries or national IPF of UNDP country programme. At the implementation level, donor inputs may be sought.

3. Promotion of UNTACDA II Programme

16. The success of the programme will depend to a large extent on its promotion both within Africa and in the international community at large. From the experience gained in implementing UNTACDA I, it is evident that part of the difficulties encountered by that

programme arose from the fact that it was not widely publicised. Therefore, concerted effort should be undertaken by ECA, assisted by RMC and the various working groups, to effectively promote UNTACDA II through activities such as:

- (a) Presentation of reports on UNTACDA II at national and subregional sectoral meetings;
- (b) Promotion of programme at regional and international levels through organization of an African forum on transport and communications, presentation of documents at professional meetings;
- (c) Wide distribution of documents and publicity materials including newsletters, brochures and documentary films on transport and communications in Africa.

4. Preparation of projects to be included in the programme

17. Projects for the programme are selected in accordance with the criteria established and prepared following the guidelines and format provided. Each project initiator is responsible for preparing the project proposal, while the RMC is responsible for analyzing it against the criteria for inclusion in the programme. It is the Conference of Ministers which formally approves projects of the programme at its biennial meetings. However, project identification, selection and preparation will be a continuous process throughout the Decade.

18. The following activities will be carried out:

- (a) Review of the guidelines for identification of projects in accordance with any changes in the objectives and strategies of UNTACDA II;
- (b) Preparation and submission of project proposals;
- (c) Harmonization of projects within the relevant subregional and/or subsectoral working groups;
- (d) Analysis of project proposals by RMC and its Technical Committee;
- (e) Review of projects by IACC and recommendation to Ministers;
- (f) Review and approval of projects by Ministers;
- (g) Production and dissemination of documents on approved projects.

19. The first set of projects was approved by the Ministers in May 1991. There were a total of 669 projects costing an estimated US\$12 billion. These are presented in the document, the Second United Nations Transport and Communications Decade in Africa 1991-2000, Volume II: Projects approved in 1991

5. Evaluation and revision of the Programme

20. There will be two mid-course evaluations: in 1994 and 1997, and a final evaluation in the year 2000. The mid-course evaluations shall involve detailed assessments of progress made in the implementation of the programme, the validity of objectives and strategies from either national, subregional or regional perspective. The final evaluation will cover the overall impact of the programme in terms of achievement of qualitative and quantitative development objectives and targets established for the programme.

21. The mid-term evaluation to be carried out in 1994 will be the first general assessment of the implementation of the programme. It is expected that the evaluation exercise will be conducted by a team of independent consultants who are familiar with the transport and communications sectors in Africa. The results of the evaluation will be reviewed by the IACC before presentation to the Conference of Ministers and will form the basis for any revision of the objectives and strategies which may be recommended.

6. Monitoring the implementation of UNTACDA II Programme

22. Monitoring the implementation of the programme consists of two levels of activities.

- (i) Establishment of an information system based on well defined parameters and systematic collection and analysis of the data. A modern computerized data system will be maintained for this purpose at ECA, and if possible, at the subregional level;
- (ii) Review process consisting of preparation of progress reports and review by technical experts as well as the relevant policy organs.

7. Promoting a programme of Technical Co-operation among developing Countries (TCDC)

23. TCDC is recognized as one of the practical means of supporting development among countries and between countries. In the context of UNTACDA II, TCDC programme can be developed at two levels:

- (a) TCDC among African IGO's and countries - where successful experiences in one subregion or country can be shared with other subregions or countries. This can be achieved through organization of workshops or exchange of experts;
- (b) TCDC between Africa and other regions - It is known that the ESCAP region is in the middle of implementing its Decade on transport and communications. Africa and South East Asia could benefit from the experiences of each through a programme of TCDC. Similarly, exchanges with Latin American region could also be useful.

III. RESOURCE REQUIREMENTS

24. The resources required to carry out the above activities of the two year period are estimated to total US\$4,091,500. These are detailed in the activity charts attached and summarized in Tables 1 and 2 below. They are based on the requirements expressed by the various organizations and agencies which are involved in the implementation of the programme.

25. It should be noted that not all activities have been costed since some (such as meetings of IACC and ministers) are statutory, and others are covered by the budgets of the institutions responsible for the action area. Thus, the actual cost of these activities is much greater than indicated here.

**SUPPORT TO IMPLEMENTATION OF UNTACDA II IN 1993-94
RESOURCE REQUIREMENTS**

TABLE 1

ACTIVITY AREA	ESTIMATED COST US\$
1.* Mobilization of Technical and Financial Resources	777,500
2. Dissemination of UNTACDA II Strategies	1,474,000
3. Promotion of UNTACDA II Programme	345,000
4. Preparation of Projects for Subsequent phases of Programme	390,000
5. Evaluation and Revision of Programme	635,000
6. Monitoring Implementation	120,000
7. Promoting TCDC	350,000
Total	4,091,500

* COST OF ESTABLISHING A PROJECT FUND AND UNIT AT ADB (30,970,000) EXCLUDED.

Resource Requirements by Activity

TABLE 2

ACTIVITY AREA	CONSULTANTS		MISSIONS COST	MEETINGS/ WORKSHOPS COST	OTHER PUBLIC- ATIONS	TOTAL \$
	No. W/M	Cost				
AREA 1 **	33.5	502,500	160,000	115,000		777,500
AREA 2	48	720,000	10,000	744,000		1,474,000
AREA 3	11	165,000	80,500	50,000	50,000	345,000
AREA 4	4	60,000	-	330,000	-	390,000
AREA 5	17	255,000	-	320,000	60,000	635,000
AREA 6	8	120,000	-	-		120,000
AREA 7	4	60,000	145,000	145,000	-	350,00
TOTAL	125	1,882,500	395,000	1,704,000	110,000	4,091,500

** COST OF ESTABLISHING A PROJECT FUND AND UNIT AT ADB (30,970,000) EXCLUDED

1. MOBILIZATION OF TECHNICAL AND FINANCIAL RESOURCES

ACTIVITY AREA	ACTORS	CONTENT OF ACTIVITIES	RESOURCES REQUIRED	POTENTIAL FUNDING SOURCES
<p>1.1 <u>Creation at ADB of a Special Fund and Project Unit for preparation of the Decade projects</u></p> <p>1.1.1 Mobilization of necessary resources for the fund</p>	ADB	<p>(a) Prepare a project document</p> <p>(b) Identification of donors and negotiation for co-financing</p>	<p>US\$30,000,000 for special fund</p> <p>US\$970,000 for Project Unit</p>	
<p>1.1.2 Selection of projects from the approved list for prefeasibility and feasibility studies</p>	ADB, ECA	<p>(a) Definition of criteria for selecting the studies to be undertaken</p> <p>(b) Review of project profiles</p> <p>(c) Selection of studies</p>		
<p>1.1.3 Preparation and supervision of studies</p>	ADB Project initiators	<p>(a) Elaboration of T.O.R.</p> <p>(b) Selection of consultants</p> <p>(c) Supervision of studies</p> <p>(d) Assessment of reports</p>		
<p>1.1.4 Periodic follow up reports</p>	ADB, RMC	<p>(a) Presentation of results of studies undertaken</p> <p>(b) Proposal of list of projects to be promoted</p>		

1 (cont) MOBILIZATION OF TECHNICAL AND FINANCIAL RESOURCES

ACTIVITY AREA	ACTORS	CONTENT OF ACTIVITIES	RESOURCES REQUIRED	POTENTIAL FUNDING SOURCES
<p>1.2 Preparation of Documents for Resource Mobilization</p>				
<p>1.2.1 Elaboration and updating of project profiles for the projects approved in 1991 and 1993</p>	<p>ECA</p>	<p>(a) Collection of complementary data through mail and missions</p> <p>(b) Preparation and updating of project profiles in the standard format</p> <p>(c) Translation and publication of project profiles</p>	<p>(a) 2 w/m</p> <p>(b) 2 w/m</p> <p>(c) ECA</p>	
<p>1.2.2 Preparation of project proposals in the format required by financing institutions</p>	<p>ECA</p>	<p>(a) Consultations with key financing institutions/ donors to obtain formats for project proposals</p> <p>(b) Elaboration of general guidelines for the preparation of project proposals for submission to donors</p> <p>(c) Dissemination of these guidelines to countries and IGO's</p> <p>(d) Field missions on request to assist in preparing specific project proposals</p> <p>(e) Assist countries/IGO's in follow-up activities</p>	<p>(a) ECA</p> <p>(b) 0.5 w/m</p> <p>(c) ECA</p> <p>(d) 4 w/m 20 missions @ 2500 = US\$50,000</p> <p>(e) 1 w/m US\$25,000</p>	

1 (cont) MOBILIZATION OF TECHNICAL AND FINANCIAL RESOURCES

ACTIVITY AREA	ACTORS	CONTENT OF ACTIVITIES	RESOURCES REQUIRED	POTENTIAL FUNDING SOURCES
1.2.3 Special studies on mobilization and allocation of domestic resources	RMC, Working Groups	(a) Identification of successful experiences in Africa (b) Prepare case study reports on these experiences (c) Dissemination of case studies to all countries	6 w/m	
1.2.4 Workshops and seminars on sharing of experience on mobilization and allocation of resources from domestic sources	RMC, IGOs, countries, Working Groups	(a) Prepare working documents (b) Organize workshops and seminars at subregional levels (one for each subregion) (c) Disseminate the recommendations (d) Assist (on request) countries to develop projects related to the topic	4 workshops @ 25,000 = US\$100,000 2 w/m	

1 (cont) MOBILIZATION OF TECHNICAL AND FINANCIAL RESOURCES

ACTIVITY AREA	ACTORS	CONTENT OF ACTIVITIES	RESOURCES REQUIRED	POTENTIAL FUNDING SOURCES
1.3 Meeting for Resource Mobilization				
1.3.1 Sensitization of donors	RMC	(a) Regular communication and information on UNTACDA II activities (b) Missions to donors selected on the basis of interests expressed at Brussels meeting of financing institutions	US\$60,000	
1.3.2 Compilation and updating of donors meetings to be organized by countries and IGO's in 1993 and 1994	ECA	(a) Collect information from countries, IGO's and RMC members (b) Consolidate information and propose to RMC the meetings to be supported	0.5 w/m 0.5 w/m	
1.3.3 Preparation of selected donor meetings	ECA, RMC, IGO's Countries	(a) Missions to assess level of preparation of the selected meetings (b) Definition of action programme to assist in the preparation of the meetings (c) Consultancy services to assist countries and IGO's to prepare necessary documents	US\$15,000 missions 10 w/m	
1.3.4 Mobilizing Resources for implementaion of key subregional and regional projects	RMC	(a) Selection from the approved projects of key subregional and regional projects to promote (b) Consultations with the initiators of selected projects to prepare project proposals for submission to donors (c) Identificaiton and sensitization of donors who could be interested (d) Consultations with selected donors and if necessary organization of a donors meeting to mobilize necessary resources	2 w/m US\$25,000 missions	

1 (cont) MOBILIZATION OF TECHNICAL AND FINANCIAL RESOURCES

ACTIVITY AREA	ACTORS	CONTENT OF ACTIVITIES	RESOURCES REQUIRED	POTENTIAL FUNDING SOURCES
<p>1.3.5 Follow-up on resource mobilization meetings and assistance to countries and IGO's to meet donors' other requirements</p>	<p>ECA, RMC, Countries IGOs</p>	<p>(a) Definition (with the organizer of the donor meetings) of a follow up action programme</p> <p>(b) Preparation of specific documents to meet donors requirements</p> <p>(c) Regular communication with donors and countries or IGO's</p> <p>(d) Sensitization of donors for better harmonisation and coordination of their requirements</p> <p>(e) Missions to specific donors if need be</p> <p>(f) Organize follow up meetings of donors</p>	<p>3 w/m</p> <p>(see 1.3.1)</p>	

2. DISSEMINATION OF UNTACDA II STRATEGIES

ACTIVITY AREA	ACTORS	CONTENT OF ACTIVITIES	RESOURCES REQUIRED	POTENTIAL SOURCES OF FUNDING
<u>2.1 Workshops at subregional level</u>	ECA, Subsectoral Working Groups, Subregional Working Groups, Countries	(a) Prepare materials for dissemination of UNTACDA II strategies (b) Consult with lead subregional IGO's on organization of Workshops (grouping of countries, venue, date) (c) Organize workshops (d) Publish and disseminate documents from workshops and guidelines on the implementation of the conclusions	8 w/m for sectors US\$50,000 x 10 workshops = US\$500,000	
<u>2.2 Workshops at national levels</u>	ECA, Subsecto and Subregional Working Groups, Countries	(a) Consult with countries interested in implementing certain strategies (b) Select one interested country in each subregion to implement strategy (c) Select issues and sectors for implementing the strategies (d) Prepare materials for dissemination (e) Organize national workshops	2 w/m US\$100,000 Workshops	
<u>2.3 Implementation of Strategies</u>	ECA, Countries, Subregional and Subsector Working Groups NCCs	(a) Establish national co-ordination machinery (NCC) (b) Prepare action programme for implementing the above strategies (c) Provide technical and financial assistance to countries and IGO's to implement the strategies (d) Undertake studies at regional or subregional level on specific subsectoral issues and make relevant recommendations for improvement of services	46 w/m US\$744,000 Workshops US\$10,000 missions	

3. PROMOTION OF UNTACDA II PROGRAMME

ACTIVITY AREA	ACTORS	CONTENT OF ACTIVITIES	RESOURCE REQUIRED	SOURCE OF FUNDING
<u>3.1 Promotion of UNTACDA II Programme at national and subregional levels</u>	ECA	(a) Regular communication on UNTACDA II issues at all levels between ECA and countries as well as IGO's (b) Participate in IGO meetings on transport and communications (Ministers and Experts) and present documents on UNTACDA II.	US\$20,000 1 w/m	
<u>3.2 Promotion of Programme at Regional and International Levels</u>				
3.2.1 Organize Forum on African Transport and Communications	World Bank RMC	(a) Select topics to be discussed in the forum (b) Prepare necessary documents (c) Organize the forum (d) Prepare and disseminate the proceedings (e) Prepare a follow up action programme	6 w/m US\$50,000 dissemination	
3.2.2 Presentations of UNTACDA II Programme at regional and international fora	RMC, ECA Subsectoral Working Groups	(a) Identification of existing international associations interested in the promotion of UNTACDA II programme and establishing relations with them (b) Preparation of documents to be published or presented to selected international meetings useful for UNTACDA II promotion (c) Participating in the selected international meetings	1 w/m US\$10,000 missions	
3.2.3 Establishing and Strengthening Professional Associations in Africa	ECA Subsectoral Working Groups	(a) Identify existing African associations which can support UNTACDA II (b) Strengthen the selected existing associations (c) Establish associations as required	3 w/m	

3. (cont) PROMOTION OF UNTACDA II PROGRAMME

ACTIVITY AREA	ACTORS	CONTENT OF ACTIVITIES	RESOURCE REQUIRED	SOURCE OF FUNDING
<p>3.3 Publicity <u>Materials on UNTADA II Programme</u></p> <p>3.3.1 Dissemination of documents on UNTACDA II</p>	<p>ECA Sectoral Working Groups</p>	<p>(a) Preparation and dissemination of Newsletter on UNTACDA II (b) Preparation and dissemination of brochures on sectoral programmes (c) Dissemination of other programme other</p>	<p>ECA</p>	
<p>3.3.2 Preparation of documentary films on Transport and Communications in Africa</p>	<p>ECA</p>	<p>(a) Preparation of a programme (b) Preparation of films (c) Distribution of films</p>	<p>US\$50,000</p>	

4. PREPARATION OF PROJECTS FOR SUBSEQUENT PHASE OF THE PROGRAMME

ACTIVITY AREAS	ACTORS	CONTENT OF ACTIVITIES	RESOURCES	FUNDING SOURCE
<p>4.1 <u>Project identification and preparation</u></p> <p>4.1.1 Review of directives on project formulation, submission and dissemination</p>	RMC	<p>(a) Revision of directives for project formulation and submission</p> <p>(b) Consultations within RMC for the approval of the revised directives</p> <p>(c) Distribution</p>	0.5 w/m	
4.1.2 Preparation and submission of project proposals	Countries IGOs UN Agencies	(a) Preparation of project proposals by countries, IGO's and Agencies		
4.1.3 Harmonization of projects at subregional level (National and subregional projects)	Countries IGOs RMC	<p>(a) Prepare guidelines for harmonization of project proposals</p> <p>(b) Meeting of subregional IGO's and countries in each subregion</p> <p>(c) Finalization of project proposals</p> <p>(d) Submission to ECA of harmonized projects</p>	0.5 w/m 4 meetings US\$120,000	
4.1.4 Harmonization of projects at subsectoral level (Subregional and regional projects)	Subsector Working Group	<p>(a) Prepare guidelines for harmonization of project proposals</p> <p>(b) Meetings of subsector Working Groups</p> <p>(c) Finalization of project proposals</p> <p>(d) Submission to ECA of harmonized projects</p>	0.5 w/m 8 meetings US\$200,000	

4 (cont) PREPARATION OF PROJECTS FOR SUBSEQUENT PHASES OF THE PROGRAMME

ACTIVITY AREA	ACTORS	CONTENT OF ACTIVITIES	RESOURCES REQUIRED	FUNDING SOURCE
<p><u>4.2 Project analysis, selection and approval</u></p> <p>4.2.1 Analysis and selection of projects</p>	RMC and leaders of Working Groups	<p>(a) Analysis of projects by Technical Committee of RMC</p> <p>(b) Meeting of RMC to review project selection</p>	<p>2 w/m</p> <p>US\$10,000 missions</p>	
4.2.2 Review of selected projects	IACC	(a) Meeting of IACC to review RMC selection	Statutory	
4.2.3 Approval of projects	Ministers	<p>(a) Meetings of Experts</p> <p>(b) Meetings of Ministers</p>	Statutory	
4.2.4 Finalization of project profiles	ECA	<p>(a) Translation and production of profiles of approved projects</p> <p>(b) Distribution of documents</p>	US\$50,000	

5. EVALUATION AND REVISION OF UNTACDA II PROGRAMME

ACTIVITY AREA	ACTORS	CONTENT OF ACTIVITIES	RESOURCES REQUIRED	FUNDING SOURCE
5.1 <u>Mid-Term Evaluation of Programme</u>				
5.1.1 Undertake evaluation	ECA	(a) Prepare terms of reference (b) Recruit independent evaluators (c) Carry out evaluation missions in the field (d) Prepare report	1 w/m consultants Consultants 4 w/m =US\$60,000 Consultants 2 w/m = US\$30,000	
5.1.2 Consideration of Evaluation Report	IACC Ministers	(a) Meeting of IACC (b) Meeting of Experts (c) Meeting of Ministers	Statutory Statutory Statutory	

5.(cont) EVALUATION AND REVISION OF UNTACDA II PROGRAMME

ACTION AREA	ACTORS	CONTENT OF ACTIVITIES	RESOURCES REQUIRED	FUNDING SOURCE
<p><u>5.2 Revision of objectives and strategies of UNTACDA II</u></p> <p>5.2.1 Revision of objectives and strategies</p>	<p>NCC, Working Groups IACC, Ministers, ECA</p>	<p>(a) Guidelines for revision of objectives and strategies</p> <p>(b) Meetings of Subregional Working Groups to review evaluation recommendations</p> <p>(c) Meetings of Subsectoral Working Groups</p> <p>(d) Preparation of documents on revised strategies and objectives</p> <p>(e) Distribution of documents to all parties</p> <p>(f) Meeting of IACC to review documents</p> <p>(g) Meeting Experts and Ministers to approve revisions</p> <p>(h) Publication and dissemination of new UNTACDA II programme documents</p>	<p>2 w/m</p> <p>US\$50,000 X 4 = US\$200,000</p> <p>US\$15,000 x 8= US\$120,000</p> <p>US\$120,000</p> <p>US\$10,000</p> <p>Statutory</p> <p>Statutory</p> <p>US\$50,000</p>	

6. MONITORING IMPLEMENTATION OF UNTACDA II PROGRAMME

ACTIVITY AREA	ACTORS	CONTENT OF ACTIVITIES	RESOURCES REQUIRED	SOURCE OF FUNDING
<p>6.1 Establishment of Information System</p>				
<p>6.1.1 Follow-up on project implementation at national, subregional and regional levels</p>	<p>Countries Subregional lead IGO's ECA</p>	<p>(a) Definition of parameters for monitoring (b) Establishment of computerized data system (c) Collection of data on project financing and implementation (d) Maintain and update data system</p>	<p>5 w/m</p>	
<p>6.1.2 Review of progress in implementation of UNTACDA II Programme</p>	<p>ECA IACC Ministers</p>	<p>(a) Analysis of data (b) Preparation progress reports (c) Meeting of IACC (d) Meeting of Experts (e) Meeting of Ministers (f) Follow up on decisions</p>	<p>2 w/m 1 w/m Statutory Statutory Statutory</p>	

7. PROMOTING A PROGRAMME OF TCDC IN TRANSPORT AND COMMUNICATIONS

ACTIVITY AREA	ACTORS	CONTENT OF ACTIVITIES	RESOURCES REQUIRED	FUNDING SOURCES
<p><u>7.1 Programme of TCDC among African IGO's and countries</u></p> <p>7.1.1 Identification of successful experiences in the field of transport and communications</p>	<p>ECA and sectoral Working Groups</p>	<p>(a) Definition of areas of interest</p> <p>(b) Elaboration of questionnaire to be sent to IGO's, countries, financing institutions, specialized agencies to collect information on experiences in these areas</p> <p>(c) Analyse information and select successful experiences</p>	<p>N.A.</p>	
<p>7.1.2 Organizing study missions and exchange programmes among countries and IGO's</p>	<p>ECA and IGOs</p>	<p>(a) Dissemination of successful experiences</p> <p>(b) Identification of needs for study missions and exchange programmes</p> <p>(c) Organize study missions for selected countries or IGO's to other countries or IGO's</p>	<p>12 missions @ 2,500 (c) US\$30,000</p>	

7 (cont) PROMOTING A PROGRAMME OF TCDC IN TRNASPORT AND COMMUNICATIONS

ACTIVITY AREA	ACTORS	CONTENT OF ACTIVITIES	RESOURCES REQUIRED	FUNDING SOURCES
7.1.3 Workshops and seminars to exchange experience	ECA and sectoral working groups	(a) Preparation of case study documents (b) Selection of participants (c) Sponsoring of participants (d) Organize the logistic support (e) Preparation and dissemination of the proceedings (f) Assist willing countries and IGO's to formulate projects in relation with the outcome of the workshop and seminars	4 w/m 7 Workshops US\$105,000	
7.2 <u>Programme of TCDC for regions and users associations</u> 7.2.1 Identification of successful approaches developed by other regions for integrating transport and communications systems	ECA	(a) Collect information on approaches developed by other regions through publications of Economic Commissions and questionnaire to selected specialized Agencies and Financing Institutions (b) Selection of successful approaches	N.A.	

7 (cont) PROMOTING A PROGRAMME OF TCDC IN TRANSPORT AND COMMUNICATIONS

ACTIVITY AREA	ACTORS	CONTENT OF ACTIVITIES	RESOURCES REQUIRED	FUNDING SOURCES
7.2.2 Study missions to selected regions .	ECA	(a) Contact regions selected for specific successful approaches (b) Undertake missions to these regions to prepare the study missions (c) Select participants (d) Organize and conduct study missions (e) Prepare documents on the findings of the study missions for dissemination (f) Define a follow up action programme to take advantage of the findings	3 missions US\$15,000 20 missions US\$100,000	
7.2.3 Developing networking and twinning arrangements between selected African institutions and those of other developing countries	ECA	(a) Identification of interested institutions on the basis of study missions findings (b) Prepare specific documents on the experiences of these institutions for dissemination to selected African Institutions (c) Identification of needs for twinning arrangements. (d) Contact Institutions selected in the other regions for these arrangements through Economic Commissions (e) Organize logistic support for a meeting of Institutions of both sides	US\$30,000	