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Ninth meeting of the Technical  
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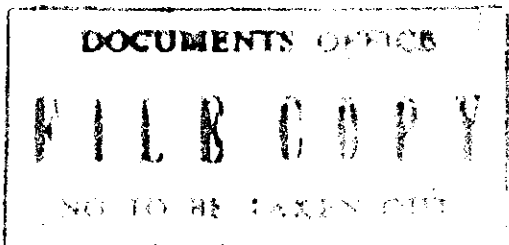
Twenty-third session of the Commission/  
fourteenth meeting of the Conference  
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Niamey, Niger  
5-12 April 1988

Niamey, Niger  
14-18 April 1988

Item 6 of the provisional agenda\*

Item 8 of the provisional agenda\*\*



**REPORT OF THE MEETING OF AFRICAN INTERGOVERNMENTAL ORGANIZATIONS (IGOS)  
AND UNITED NATIONS SPECIALIZED AGENCIES ON THE IMPLEMENTATION OF  
MULTISECTORAL PROJECTS OF AFRICAN ECONOMIC INTEGRATION GROUPINGS  
AND RIVER AND LAKE BASIN DEVELOPMENT ORGANIZATIONS WITHIN  
THE FOURTH CYCLE REGIONAL PROGRAMME FOR AFRICA**

\* E/ECA/TPCW.9/1/Rev.1.  
\*\* E/ECA/CM.14/1.

## INTRODUCTION

1. The meeting, convened by ECA took place in Addis Ababa from 29 to 31 March 1988. It was chaired by Mr. Otto B. Essien, Chief, Office of the Director and of the Division for the Regional Programme, Regional Bureau for Africa, UNDP.

2. The following African intergovernmental organizations (IGOs) were represented: Economic Community of West Africa (CEAO), Economic Community of the Great Lakes countries (CEPGL), Economic Community of Central African States (ECCAS), Economic Community of West African States (ECONAS), Indian Ocean Commission (IOC), Kagera Basin Organization (KBO), Mano River Union (MRU), Organization for the Development of the River Senegal (OHVS) and Central African Customs and Economic Union (UDEAC). The Organization of African Unity (OAU) was also represented.

3. The following specialized agencies of the United Nations system were represented: Food and Agriculture Organization of the United Nations (FAO), International Labour Organisation (ILO), International Trade Centre (ITC), United Nations Conference on Trade and Development (UNCTAD), United Nations Educational, Scientific and Cultural Organization (UNESCO) and United Nations Industrial Development Organization (UNIDO).

### I. Opening of the meeting

4. The Executive Secretary of ECA, Professor Adedayo Adedeji, in his opening statement recalled the importance ECA had attached to the promotion of economic co-operation and integration of African subregions and region since its inception. From the outset, ECA had promoted and supported the creation and activities of African IGOs as an essential element in the economic growth of the continent. The Executive Secretary emphasized the need to harmonize and rationalize the efforts of IGOs and increase their co-operation in order to strengthen Africa's productive capacities. The Executive Secretary thanked UNDP for its continuing interest and assistance to African IGOs.

### II. Adoption of the agenda

5. The following amended agenda was adopted:

I. Opening of the meeting.

II. Adoption of the agenda and organization of work.

III. Status of multisectoral project submissions of African economic integration entities and river and lake basin development organizations for the Fourth Cycle Regional Programme.

IV. Mechanisms for the harmonization of sectoral and multisectoral project activities at the level of subregions: The respective roles of economic co-operation/integration entities, river and

lake basin organizations, UNDP, ECA, specialized agencies of the United Nations system in project identification, design, approval, implementation, monitoring and evaluation.

V. Any other business.

VI. Date and venue of the next meeting.

VII. Adoption of the report and closure of the meeting.

III. Status of multisectoral project submissions of African economic integration entities and river and lake basin development organizations for the Fourth Cycle Regional Programme

6. UNDP briefly summarized the status of project submissions. The representatives of IGOs, for their part, recalled their various consultations with ECA and the specialized agencies, as well as with UNDP, in the elaboration of their multisectoral project submissions. Much concern was expressed at the lengthiness of the process of project consideration and the IGOs deplored the delays in the approval of the projects. It was hoped that the present meeting would serve to clarify procedures so as to facilitate the early finalization of documents and the approval of projects by UNDP.

7. The specialized agencies of the United Nations system expressed the wish to be regularly informed of the submissions of the IGOs and ECA to UNDP. It was requested that a summary of the status of the project proposals presented to UNDP be made available to the meeting. The specialized agencies of the United Nations system expressed the wish to be involved in all the stages of the elaboration of all submissions of the projects by IGOs to ECA and UNDP and the status of project approval. UNDP was well aware of the difficulties encountered in the formulation of multisectoral projects. Some of these difficulties are a direct consequence of the very nature of those projects. UNDP undertook to provide to the specialized agencies and the IGOs the Status Report and Management Plan of the Division of Regional Projects by July of this year. These documents would provide the specialized agencies and IGOs with up-to-date information on the implementation of the programme.

8. In order to overcome some of the difficulties encountered hitherto in the formulation of multisectoral projects, UNDP proposes to organize training seminars for IGOs for a fuller knowledge and understanding of UNDP's rules and procedures.

9. It was agreed that individual project proposals would be examined in meetings organized separately with each IGO and with the participation of the specialized agencies. It was also agreed that the reports of these meetings would be annexed to this report.

IV. Mechanisms for the harmonization of sectoral and multisectoral project activities at the level of subregions: The respective roles of economic co-operation/integration entities, river and lake basin organizations, UNDP, ECA, specialized agencies of the United Nations system in project identification, design, approval, implementation, monitoring and evaluation

10. For purposes of discussion of this item ECA presented a background document entitled "Assistance of ECA and UNDP to the economic integration entities and to the river and lake basin development organizations in the preparation of their project documents for the Fourth UNDP Programming Cycle".

11. ECA, in summarizing the main points of this document, identified the enhancement of productive capacities and the development of infrastructural support systems (energy, transport, etc.) as the priorities of economic integration activities in Africa. It is on the basis of these priorities that ECA has defined the concept of regional multisectoral projects as the most appropriate approach to achieve the objectives of the economic development and integration of Africa. One of the participants pointed out the importance of human resources development. The meeting accepted the importance of the development of human resources and it was also stressed that particular attention be given to this factor in the Fourth Cycle Regional Programme as well in the elaboration of individual project proposals.

12. There was a general agreement among the participants at the meeting as regards the multisectoral concept and approach. A number of IGOs and specialized agencies, however, also stressed the importance of continuing with market integration as an integral part of the process of economic growth in conformity with the Lagos Plan of Action.

13. The meeting therefore examined the modalities of application of this approach, and more particularly, the mechanisms for the harmonization of sectoral and multisectoral project activities in the subregions. Some attention was given to the suggestion of the possible specialization of IGOs in specific areas and sectors. It was generally felt however that co-operation between IGOs on the one hand, and between specialized agencies on the other, should serve to achieve the complementarity of activities which is indispensable to integrated development. The meeting recognized that in this respect ECA has a crucial role to play as the promoter of ideas and orientation of harmonized economic integration policies and activities in the African subregions. It is evident that the OAU and ECA should necessarily act in concert to this end.

14. The meeting acknowledged that the mechanisms for consultation among IGOs for the harmonization of project activities already existed and that the role of the United Nations organizations was to assist and support the endeavours of the IGOs in this direction. This assistance is provided, in the main, through the funding and the implementation of regional projects. Thus, it is in the context of support to the IGOs that the organizations of the United Nations system assume an active role in each of the following stages of the realization of regional economic integration projects:

(a) The identification of the projects: is the primary responsibility of the IGOs in close collaboration with ECA and specialized agencies concerned;

(b) Project design: is undertaken with the advice and the eventual financial support of the United Nations agencies;

(c) Project approval is the responsibility of UNDP;

(d) Project implementation is the primary responsibility of the executing agency designated by UNDP in consultation with the IGOs. The implementation of regional projects can be entrusted to ECA and/or to the specialized agencies of the United Nations system and also to institution outside the United Nations system. The executing agency however is responsible to UNDP for the implementation of activities and the management of resources of the project. In certain circumstances the implementation of projects can be entrusted directly to the IGOs who would then be responsible to UNDP for the implementation of the projects. Such "government execution" would normally benefit from backstopping by executing agencies where required and requested by the IGO concerned;

(e) Monitoring of projects implementation is the responsibility of the executing agency in collaboration with UNDP and the IGO concerned on project implementation. The IGOs participate in these monitoring activities in particular by taking part in tripartite reviews. Given the complexity of regional multisectoral projects, the establishment of steering committees is foreseen; these will be composed of UNDP, executing and associate agencies as well as the IGOs; on proposal by an IGO a representative of one of the member States would also be invited to participate in the steering committee. The role of the steering committee is to advise, and provide guidelines concerned in the implementation of the activities of the project;

(f) Project evaluation is the responsibility of UNDP in co-operation with the IGOs and the executing agencies concerned.

15. With regard specifically to the implementation of multisectoral projects, the meeting, recognizing the importance of the role of a co-ordinator in such projects, recommended that such a post be created in each of the projects. The terms of reference of the co-ordinator shall be determined by the Steering Committee.

16. To enhance the participation of the IGOs in the preparation and execution of projects, the meeting requested UNDP to:

(a) Provide copies of the UNDP Policies and Projects Manual,

(b) Associate them in the recruitment process of the co-ordinator, experts and consultants,

(c) Improve the circulation of information among the IGOs, UNDP and the specialized agencies.

17. The meeting further recommended that UNDP would organize the proposed training seminars on UNDP procedures and rules as soon as possible.

V. Any other business

18. The participants welcomed and endorsed the suggestion by ECA to invite the African financial institutions to attend future meetings.

VI. Date and venue of the next meeting

19. Subject to the date of the ECA Conference of Ministers in 1989, the next meeting could be planned for the second half of March 1989. ECA would host the meeting unless one of the IGOs tendered an invitation.

VII. Adoption of the report

20. In considering the draft report of the meeting a number of amendments were made. The report was adopted as amended.

21. During this session the meeting was informed by the Executive Secretary of ECOWAS that the meeting was invited to hold its next session on ECOWAS territory. The exact date would be communicated at a later date. The meeting thanked ECOWAS for the hospitality.

22. The meeting also thanked the Chairman for his able direction of the debates.