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**RATIONALIZATION AND HARMONIZATION
OF ECA-SPONSORED INSTITUTIONS**

Report of the ECA Task Force

**NOVEMBER 1996
ADDIS ABABA (ETHIOPIA)**

**RATIONALIZATION AND HARMONIZATION OF
ECA-SPONSORED INSTITUTIONS**

REPORT OF THE TASK FORCE

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Acronyms

AACB: Association of African Central Banks	CAMRDC: Central African Mineral Resources Development Centre
AATA: Association of African Tax Administration	CRAES: Centre régional africain pour l'énergie solaire
AATPO: Association of African Trade Promotion Organization	CRAT: Centre africain de technologie
ABCA: Association des banques centrales africaines	CRES: Centre régional d'énergie solaire
ACARTSOD: African Centre for Applied Research and Training in Social Development	CRTO: Centre régional de télédétection
ACMAD: African Centre for Meteorological Applications and Development	ECOWAS: Economic Community of West African States
ACMS: African Centre for Monetary Studies	ESACCF: Ecole supérieure africaine des cadres de chemin de fer
ADB: African Development Bank	ESAMI: Eastern and Southern African Management Institute
AGPAOA: Association de gestion des ports de l'Afrique orientale et australe	ESAMRDC: Eastern and Southern African Mineral Resources Development Centre
AGPAOC: Association de gestion des ports de l'Afrique de l'ouest et du centre	ICO: Inter-African Coffee Organization
AIEDP: African Institute for Economic Development and Planning	IDEP: Institut africain de développement économique et de planification
AIHTR: African Institute for Higher Technical Training and Research	IFORD: Institut de formation et de recherche démographiques
AOAPC: Association des organisations africaines de promotion commerciale	OACT: Organisation africaine de cartographie et de télédétection
AOCRS: African Organization for Cartography and Remote Sensing	OIC: Organisation africaine du café
ARCEDEM: African Regional Centre for Engineering Design and Manufacturing	ORAN: Organisation régionale africaine de normalisation
ARCSE: African Regional Centre for Solar Energy	PMAESA: Port Management Association of Eastern and Southern Africa
ARCT: African Regional Centre for Technology	PMANA: Port Management Association of North Africa
ARIPO: African Regional Industrial Property Organization	PMAWCA: Port Management Association of West and Central Africa
ARSO: African Regional Organization for Standardization	RCSSMRS: Regional Centre for Services in Surveying, Mapping and Remote Sensing
BAD: Banque africaine de développement	RECTAS: Regional Centre for Training in Aerospace Surveys
CACH: Central African Clearing House	RIPS: Regional Institute for Population Studies
CAEM: Centre africain pour les études monétaires	RCSSMRS: Regional Centre for Services in Surveying, Mapping and Remote Sensing Centre
CAFRADES: Centre africain de recherche appliquée et de formation en matière de développement social	

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RATIONALIZATION AND HARMONIZATION OF ECA-SPONSORED INSTITUTIONS.

I. INTRODUCTION.

1. The objective of this report is to propose possible actions to be taken by ECA in respect of recommendations made in various evaluation reports and resolutions taken by the ECA Conference of Ministers for the rationalization of ECA-sponsored institutions. It is a two-fold objective:

- To propose the modalities for implementing the UNDP-supported project (RAF/94/008) and, more specifically its component on the restructuring and rationalization of ECA-sponsored institutions and other target IGOs in support of the implementation of the Abuja Treaty establishing the African Economic Community; and
- To propose policy options regarding ECA's relationship with sponsored institutions in light of its new strategic directions.

2. It is to be recalled that during the early years of its existence ECA encouraged its member States to create several multi-national institutions as centres for self-reliant social and economic development in Africa. From the early 1960s to 1980s, several such institutions were formed, covering most of the sectors of social and economic development and intended to serve different groups of countries at sub-regional or regional levels. Since ECA was closely involved in the initiative and the preparatory work in their establishment, these institutions were dubbed as "ECA-sponsored" although they were established by the member States who are their owners and remain responsible for their existence. In the formative years, these institutions were supported by the United Nations, especially UNDP and UNFPA, through projects which were mostly executed by ECA. However, member contributions were supposed to form the bulk of the required resources for their operations.

3. The first institutions established in this framework are the African Institute for Economic Development and Planning - IDEP (1962) and the African Development Bank -ADB (1963); the last so far is the United Nations African Institute for the Prevention of Crime and the Treatment of Offenders (UNAFRI) which was established in 1989. In all, a total of 33 such institutions were established over the years. Presently, they are at ^{low} different states of health: some are very healthy and/independent (e.g. ADB, ESAMI); others are functional with some support from outside Africa (e.g. IDEP); while others are barely functional (e.g. TAHA). In all cases, several changes have occurred over the years which warranted a reconsideration of the relevance of the objectives for which these institutions were established, as well as their track record in achieving those objectives. Among these changes can be cited the following:

- The coming into force of the Abuja Treaty establishing the African Economic Community (AEC), the implementation of which will be mainly incumbent on the different sub-regional groupings of countries and creation of new institutions (RECs);

- The development of national institutions that are now capable of undertaking some of the functions previously envisaged for the regional and sub-regional institutions.
- The changed development cooperation environment, which in part resulted in reduced emphasis on institutional support, especially at the regional level;
- The changed development paradigm, from government- run and centralized economies to free market-orientation, which demands a reorientation of partnership with new economic actors.

4. Accordingly, the African countries have periodically requested a thorough evaluation of all these institutions in order to make them more effective in supporting Africa's development in view of the changed development environment. In this regard, the ECA Conference of Ministers has taken the following steps:

- (i) In 1983 established an Ad-hoc Committee of ten member States to oversee the restructuring of ECA-sponsored institutions; the Committee recommended the retention of the status quo;
- (ii) In 1992 requested ECA to undertake a study on rationalization and harmonization of ECA-sponsored institutions; the study recommended mergers of selected institutions;
- (iii) In 1993 revived the Ad-hoc Committee of Ten to collaborate with ECA Secretariat in a follow-up to the 1992 study;
- (iv) In 1994 examined the recommendations of the Ad-hoc Committee but took no decisive action, except to request member States to submit written comments on the report; only 13 were received and all supported the recommendations in principle.
- (v) In 1995 reviewed the report on consultations made with member States and responses received, but failed to reach any consensus on the recommendations.

5. The implementation of the Abuja Treaty also called for the strengthening of existing regional institutions in support of the establishment of the AEC. In this regard, UNDP has provided funds to the AEC to, *inter alia*, rationalize and strengthen the various regional institutions; ECA is required to implement the component on ECA-sponsored institutions.

6. Furthermore, ECA is carrying out a self-renewal programme in which it seeks to sharpen its focus in order to serve Africa better in the Twenty-first Century. It has therefore defined new strategic directions and framework of partnership, guided by the need to have more impact on Africa's development in a cost-effective manner. It is therefore essential for ECA to assess the functioning of and review its relationships with these institutions to determine their relevance to its activities and formulate a new modality for cooperation.

7. The above exercise will be carried out based on three assumptions:

- (i) ECA can continue efforts aimed at implementing the recommendations of the Ad-hoc Committee of Ten on the harmonization and rationalization of the institutions even though no specific mandate was given by the ECA Conference to this effect; //
- (ii) In addition to the field missions which are designed to carry out further assessments of the institutions and consult the institutions and selected member States on the recommendations on the rationalization and harmonization of the institutions, the implementation of the UNDP-funded Project includes other complementary activities; and
- (iii) ECA must make its policy regarding relationship with these institutions independently of the rationalization and harmonization exercise. ///

8. It is in this context that the Executive Secretary set up a Task Force to prepare this report. Following this introductory section, the report provides a brief overview of these institutions and reviews the main recommendations from previous studies on their functioning. The third section outlines the modalities for the implementation of the UNDP funded project component on rationalization and harmonization of the institutions, including detailed terms of reference for the consultative missions, composition of the mission teams and its time frame. Section four of the report contains policy options for ECA's future relationships with these institutions. The last section draws some conclusions and recommendations as a basis for appropriate decision by the Executive Secretary.

II. OVERVIEW OF FUNCTIONS AND PREVIOUS RECOMMENDATIONS.

2.1. Types of ECA-Sponsored Institutions.

9. ECA-sponsored institutions were established at the instigation of the Commission or with its assistance. However, the extent of ECA's involvement did vary, depending on the statutory relationship which was adopted. The evolution of statutory relationship between ECA and the institutions may thus provide a good basis for determining the future of this relationship. In all, there are four categories of ECA-sponsored institutions based on the statutory framework. These are:

Category I: ECA Institutions and Organs - These were established by legislative decisions and resolutions of the Commission as integral parts of ECA for operational activities in the field. This category includes **IDEP**.

Category II: ECA-Sponsored Institutions - These were established by legislative decisions and resolutions of the Commission as inter-governmental institutions which were conceived and planned by the secretariat under mandates and specific directives of African member States through appropriate regional or sub-regional legislative organs. Included in this category are **ADB, ARCEDEM, AIHTTR, ARSO**.

Category III: Institutions Jointly Sponsored by ECA and OAU, or ECA and UN System - In addition to the same constitutional relationship as Category II above, the mandate for their creation also received the sanctions of OAU and/or the UN General Assembly or other UN agencies. These institutions were conceived and planned jointly by ECA and the relevant partners. Included in this category are **ARCT, ACARTSOD, IPO, UAR**.

Category IV: Institutions Established with Assistance of ECA - These are institutions in which ECA secretariat participated in creating, but without any legislative mandate from the Commission and therefore having no constitutional links with ECA. In a number of cases, ECA provided institutional support in the form of interim secretariat until they were able to establish their own. In this category are included **WARDA, AACB, AASTD, AATA, PMAESA**.

2.2. Functions of ECA-Sponsored Institutions.

10. The sub-regional and regional development institutions were set up to build capacities for social and economic development activities in Africa in five broad areas: earth sciences, finance and banking, industry, socio-economic development and planning, and trade and transport services. The regional and sub-regional approach was adopted mainly for efficiency purposes; substantial cost-effectiveness could be achieved by sharing common facilities and services, thus enabling members to derive greater benefits than if each set up individual national institutions. The underlying philosophy for their establishment was to promote in a practical and concrete manner technical cooperation among African countries and contribute to the achievement of economic integration. These institutions are distinct from the specialized institutions set up under the auspices of the OAU or the regional economic communities.

11. Created at different times, these institutions are at different stages of maturity and development; some are independent, others are functional but heavily dependent on foreign assistance, while still others are barely surviving. Annex I summarizes the major characteristics of these institutions.

12. These institutions have to some extent made some contributions to African development in their respective fields over the years. Some of the achievements include: the production of engineering designs and prototypes; upgrading and adaptation of traditional and other technologies; development of technological information systems; elaboration of regional standards in areas such as agriculture and food products, transport, communications and engineering products; and specialized training in socio-economic analysis, planning and management.

2.3. Problems Faced by ECA-Sponsored Institutions.

13. Being part of the African economies, these institutions have also experienced growth pains over the years. An array of problems continues to constrain their performance, the most prominent of which is financial. Since their creation, most of these institutions depend largely on the assessed contributions from their member States for recurrent budgets. In the formative years, the UN system also provided substantial financial and institutional support through UNDP and UNFPA funded

projects. However, many members do not regularly pay their contributions, thus adversely affecting their functioning. In some instances, ECA had to provide temporary assistance.

14. Several reasons have been given for the lack of sufficient support by the member States, among which are the following:

- Multiple membership: many countries are members of numerous institutions (on average 12), thus exacting heavy financial burden on them;
- Foreign exchange difficulties: some African countries still experience foreign exchange constraints, and therefore are unable to pay their dues to these institutions;
- Lack of perceived impact in national economic development: many member States do not perceive any direct benefits from the institutions which they are called upon to support and therefore cease contributing to them;
- Weak relations with member States: some institutions do not maintain regular contacts with major constituents who are the member States and their relevant institutions; and
- Poor management practices: some institutions have suffered financial losses and rapid staff turn-over arising from inefficiency of their leadership.

15. Many of the institutions also face other problems which are closely related to the lack of financial support from member States. They have difficulties attracting qualified staff, mainly because of perceived lack of job security. The question of relevance of their activities to the needs of member States has also been a vexing issue for these institutions. In addition, difficulties in coordination of programmes among related institutions as well as with ECA also limit their efficiency and effectiveness.

2.4. Review of Previous Recommendations.

16. The ECA Conference of Ministers having been aware of the problems faced by the ECA-sponsored institutions, and conscious of the changes in the development environment, has conducted several reviews with the aim of improving the relevance and effectiveness of these institutions.

17. The first review of the functioning of ECA-sponsored institutions was conducted in 1984-5 by an ad-hoc Committee of Ten established in 1983 by the ECA Conference of Ministers. The Committee made some recommendations, mainly centred on possibilities for co-ordinating the activities of several institutions. However, the Conference opted for maintaining the status quo for most institutions and proposed consultations with countries concerned on possibilities of co-ordinating the activities of others.

18. The second review was undertaken by ECA following the decision of the Conference in 1992 which requested another study for the rationalization and harmonization of ECA-sponsored institutions. The ECA study was presented to the Conference in 1993 at which time the Ministers decided to reactivate the 1983 Committee of Ten to review the report with ECA and determine the

financial implications of its recommendations. The report, which contained three categories of recommendations, was considered at the 1994 meeting of the Conference of Ministers. However, no decisive action was taken, except to request written comments from member States. Of the 13 member States who sent in comments, most supported the major recommendations on the rationalization and harmonization of these institutions. The key recommendations covered three aspects: mergers to consolidate the institutions and programmes; streamlining institutional arrangements and statutes; and fostering self-sustenance of these institutions. //

19. Mergers of selected institutions were recommended in order to consolidate and streamline their programmes and eliminate duplication of activities, promote a coordinated development effort, and improve efficiency in the use of limited resources. The criteria for the mergers were based on their overlapping mandates, complementary linkages and overlapping membership. These would result in the following configuration, the details of which are shown in Annex II:

- (a) Consolidated training and research centre on cartography, remote sensing and geophysics from the merger of RECTAS, CRTO, AOCRS and maintaining RCSSMRS as an operational service centre.
- (b) Consolidated regional centre of excellence for technology development, engineering designs, prototype development, manufacturing and energy development from the merger of ARCT, ARCEDEM, ARSO, AIHTTR, ARCSE, and ARIPO.
- (c) Consolidated regional training and research centre of excellence for economic and social policy research, analysis and planning by merging IDEP and ACARTSOD.
- (d) Consolidated regional association and centre for the promotion of intra-Africa trade and private sector activities through the merger of AATPO and FACC.
- (e) Single Trans-African Highways Bureau to serve all the authorities of Trans- African Highways.
- (f) Conversion of ESAMI into a regional institution.
- (g) Conversion of ESAMRDC and CAMRDC into specialized mineral resource agencies of COMESA and ECCAS, respectively.
- (h) Conversion of WACH and CACH as specialized monetary agencies of ECOWAS and ECCAS, respectively.

20. In order to enhance the decision-making process, management and control as well as resource mobilization, it was recommended that the institutional arrangements and statutes be streamlined by: establishing a Programme Advisory and Management Board within each institution to oversee the planning and implementation of programmes; establishing a Resource Mobilization Committee to assist each institution in resource mobilization; establishing an Evaluation or Oversight Committee

to monitor performance; and a revision of the ²statutes of the institutions to provide greater management autonomy and accountability.

21. Finally, it was recommended that ³self-sustenance be achieved through the establishment of a private sector support unit and improvement of income generation capacity in each institution. Private sector partnerships will be developed through consultancy, training and other services. In addition, the institutions would bid for consultancy services of development banks and agencies.

2.5. The Way Forward.

22. The above recommendations were made in 1994. Since then, however, several changes have occurred in the development environment which may have impact on those recommendations. These include the coming into force of the Abuja Treaty establishing the AEC which required as a first step, the immediate rationalization of regional institutions, including ECA-sponsored institutions. Secondly, ECA itself is undergoing reforms which demand a review of its relationships with these institutions in light of its new strategic directions.

23. It will, therefore, be necessary to review the previous recommendations with a view to proposing the modalities for the implementation of relevant ones. This review will be the main task of the missions to be fielded within the framework of the UNDP-funded project.

24. Independently of the decision taken on the recommendations regarding rationalization and harmonization of these institutions, ECA needs to determine its own policy regarding its future relationship with these institutions. Therefore, proposals will be made on policy options regarding ECA's future relationship with the existing or rationalized institutions. The policy options will be informed by a thorough assessment of the relevance of their programmes to those of ECA, as well as their capacity (actual or potential) for effective partnership.

III. IMPLEMENTATION OF THE PROJECT ON PROMOTION OF AFRICA'S ECONOMIC INTEGRATION (RAF/94/008)

3.1. Objective

25. Within the framework of the implementation of the Abuja Treaty establishing the AEC, the UNDP has provided assistance to the Community wide project RAF/94/008 for the restructuring and rationalization of the ECA-sponsored institutions and other target IGOs. As part of the above project, ECA plans to send out consultative missions with the main objective to assess the viabilities of the institutions, revisit the recommendations previously made, consult with all parties concerned and make specific proposals regarding those recommendations.

26. According to the project document approved by UNDP, the following activities and outputs are planned between now and May 1997:

- (i) Visit selected member States (host countries) and synthesise their views on the issues;

- (ii) Consult with target institutions and synthesise their views on the rationalization and harmonization of these institutions;
- (iii) Prepare a comprehensive discussion document which reflects views of member States and Centres/Institutions;
- (iv) Consult with governing bodies of the institutions and review the comprehensive discussion document with a view to preparing revised proposals taking into account well articulated positions and views by all parties concerned;
- (v) Hold a final consultative meeting with the Governing Councils of all institutions on the revised proposals; and
- (vi) Submit proposals the consideration by the ECA Conference of Ministers.

3.2. Terms of Reference for the missions

27. The consultative missions should make an in-depth evaluation of the prevailing situation in which the institutions operate in order to make appropriate proposals. The issues to be considered could be clustered under three categories, namely, management and operational, structural and political. Accordingly, the proposed Terms of Reference (TOR) for the missions are as follows:

28. Management and Operational issues:

- (a) Assessment of attainment of priority objectives since 1990;
- (b) Evaluation of programmes since 1990, including delivery and demand for products and services of the institutions;
- (c) Operational linkages, networking and complementarities with other academic institutions such as Universities, research centres, market share of the institutions vis-à-vis the total demand for products and services, etc.;
- (d) Resource mobilization capacity and strategies of institutions on a case-by-case basis;
- (e) Cost effectiveness in the use of human, financial and material resources;
- (f) Propose new/amended constitutions/statutes/articles of the proposed consolidated, converted and rationalized institutions; and
- (g) Make recommendations on the various issues and suggest a time frame for implementation

29. **Structural issues:**

- (a) Re-examination of the recommendations made previously regarding the restructuring of the institutions: consolidation into single entities; conversion into specialized agencies of the regional economic communities (RECs); expansion from sub-regional to continental status; privatization; streamline and strengthen the status-quo; outright termination; affiliation with institutions of higher learning (e.g. Universities);
- (b) Analyze the costs and benefits of each of the options for restructuring; and
- (c) Make proposals for consideration.

30. **Political issues:**

- (a) Factors affecting member States contributions;
- (b) Location of the institutions to be consolidated, converted etc, including options such as location within institutions of higher learning (Universities etc);
- (c) Implications for host countries that may lose out to other countries as a result of the rationalization process; and
- (d) Make proposals for consideration.

31. Detailed guidelines will be developed for the conduct of the missions, including questionnaires and report outline.

3.3. Composition, cost and itinerary of the missions.

(X)

32. Four (and possibly five) teams are envisaged to undertake the missions which is estimated to cost about US\$ 233,000 (see Annex III for details). The estimates include consultant fees (US\$ 5,500.00 per month); DSA for all members of the delegations - however, DSA is not applied to ECA and OAU staff during report writing at home base; travel costs and sundry.

33. Each team will be led by a senior consultant and will consist of one or more consultants (according to the number of institutions or countries to be covered), and one staff member each from OAU and ECA. The expertise required are in the fields of: trade; money and finance; natural resources and cartography; industry and technology development; socio-economic development planning and public sector management; and transport and communications.

34. The missions will focus on assessment of the institutions in addition to the consultation with all the relevant constituents and their composition must reflect this emphasis. However, a balance must be struck between technical aspects and geographic coverage criteria. In this regard, the teams could be configured under the following two scenarios:

- (i) **Technical Assessment** of the institutions should result in substantive recommendations on the viability and relevance of previous recommendations on the merger and transformation of institutions made by the ad-hoc Committee of Ten (1994). The teams would consist of experts in a particular domain covered by a group of related institutions (e.g. technology and engineering). The drawback of this approach is that different mission teams might visit the same country to assess different institutions (e.g. Nigeria, Kenya, Senegal), thus resulting in possible duplications of contacts with the host country.
- (ii) **The geographical coverage** approach would result in an efficient conduct of missions in that one team would cover all the regional institutions in a given sub-region. This approach would save time as well. However, its drawback is that it is susceptible to produce rather general reports which focus more on the institutional and organizational aspects, and less on the technical relevance and viability of the institutions. It would also be more difficult to compose an appropriate team.

35. The missions should start as soon as possible and the reports should be completed before the end of March 1997 in time for submission to the ECA Conference of Ministers meeting (See Annex IV). In the mean time, the following preparatory activities should be undertaken: consultation with the OAU and UNDP; identification and recruitment of consultants; preparation of guidelines for each team; clearance for missions; and finalizing formalities for missions.

IV. NEW RELATIONSHIP BETWEEN ECA AND THE INSTITUTIONS.

4.1. Basis of Relationship.

36. The future relationship between ECA and the sponsored institutions will be guided by the three inter-related principles in its new strategic directions, namely: excellence aimed at high quality and impact; cost-effectiveness in making the best possible use of resources; and partnership to create alliances and work together for more significant results. The aim of ECA is to make these institutions more effective allies in serving Africa better. The relationship will, therefore, in large part be determined by the new strategic directions of the Commission.

37. In terms of programme-based relationship, the institutions will be assessed based on the following criteria: their functionality, relevance of programmes, track record of products and services rendered to African countries, and support by the member States. Each of these criteria is defined below:

- (i) **Functionality:** This is an assessment of the operational capacity of the institution, including institutional, physical, financial and human resources; this is a determination of added value it can bring to cost-effective partnership with ECA.
- (ii) **Relevance of Programmes:** The relationship of programme focus of the institution to the five major programme directions of ECA plus the two cross-cutting programme

considerations; these must be complementary or supplementary in order to determine synergies and identify areas for possible partnership in order to achieve excellence.

- (iii) **Products and Services:** Identifiable contributions to development activities in Africa since the establishment of the institution would provide a track record as a basis for projecting future potentials in partnership with ECA.
- (iv) **Support from Member States:** The litmus test for the existence of any institution; such support goes beyond verbal declarations to provision of material support in terms of payments of assessments, as well as making use of the services and products of the institution.

38. Table 1 is a proforma for eventual assessments of each of the 33 existing institutions based on the above criteria. The assessments will be made in consultation with the relevant divisions of ECA which interact regularly with these institutions as well as on the information obtained from the field missions. A 0-1 weighing system may be used, where "0" indicates non-compliance and "1" indicates conformity with the criterion. The criteria could also be weighted differently to reflect priority assigned by the policy maker, and the institutions can be ranked as well. The same criteria would apply to any new or combined institutions. ECA can then base its decision on the assessed strength of each institution and select which institutions as currently constituted, or any future constitution, would provide synergies in its work. Another dimension to be taken into account is the legal or statutory obligations of ECA to each institution.

39. Besides relations based on programme considerations, ECA is obliged to maintain relations with some institutions as a result of provisions of their statutes. These obligations may be classified in three categories: those for which the Executive Secretary of ECA is the Chairman of the governing bodies; those in which ECA is a member of the governing or advisory bodies; and those with historical but non-legal or statutory links to ECA.

40. ECA's decision on the new relationship with the regional institutions will, therefore, be conditioned by the nature of legal or statutory links between them. In the case of institutions whose legislative bodies are chaired by the Executive Secretary of ECA, past links cannot be severed on unilateral basis by ECA. In the case where there is no synergy with the new strategic directions of ECA, there will be need to amend the relevant articles of the constitution. This would be an opportune time for a review of the objectives and mechanisms for establishing regional institutions and the role of ECA in the whole process, especially in light of the prevailing development environment. There is need for ECA to review its position vis-a-vis continued chairmanship of regional institutions. As a matter of principle, it is not advisable for ECA to chair any institutional policy organ outside the machinery of the Commission. Such a decision would clarify any misunderstanding prevalent among some institutions, that the chairmanship of the institution implies responsibility for its well-being.

TABLE 4.1.

ASSESSMENT OF REGIONAL INSTITUTIONS

Criteria	Relevance	Functionality	Products	Support	TOTAL	
					Un-weighted	weighted
Institution						
Financial and Banking Services Group						
ADB ACMS WACH CACH AACB AATA	1	1	1	1	4	
TOTAL (6)						
Bank Resources Services Group						
RECTAS CRTO RCSSMRS ACMAD AOCRS ESAMRDC CAMRDC						
TOTAL (7)						
ARCT						
ARCT ARCEDEM AHTTR ARSO ARCE ARIPO AIPO						
TOTAL 7						
Socio-economic dev. planning and management services group						
IDEP ACARTSOO RIPS IFORD ESAMI UNAFRI	1 1	1 1	1 1	1 1	4 4	
TOTAL (6)						
Trade and transport services group						
AATPO FACC PMAESA RMAWCA PMAHA TEAHA TAHA	1 1 1 0 1	1 1 1 0 0	1 1 1 0 0	1 1 1 0 0	4 4 4 0 1	
TOTAL (7)						
GRAND TOTAL (33)						

Note: 1 = Yes
0 = No
1-10 Scale could be applied, where
1 = minimum score
10 = maximum score

41. In cases where ECA is a member of the governing body, it may be advisable for it to continue this role, so long as the institutions are functional. However, the role of ECA should not go beyond providing technical advise to the member States of the organization. The last category of relates to the institutions which were established with the active support by ECA, but with no legal or statutory links. Relationship in this case should be determined by the criteria discussed above.

4.2. Modus Operandi.

42. Having determined which institutions it will maintain or establish relationship with, the next concern for ECA would be the modalities for cooperation. These can be grouped into two: partnership and advocacy. In order to enhance their outreach and maximize their impact, both ECA and the sponsored institutions need to establish or foster substantive relations in the form of joint or complementary activities. This can be part of the networking advocated by ECA under its new partnership strategy. In this regard, the MULPOCs could play a prominent role in interacting with those institutions which operate only at sub-regional level.

43. Modalities for this type of relationship will vary according to the nature of services rendered by the institutions concerned: a training-oriented institution may act as resource institution for a seminar organized by ECA, while a research institution could be contracted by ECA to carry out a study in a field where ECA lacks needed expertise. In this type of relationship, the following considerations deserve attention:

- (i) The aim should be genuine complementarity and avoidance of duplication;
- (ii) This partnership should be developed more on a systematic than ad-hoc basis; in this regard, the institutions must be made aware of the constraints of the UN programming and where feasible, joint activities have to be planned in advance, as ECA may not have the latitude to change its work programme to accommodate a late request from its partners; and
- (iii) The partnership should not be regarded by any of the partners as a means of shifting its responsibilities to its partner; each organization remains accountable to its constituency for its own work programme.

44. In terms of advocacy, it is to be recalled that ECA has played a significant role in promoting the activities of the institutions with a view to securing financial support for them. However, of late this campaign has not been very successful. Increasingly, the development partners are demanding a show of interest by the member States of these institutions, including direct submission of requests for assistance by member States to the donors. In future, ECA should work more closely with the member States in mobilizing support for these institutions.

45. Finally, the Institutions should be encouraged to initiate the establishment of an Association of African Regional Development Institutions (AARDI) in order to foster interface and networking with the ECA and other regional development institutions. In this regard, the model of the Association of African Universities (AAU) with Headquarters in Ghana could be extrapolated and adapted to good advantage.

V. CONCLUSIONS AND RECOMMENDATIONS.

5.1. Conclusions.

46. The regional development institutions in whose establishment ECA was intimately involved from the early 1960s to late 1980s have generally reached the stage in their life cycles where a general assessment of their state of health and relations with ECA has become necessary. The social and economic development environment in Africa has changed, so also has ECA changed its programme focus.

47. If member States do not support the institutions which they have created, it implies that they do not see any benefits from such investments. They do know that the success or failure of the institutions which have been created at their request for collective development lies in their own hands. In this regard, it should be pointed out that the fact that the institutions were relevant at the time of their establishment does not guarantee their continued relevance in the changed development environment. There is therefore need to reassess this.

48. Previous efforts at rationalization and harmonization of these institutions have invariably originated from the ECA Conference of Ministers. However, the legislative policy organs of these institutions have not been directly involved in these initiatives. Perhaps this fact has a bearing on the lack of progress in the implementation of these recommendations. The prospects of success of the forthcoming ECA study, therefore, depends on the extent to which legislative organs of these institutions will be associated in the study.

5.2. Recommendations on Rationalization and Harmonization of Institutions.

49. The Conference of Ministers expects a report on the rationalization and harmonization of the regional institutions for which UNDP has provided assistance. The field missions should provide accurate assessments of the institutions as well as the practical aspects of implementing previous recommendations. In preparing the report, ECA should at all cost avoid making loose formulations of proposals in its report which might interfere with the rights of member States vis-a-vis the institutions which they have established. For example, expressions such as "abolish", "let die", etc. should be avoided when making recommendations on the institutions.

50. Furthermore, ECA should recognize at the outset that host countries will probably resist transfer of institutions to other countries. Such resistance, which has been demonstrated in the past, may be justified on several grounds, not least among which is the fear of the perception of failure on the part of a host country. Other justifications concern the high investments in existing infrastructures which are generally not transferable, and loss of employment opportunities.

51. Finally, the recommendations should also take cognizance of the problem of obsolescence of equipment. The future of most of the institutions, especially those which were heavily supported through UNDP-funded projects, will depend on the capacity to replace the old equipments.

5.3 Proposals on ECA's Relationship with the Institutions.

52. The definitive form of future relationship between ECA and each of the regional institutions can only be recommended after an analysis of the findings from the programmed missions. For the moment the following general proposals should be considered:

- (a) The designation "ECA-sponsored Institutions" should be changed to "Regional Development Institutions" in order to avoid any misunderstanding that these institutions belong to or must be supported by ECA; in any case, this terminology was coined by ECA itself.
- (b) ECA should aim at disengaging from chairing the policy organs of any of the regional institutions, with the possible exception of IDEP to which it allocates resources; necessary changes in the statutes should be made. In this regard, ECA can suggest amendments to the statutes of the institutions so as to designate ECA only as a technical partner, scaling down its legal status from chairman to member of the board at a technical level. This would facilitate programme coordination and the general cooperative arrangements.
- (c) Relationship between ECA and the regional institutions should, in principle, be on the basis of partnership. In the case where an institution is weak and non-functional but has potential for effectiveness, ECA may play an advocacy role. ECA must identify areas of possible intervention in the institutions in which it has no legal obligations; for example, in helping ensure proper management of these institutions.
- (d) ECA should propose a new framework for networking among the institutions, for example by forming an association of these institutions (à la AAU) as a forum for co-ordination of programmes and general cooperation. ECA can use this forum to link its regional offices (MULPOCs) more closely with these centres of excellence and utilize them as executing agencies for some of its activities.
- (e) ECA must be selective in establishing alliance, guided by the principles of excellence, cost-effectiveness and effective partnership as translated into the criteria of relevance, functionality, track record and support from member states.
- (f) A phased approach should be adopted in changing ECA's relationship with the institutions by gradually de-linking from those which are non-relevant to its strategic directions and increasing focus on viable ones. ///
- (g) The consultative missions on MULPOCs must be tied in closely to the assessment missions on the regional institutions, although separate guidelines will be provided for the MULPOC aspect. ///

6.1 Annex I
Relationship Between ECA and the Sponsored Institutions

ECA - Sponsored Institutions: Report of the Task Force

Relationship between ECA
and the Sponsored Institutions

Institution/Category	Legal Status	Functional	Membership	Last Board Meeting	Major problems		
					Management	Funding	Capacity
<u>Category I</u> [REDACTED]							
<u>Category II</u> ADB	ECA not member of legislative bodies	*	52 African countries and non regional members; More than 30 central banks;	May 1996			
ACMS	ECA not member of legislative bodies	*		1996			
AACB	ECA not member of legislative bodies	*	All African central banks				
<u>Category III</u> AATPO	ECA not member of legislative bodies	Non-functional	25 member States			Funding	
FACC	ECA not member of legislative bodies	Non-functional			Problems with host country		
<u>Category IV</u> AATA	ECA not member of legislative bodies	Non-functional	17 member States				
WACH	ECA not member of legislative bodies	Non-functional	Central banks of ECOWAS countries;				
CACH	ECA not member of legislative bodies	Non-functional	Central banks of ECCAS countries;				

**Relationship between ECA and the Sponsored
Institutions Matrix**

Institution/Category	Legal Status	Functional	Membership	Last Board Committee Meeting	Major Problems		
					Management	Funding	Capacity
<p><u>Category II</u></p> <p>ESAMRDC</p>	<p>ECA's Executive Secretary is Chairman of the Executive Board and member of the Governing Council of the Centre</p>	<p>The ECA is heavily involved in the development and operation of the Centre and since the inception of the institution, there has been room for joint ECA/Centre activities in the field of minerals development and utilization in the Eastern and Southern Subregion. Once the experts of UNIDO and EU are posted and their counterparts recruited, the Centre will be in a position to operate its newly equipped laboratories and therefore will be able to provide to its member States laboratory, geoscience data compilation and interpretation resources, generate income and therefore ease the governments contribution burden.</p>	<p>Low rate: Six countries, namely Angola, Comoros, Ethiopia, Mozambique, Uganda and Tanzania out of the 21 countries of the Eastern and Southern Subregion had signed the agreement establishing the Centre. Five only, Angola, Ethiopia, Mozambique, Tanzania and Uganda are active members</p>	<p>18 June 1996</p>		<ul style="list-style-type: none"> - The level of arrears contribution from member States is very high; - The continuous support of donors such as UNIDO and European Community is subject to the recruitment of national experts; - Financial requirements of the Centre for 1996/1997 exceed earnings. 	<p>Technical expertise need to be increased through recruitment of national experts. The posting of these experts will enable the Centre fully utilize its laboratories capacities.</p>
<p>CAMRDC</p>	<p>ECA's Executive Secretary is Chairman of the Executive Board and member of the Governing Council of the Centre.</p>	<p>Very low operational capacity: the Centre faces acute physical financial and human resources constraints and since July 1989, technically it had virtually ceased to exist. The few technical activities the Centre could claim were carried out at the initiative of and jointly with ECA.</p>	<p>Good rate: eight countries (Burundi, Cameroon, Chad, Central African Republic, Congo, Equatorial Guinea, Gabon and Zaire) out of the ten countries of the Central African subregion had signed the agreement establishing CAMRDC. Five only (Cameroon, Chad, Congo, Equatorial Guinea and Gabon) are active members.</p>	<p>July 1989</p>	<p>The post of Director General is vacant since November 1992</p>	<ul style="list-style-type: none"> - Contributions from member States are the only funding source now. In June 1995, contributions arrears amounted to approximately US\$600,000. - The Centre owes about US\$565,076 to its staff and US\$276,304 to a Congolese commercial bank 	<p>The Centre has only two experts but no activity has been carried out since July 1989.</p>

Relationship between ECA and the
Sponsored Institutions Matrix
(SRD)

Institution/ Category	Legal Status	Functional	Membership	Last Board Committee Meeting	Major Problems		
					Management	Funding	Capacity
<u>Category II</u> ARSO	ECA provided interim secretariat (ARSO resolution) ECA observer at sessions of ARSO General assembly	ECA jointly implements policies on standardization. ECA assist ARSO as Chairman of the African Regional Accreditation Committee responsible for certifying quality and standards of African products.	Burkina Faso, Cameroon, Cote d'Ivoire, Egypt, Ethiopia, Ghana, Guinea, Guinea-Bissau, Kenya, Liberia, Libyan Arab Jamahiriya, Malawi, Mauritius, Niger, Nigeria, Senegal, Sudan, Tanzania, Togo, Tunisia, Uganda, Zaire, Zambia, Zimbabwe (24)	October 1996	None	Limited funds available from member States.	only few staff available to carry out programmes.
<u>Category III</u> ARCT	ECA Executive Secretary, Chairman of Executive Board and Member of Council	ECA assist ARCT's policy and programme formulation and in advising the Centre on programme implementation.	Algeria, Benin, Burkina Faso, Burundi, Cameroon, Cape Verde, Egypt, Equatorial Guinea, Ethiopia, Ghana, Guinea, Guinea Bissau, Kenya, Liberia, Mali, Mauritania, Mauritius, Morocco, Mozambique, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, Somalia, Sudan, Tanzania, Togo, Uganda, Zaire, Zambia. (31)	November 1995	Staff management has been difficult due to non-payment of salaries	ARCT member States not paying contribution.	Only few staff available carry out programme.
<u>Category IV</u> ARIPO	ECA provided interim Secretariat (ARIPO resolution). ECA observer at Administrative Council	ARIPO's activities in industrial property and patents fully support ECA's programmes in transfer of technology.	Gambia, Ghana, Kenya, Lesotho, Malawi, Sudan, Sierra Leone, Somalia, Swaziland, Tanzania, Uganda, Zambia, Zimbabwe, Botswana (15)	November 1995	None	None	None

2

Relationship between ECA and the
Sponsored Institutions Matrix
(POPULATION DIVISION)

Institution/Category	Legal Status	Functional	Membership	Last Board Committee Meeting	Major Problems		
					Management	Funding	Capacity
<u>Category I</u>							
<u>Category II</u> Institute de Formation et d'Recherche Démographiques à Yaounde (IFORD)	Inter-Vogernmental Institution -Governing Council chaired by ECA Ex.-Sec.	- Training - Research - Technical Cooperation - Publications	French Speaking African Countries	May 1994	UNFPA took over execution of the Institute - ECA has no visibility except of chaking the Governing Council and executing agency	Failed by member Stated to pay their contributions - Depend heavily on UNFPA financial assistance - UNFPA reduced financial assistance	Acute problem of financing IFORD - Staffing problem
<u>Category II</u> Regional Institution for Population Studies in Accra (RIPS)	Inter-Governmental Institute Governing Council chaired by ECA Ex.-Sec.	Training - Research Training - Cooperation - Publications	English Speaking African Countries	Last Governing Council Meeting April 1995	Post of Director vacant since 1994 - UNFPA took over execution	Failed by member States to pay annual contribution - Depends on UNFPA's financial assistance but UNFPA reduced funding	
<u>Category IV</u> African Regional Centre for Solar Energy, Burundi	1. Constitution/1987 <u>NOT</u> signed by ECA 2. <u>NO</u> basic legal documents governing running of the Centre	1. Technical cooperation with Energy Unit/NRD 2. Executive Secretary is chair of Exec. Board 3. ECA assists in members' contributions	Membership would need to be reestablished following <u>LAST</u> reminder on contributions (see option a of report)	December 1989 4th meeting of <u>COUNCIL</u>	...ceased to function in 1991; Exec. Director suspended (for details see report on file)	Insufficient resources since Inception Account as of 10/4/96 US\$26,012.48	NONE

Relationship between ECA and the
Sponsored Institutions Matrix

Institution/ Category	Legal Status	Functional	Membership	Last Board Committee Meeting	Major Problems		
					Management	Funding	Capacity
<u>Category I</u> United Nations, African Institute for Economic Development and Planning (IDEP)	Subsidiary organ of ECA. Executive Secretary is the Chairman of the Governing Council and appoints the Director		All African countries	April 1996	Small core professional staff	- UNDP which used to support the Institutions- since its inception in 1963, withdraw its assistance in 1990. - Government contribution dwindly due to economic crisis	Very limited but prospects exist for IDEP to be self-fiance through its programme on advisory services.
African Centre for Applied Research and Training in Social Development (ACARTSOD)	Founded by ECA and OAU. The Executive Secretary of ECA is the Chairman of the Governing Board, OAU Vice-Chairman		Algeria, Angola, Benin, Burkina Faso, Burundi, Cameroon, CAR, Congo, Egypt, Equatorial Guinea, Gambia, Ghana, Guinea, Kenya, Liberia, Libya, Mali, Niger, Senegal, Sierra Leone, Sudan, Togo, Uganda, Zaire	April 1995	ECA/OAU Director Deputy Director and professional staff	Member States	New almost nil
<u>Category II</u> African regional Centre for the Engineering Design and Manufacturing (ARCEDEM)	Founded by member States of ECA though legislative mandate of African countries. The ECA Executive Secretary is the Chairman of the Governing Council		Algeria, Benin, Burkina Faso, Burundi, Cameroon, Comoros, Congo, Egypt, Ghana, Guinea, Kenya, Liberia, Mali, Morocco, Niger, Nigeria, Rwanda, Senegal, Sierra Leone, Sudan, Tanzania, Togo, Uganda, Zaire, Zambia, Zimbabwe.	October 1996	Presently the Executive Director and one professional staff. Serious problems of management	Few member States, UNIDO Commonwealth, Canada	High potential but presently very limited capacity.

**Relationship between ECA and the
Sponsored Institutions Matrix
(PHSD)**

Institution/Category	Legal Status	Functional	Membership	Last Board Committee Meeting	Major Problems		
					Management	Funding	Capacity
<u>Category I</u>	NOT APPLICABLE						
<u>Category II</u>	NOT APPLICABLE						
<u>Category III</u> UNAFRI - United Nations African Institute for the Prevention of Crime and Treatment of Offenders	Legislative mandate of the Commission and the UN General Assembly	ECA's Executive Secretary is Chairman of Governing Board. Oversight responsibilities for monitoring personnel, financial and projects. Secondment of ECA staff to UNAFRI at ECA expense	Burundi, Congo, Egypt, Equatorial Guinea, Gambia, Ghana, Libya Arab Jamahiriya, Malawi, Morocco, Mozambique, Niger, Nigeria, Rwanda, Senegal, Seychelles, Sierra Leone, Somalia, Sudan, Tanzania, Togo, Tunisia, Uganda, Zaire, Zambia, Zimbabwe (26)	4 - 5 January 1995	Appointment of Director is highly politicised. ECA staff seconded to help in management because of lack of funds for hiring staff	Only 4 out of 26 members pay up their dues. UNDP/ECA sustain institute	Inadequate in terms of staff and logistics (Equipment and funds for programmes)
<u>Category IV</u> ESAMI - Eastern and Southern African Management Institute	No legislative mandate. ESAMI used to be management institution of the defunct East African Community. Subsequently ECA served as overseer of UNDP institutional support projects for ESAMI until 1988	ESAMI has given ECA a special slot on the Board of Governors and expects ECA to reciprocate by supporting the institution financially and in kind.	Angola, Botswana, Comoros, Djibouti, Ethiopia, Kenya, Lesotho, Madagascar, Mauritius, Malawi, Mozambique, Namibia, Seychelles, Somalia, Swaziland, Tanzania, Uganda, Zambia, Zimbabwe (19)	1995	In practice ESAMI is already a Regional and interregional institution - it was evaluated in 1992 by commonwealth fund for Technical Cooperation - management is good but expertise is spread too thin	Aggressive resource mobilization of ESAMI pays off. Hence funding problems are minimal.	Space and accommodation for expansion; spreading itself too thin-wide range of causes and country representative offices
<u>Category V</u> Association of African Tax Administrators (AATA)	No legislative mandate. ECA assisted in AATA creation	Executing agent: ECA monitors and evaluates AATA programmes of work and administers the finances	Algeria, Benin, Burkina Faso, Botswana, Cameroon, Central African Republic, Comoros, Egypt, Ethiopia, The Gambia, Gabon, Liberia,* Mali, Niger, Nigeria, Senegal, Togo, Tunisia, Uganda, Zaire and Zambia.	Executive Committee Meeting 20-22 March, 1996, Bamako (Mali).	No permanent office - Temporary office in Yaounde. Difficulties in coordinating and implementing at sub-regional activities.	Only 3 countries paid assessed contribution during 1994-1996 biennium	Shortage of staff. Presently only 1 Secretary-General, 1 Administrative Assistant all loaned by the Government of Cameroon.

* Not active.

Relationship between ECA and the
Sponsored Institutions Matrix
(TCTD)

Institution/ Category	Legal Status	Functional	Membership	Last Board Committee Meeting	Major Problems		
					Management	Funding	Capacity
<u>CATEGORY I</u>							
<u>CATEGORY II</u> TAHA	ECA is member of legislative/advisory body		13 countries signed, 3 out of them already ratified. One paid US\$ 49,280 towards the implementation of the Bureau programme	NONE	Not formally established	Needs to be looked into	Needs to be looked into
<u>CATEGORY III</u>							
<u>CATEGORY IV</u> PMAESA MPAWCA NAPMA		No formal link but strong technical relationships exist	Member States of the relevant subregions and their respective port authorities	Nov. 1995 Not known Not known	Needs to be looked into	Needs to be looked into	Needs to be looked into

6.2 Annex II
Summary of Recommendations of the Ad-hoc Committee of Ten (1994)

Annex II

SUMMARY OF RECOMMENDATIONS

A. Development

Institution	Options for policy	Remarks
RIPS and IFORD	To remain as separate institutions	Member States would have to renew and honour their commitments and host governments may have to provide more facilities, especially if UNFPA support should dwindle
	To remain in their present locations but run as one institute with a single governing body	The extra costs of travelling between the two institutions (e.g., in the exchange of lecturers) would have to be balanced against any saving in costs (e.g., from a single rather than two governing bodies)
	To be merged into one bilingual institution in one location	The host government would have to be prepared to provide for more facilities than exist at present in either location. Cost of bilingualism would have to be considered
	To be merged with IDEP and/or ACARTSOD	This may have to be considered over the long term, depending on discussion with UNFPA. There must be a stage at which population studies become integrated with studies on socio-economic development
IDEP and ACARTSOD	To remain as separate institutions	Member States would have to renew and honour their commitments and host governments may have to provide more support than they bargained for in an interim period before more resources can be mobilized from member States
	To be run as a single institution for economic and social development with two campuses in the existing locations and a single governing body	The saving in cost will be minimal, resulting mainly from one rather than two governing bodies and the possibility of sharing lecturers. However, this would have to be balanced against increased travel costs between both institutions
	To be merged and placed in one of the existing locations	Cost will depend on whether the host government of the merged institution is prepared to provide the extra facilities that will be required
ESAMI	To be expanded to serve the whole of the African region, in cooperation with IDEP	It may be necessary to decentralize courses by holding some in collaboration with other regional institutions in various locations

B. Earth resources

Institution	Options for policy	Remarks
RECTAS. RCSSMRS and CRTO	To remain as separate institutions	Member States would have to renew and honour their commitments and host governments may have to provide extra support until more support can be mobilized from member States
ARSC and AAC	To be merged and placed in one location	The structure of the merged institution, its functions and the composition of its governing authority would have to reflect the two but related activities of cartography and remote sensing
ESAMRDC and CAMRDC	To remain as separate institutions for a two-year period after which the situation should be reviewed	The review would consider whether the two institutions have been able to mobilize the huge capital needed (about \$20 million in each case) to make them effective. Otherwise they should be merged
ARCT. ARCEDEM, ARSO, OAPI and ESARIPO	To remain as separate institutions	Member States would have to renew and honour their commitments and host governments may have to provide extra support until more resources can be mobilized from member States
AIHTTR	To remain as a separate institution to see whether present reorganization and new commitments by host country will make it more viable	Potential member States should be encouraged to join. Situation to be reviewed after two years
ARSCE	To be merged with ARCT	Cost will depend on whether the host government can provide the extra facilities that will be required
	To be placed close to Centre régional d'énergie solaire (CRES, Bamako)	Cost will depend on what facilities are provided by host governments and the economy of proximity to a well-established and internationally supported energy centre
	To be merged with CRES	Since CRES is not an ECA-sponsored institution, this would depend on consultations and negotiations with the founding body of CRES and the host government

C. Transport and trade

Institution	Options for policy	Remarks
Port management associations	To remain as separate institutions	Member States would have to renew and honour their commitments
Trans-African highways (TEAHA and TAHA)	Separate secretariats to be dissolved and functions to be taken over by an ECA Trans-African Highways Bureau	The ECA secretariat would liaise with national offices responsible for the national sectors of the trans-African highways
AATPO and FACC	To remain as separate institutions	FACC should establish a mechanism for subcontracting trade matters to AATPO
AATA	To remain as a separate institution with ECA as secretariat	No-independent secretariat should be established until the ECA Executive Secretary is satisfied that it can be viable

D. OAU-sponsored institutions and other institutions

Institution	Options for policy	Remarks
PAPU, PATU, SCSA, AFCAC, UAR, PANA	To remain as separate institutions	OAU Secretary-General to establish more effective mechanism for surveillance and coordination of their activities
Other regional or sub-regional institutions not sponsored by ECA or OAU	ECA and OAU to encourage greater collaboration between ECA- and OAU-sponsored institutions and institutions not sponsored by them	Where mergers are desirable between ECA- and OAU-sponsored institutions and other African multinational institutions, ECA and OAU to enter into consultations and negotiations with the founding bodies of the latter institutions

E. Coordination machinery

Institution	Options for policy	Remarks
ECA coordination machinery	To be established within the cabinet office of the Executive Secretary of ECA	Programme of institutions to be reviewed by ECA before submission to respective governing bodies
OAU coordination machinery	To be established within the cabinet office of the OAU Secretary-General	Ensure surveillance to be exercised over the programmes of institutions and attention drawn to possible areas of useful collaboration with other subregional and regional institutions

6.3 Annex III
Consolidated Estimated Cost of Missions

PROPOSAL I

ANNEX III (page i)

CONSOLIDATED ESTIMATED COST OF THE 4 TEAMS
BY FIELD OF SPECIALIZATION OF INSTITUTIONS
(IN US\$)

PARTICULARS	TEAM I	TEAM II	TEAM III	TEAM IV	TEAM V	TOTAL
<u>CONSULTANTS (1)</u>						
Fees	11,000	11,000	11,000	11,000	11,000	55,000
DSA	5,915	10,806	8,184	5,952	6,155	37,012
Travel	3,297	3,168	3,470	3,116	3,867	16,918
Sundry	500	500	500	500	500	2,500
SUB-TOTAL	<u>20,712</u>	<u>25,474</u>	<u>23,154</u>	<u>20,568</u>	<u>21,522</u>	<u>111,430</u>
<u>ECA Staff (1)</u>						
DSA	3,695	4,293	5,955	3,732	3,935	21,610
Travel	3,297	3,168	3,470	3,116	3,867	16,918
Sundry	500	500	500	500	500	2,500
SUB-TOTAL	<u>7,492</u>	<u>7,961</u>	<u>9,925</u>	<u>7,348</u>	<u>8,302</u>	<u>41,028</u>
<u>OAU Staff (1)</u>						
DSA	3,695	4,293	5,955	3,732	3,935	21,610
Travel	3,297	3,168	3,470	3,116	3,867	16,918
Sundry	500	500	500	500	500	2,500
SUB-TOTAL	<u>7,492</u>	<u>7,961</u>	<u>9,925</u>	<u>7,348</u>	<u>8,302</u>	<u>41,028</u>
Contingency*						19,348
GRAND TOTAL	35,696	41,396	43,004	35,264	38,126	212,834

* Contingency covers among other things consultants' travel costs for briefing.

PROPOSAL II

ANNEX III (page ii)

CONSOLIDATED ESTIMATED COST OF THE 4 TEAMS
BY GEOGRAPHICAL LOCATION OF INSTITUTIONS
(IN US\$)

PARTICULARS	TEAM I	TEAM II	TEAM III	TEAM IV	TOTAL
<u>CONSULTANTS (2)</u>					
Fees	2,200	22,000	22,000	22,000	88,000
DSA	15,185	12,160	12,410	1,453	54,285
Travel	2,637	2,650	1,766	1,784	8,837
Sundry	500	500	500	500	9,000
SUB-TOTAL	<u>40,322</u>	<u>37,310</u>	<u>36,676</u>	<u>38,814</u>	<u>153,122</u>
<u>ECA Staff (1)</u>					
DSA	5,374	3,860	3,985	5,045	18,264
Travel	2,637	2,650	1,766	1,784	8,837
Sundry	500	500	500	500	2,000
SUB-TOTAL	<u>8,511</u>	<u>7,010</u>	<u>6,251</u>	<u>7,329</u>	<u>29,101</u>
<u>OAU Staff (1)</u>					
DSA	5,374	3,860	3,985	5,045	18,264
Travel	2,637	2,650	1,766	1,784	8,837
Sundry	500	500	500	500	2,000
SUB-TOTAL	<u>8,511</u>	<u>7,010</u>	<u>6,251</u>	<u>7,329</u>	<u>29,101</u>
Contingency*					21,132
GRAND TOTAL	57,344	51,330	49,178	53,472	232,456

* Contingency covers among other things consultants' travel costs for briefing.

6.4 Annex IV
Mission Itinerary

**TIME TABLE/ITINERARY FOR MISSIONS'
(PROPOSED DEPARTURE DATE: 15 NOVEMBER 1996)**

	Team # 1	Team # 2	Team # 3	Team # 4	Team # 5
Countries/ Institutions*					
Mission Dates					
15 Nov. - 16 Dec. 1996 for all Teams	RECTAS (Nigeria)	ARCEDEM (Nigeria)	IDEP (Senegal)	CACH (Zaire)	ESAMRDC (Tanzania)
	CRTO (Burkina Faso)	ARCT (Senegal)	ACARTSOD (Libya)	WACH (Sierra Leone)	CAMRDC (Congo)
	AOCRS (Algeria)	ARSO (Kenya)	ESAMI (Tanzania)	ACMS (Senegal)	PMANA (Tunisia)
	RCSSMRS (Kenya)	AIHTTR (Kenya)	RIPS (Ghana)	AACB (Senegal)	PMAWCA (Nigeria)
	ACMAD (Niger)	ARIPO (Zimbabwe)	IFORD (Cameroon)	AATPO (Morocco)	PMAESA (Kenya)
		ARCSE (Rwanda) (Substitute for visit to ARCSE in Burundi where current conditions may not permit the mission to go there)		UNAFRI (Uganda)	

1-15 November 1996: Preparation of the missions

15 November - 16 December 1996: Holding of missions

16 Dec. 1996 - 16 Jan. 1997: Drafting of mission reports with findings and recommendations for all Teams

16 January - 16 February 1997: Analyze and synthesise reports of the five teams at ECA level

16 February - early-March 1997: Finalization of recommendations of reports for decision at the next Conference of Ministers

* / The institutions to be visited are clustered on the basis of proposed consolidation according to the ECA rationalization study and/or similarity of fields of intervention.

**TIME TABLE/ITINERARY FOR MISSIONS
(PROPOSED DEPARTURE DATE: 30 NOVEMBER 1996)**

	Team # 1	Team # 2	Team # 3	Team # 4	Team # 5
Countries/ Institutions**/					
Mission Dates					
30 Nov. - 31 Dec. 1996 for all Teams	RECTAS (Nigeria)	ARCEDEM (Nigeria)	IDEP (Senegal)	CACH (Zaire)	ESAMRDC (Tanzania)
	CRTD (Burkina Faso)	ARCT (Senegal)	ACARTSOD (Libya)	WACH (Sierra Leone)	CAMRDC (Congo)
	AOCRS (Algeria)	ARSO (Kenya)	ESAMI (Tanzania)	ACMS (Senegal)	PMANA (Tunisia)
	RCSSMRS (Kenya)	AIHTTR (Kenya)	RIPS (Ghana)	AACB (Senegal)	PMAWCA (Nigeria)
	ACMAD (Niger)	ARIPO (Zimbabwe)	IFORD (Cameroon)	AATPO (Morocco)	PMAESA (Kenya)
		ARCSE (Rwanda) (Substitute for visit to ARCSE in Burundi where current conditions may not permit the mission to go there)	UNAFRI (Uganda)		

15-30 November 1996: Preparation of the missions

30 November - 31 December 1996: Holding of missions

31 December 1996 - 31 January 1997: Drafting of mission reports with findings and recommendations for all Teams

31 January - 28 February 1997: Analyze and synthesise reports of the five teams at ECA level.

28 February - mid-March 1997: Finalization of recommendations of reports for decision at the next Conference of Ministers.

**/ The institutions to be visited are clustered on the basis of proposed consolidation according to the ECA rationalization study and/or similarity of fields of intervention.

**TIME TABLE/ITINERARY FOR MISSIONS
(PROPOSED DEPARTURE DATE: 15 NOVEMBER 1996)**

Region/Teams	Countries/ Institutions	Countries to be visited	Institutions to be visited
1. West Africa/Team #1	Burkina Faso		CRTO
	Ghana		RIPS
	Niger		ACMAD
	Nigeria		RECTAS, ARCEDEM and PMAWCA
	Senegal		ARCT, IDEP, ACMS and AACB
	Sierra Leone		WACH
2. North Africa/Team #2	Algeria		AOCRS
	Libya		ACARTSOD
	Morocco		AATPO
	Tunisia		PMANA
3. Central Africa/Team #3	Cameroon		IFORD
	Congo		CAMRDC
	Rwanda (to substitute for visit to ARCSE based in Burundi where current conditions may not permit the mission to go there)		ARCSE
	Zaire		CACH
4. East and Southern Africa/Team #4	Kenya		RCSSMRS, ARSO, AIHTTR and PMAESA
	Tanzania		ESAMI and ESAMRDC
	Uganda		UNAFRI
	Zimbabwe		ARIPO

1-15 November 1996: Preparation of the missions

15 November - 16 December 1996: Holding of missions

16 December 1996 - 16 January 1997: Drafting of mission reports with findings and recommendations for all Teams

16 January - 16 February 1997: Analyze and synthesise reports of the four teams at ECA level

16 February - early March 1997: Finalization of recommendations of reports for decision at the next Conference of Ministers

**TIME TABLE/ITINERARY FOR MISSIONS
(PROPOSED DEPARTURE DATE: 30 NOVEMBER 1996)**

Region/Teams	Countries/ Institutions	Countries to be visited	Institutions to be visited
1. West Africa/Team #1		Burkina Faso	CRTO
		Ghana	RIPS
		Niger	ACMAD
		Nigeria	RECTAS, ARCEDEM and PMAWCA
		Senegal	ARCT, IDEP, ACMS and AACB
		Sierra Leone	WACH
2. North Africa/Team #2		Algeria	AOCRS
		Libya	ACARTSDD
		Morocco	AATPO
		Tunisia	PMANA
3. Central Africa/Team #3		Cameroon	IFORD
		Congo	CAMRDC
		Rwanda (to substitute for visit to ARCSE based in Burundi where current conditions may not permit the mission to go there)	ARCSE
		Zaire	CACH
4. East and Southern Africa/Team #4		Kenya	RCSSMRS, ARSO, AIHTTR and PMAESA
		Tanzania	ESAMI and ESAMRDC
		Uganda	UNAFRI
		Zimbabwe	ARIPO

15-30 November 1996: Preparation of the missions

30 November - 31 December 1996: Holding of missions

31 December 1996 - 31 January 1997: Drafting of mission reports with findings and recommendations for all Teams

31 January - 28 February 1997: Analyze and synthesise reports of the four teams at ECA level

28 February - mid-March 1997: Finalization of recommendations of reports for decision at the next Conference of Ministers