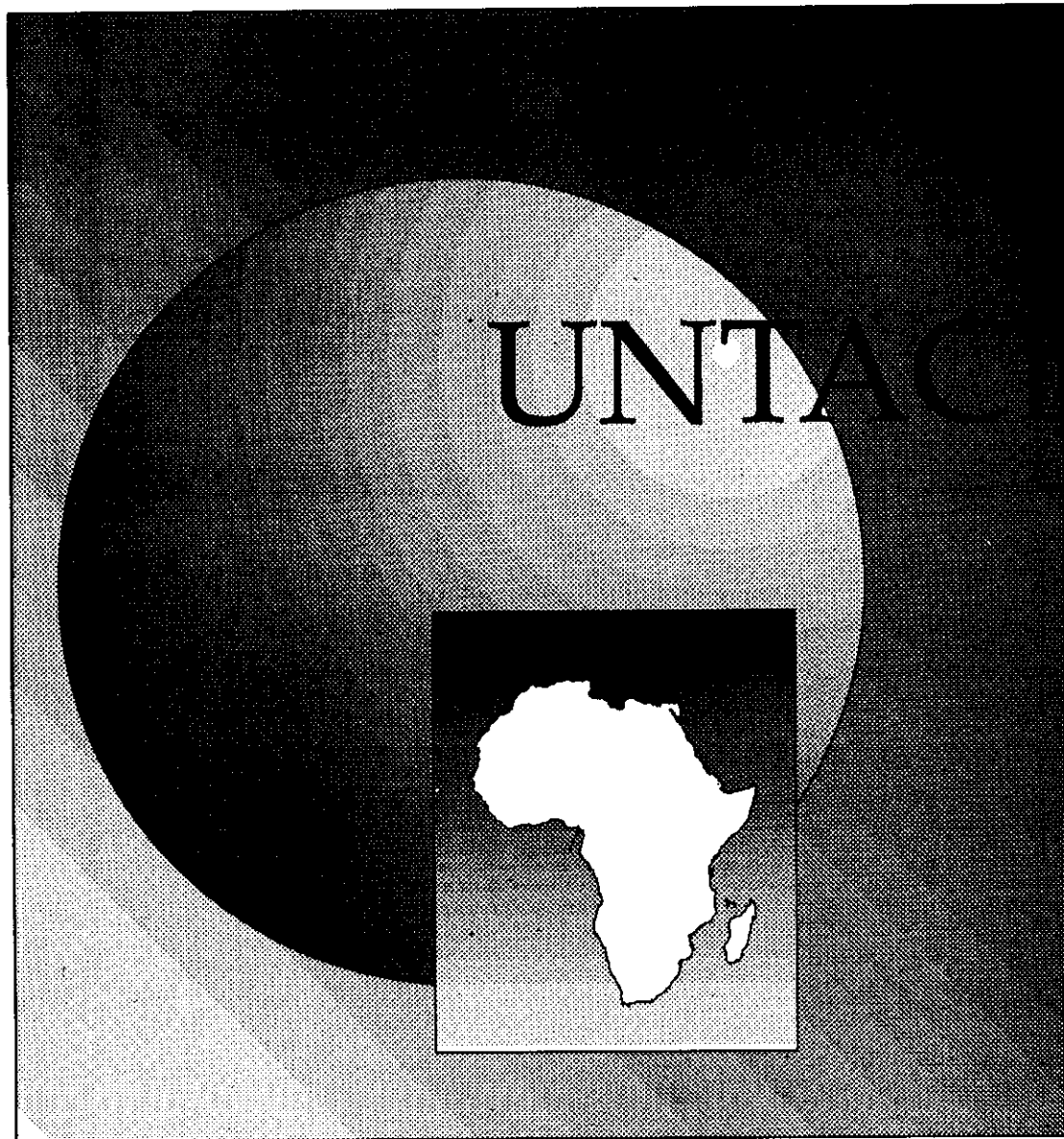




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Preparation of UNTACDA II Programme
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UNTACDA^{II}

Programme of
The Second
United Nations
Transport and Communications Decade
in Africa
1991-2000

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PREPARATION OF UNTACDA II PROGRAMME

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19 March 1991

ECONOMIC COMMISSION FOR AFRICA

**PROGRAMME OF THE SECOND UNITED NATIONS
TRANSPORT AND COMMUNICATIONS DECADE IN AFRICA
(UNTACDA II), 1991-2000**

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FOREWORD

The programme presented in this document was developed over a preparatory period of two years, in accordance with the directives given by the Conference of African Ministers of Transport, Communications and Planning at its sixth meeting held in Kinshasa, Zaire, in March 1988. It will be recalled that the United Nations Transport and Communications Decade in Africa (UNTACDA) programme was proclaimed first in 1977 in order to focus on the integration of the African economies for the achievement of collective and self-reliant development. The integration process and the attainment of an increasing measure of collective self-reliance involves three mutually interdependent dimensions, namely:

- (a) The integration of the physical, institutional and social infrastructure;*
- (b) The integration of the production systems; and,*
- (c) The integration of the African markets.*

Experience has shown that no breakthrough in regional integration can be achieved if the infrastructure to sustain the regional production structures and markets are inadequate, operationally inefficient or physically deficient. Of crucial importance in this regard are the transport and communications sectors. In fact, they are the foundations on which any integration process must be based.

It was in recognition of the importance of these key sectors and the imperative necessity to mobilize African Governments and the international community for their development, that in March 1977 the ECA Conference of Ministers adopted a resolution requesting the General Assembly to proclaim a United Nations Transport and Communications Decade in Africa in order to focus attention on the special needs of transport and communications in Africa. This resolution was endorsed by the Economic and Social Council (ECOSOC) at its meeting in July 1977 and the United Nations Transport and Communications Decade in Africa covering the period 1978-1988 was officially proclaimed by the General Assembly of the United Nations in December 1977.

It was precisely because of the crucial role of the transport and communications sectors in Africa's development that increased importance has been accorded these sectors in the Lagos Plan of Action for the Economic Development of Africa 1980-2000 and the related Final Act of Lagos which were adopted in April 1980 by the Heads of State and Government of the Organization of African Unity, as well as in various subsequent restructuring and development programmes which were undertaken by the African countries during the 1980s such as the United Nations Programme of Action for African Economic Recovery and Development (UN-PAAERD) and, most recently, the African Alternative Framework to Structural Adjustment Programmes for Socio-economic Recovery and Transformation (AAF-SAP).

In the 10 years during which African countries endeavoured to implement the first UNTACDA programme, many lessons were learnt regarding the overall development of these sectors and the constraints which continue to hamper the achievement of its goals. The evaluation of the implementation of the entire programme showed that, despite the efforts made by African Governments and donors, the existing transport and communications systems in Africa are still far from adequate to promote Africa's economic development and will continue to constitute major constraints on the overall economic integration and development of the region. This prompted the African Governments, once again, to request the United Nations General Assembly to proclaim a second United Nations Transport and Communications Decade in Africa (UNTACDA II) to continue focusing African as well as international attention on the needs for the development of these sectors in Africa. Thus, by its resolution 43/179 of 20 December 1988, the General Assembly proclaimed UNTACDA II for the period 1991-2000. Two years - 1989 and 1990 - were set aside for a thorough and more careful preparation of this programme.

During the two-year preparatory programme, a number of activities were undertaken. The objectives of the programme were developed by the Inter-Agency Co-ordinating Committee (IACC), a technical committee composed of all relevant United Nations agencies and African intergovernmental organizations and institutions, and were adopted by the Conference of African Ministers of Transport, Communications and Planning at its seventh meeting held in Tangier, Morocco, in 1989. At that meeting, the Ministers also agreed that various working groups should be set up to prepare the programme: national co-ordinating committees to prepare national components; subregional working groups to prepare subregional components; and, sectoral working groups to undertake the base-line assessment, develop the strategies and prepare regional components for each subsector of transport and communications. Furthermore, a Resource Mobilization Committee (RMC) was established as a sub-committee of the IACC to advise on how best to formulate the programme in order to attract both internal and external resources, as well as to assist member States in mobilizing the technical and financial resources for the implementation of the programme.

The outcome of these efforts at the various levels was a draft UNTACDA II programme which the IACC presented to the Conference of African Ministers of Transport, Communications and Planning through their experts, at their eighth meeting held in Abuja in February 1991 which contains the objectives, strategies and programmes of action at national, subregional and regional levels, as well as the specification of goals and targets to be achieved in each subsector, mechanisms for mobilization of technical and financial resources for implementing the programme and the strategies for its execution, monitoring and evaluation. In approving this programme, the Conference of African Ministers of Transport, Communications and Planning decided that the projects which will derive from it will be submitted on a continuing basis, but will be admitted into the UNTACDA II programme every two years during the regular meetings of the Conference. The first list will be published as volume II of this document and subsequent updates will appear in volumes III, IV and V.

It is pertinent to stress here that the Decade is and should remain an African programme for development. As such, its success will depend, in the final analysis, on the commitment of each African country to set up appropriate institutional machinery and provide the necessary resources for its implementation. It is for this reason that in designing the programme, the "bottom-up approach" was adopted; that is, building from national to subregional and finally to regional levels. This strategy is based on the belief that sustainable development must be based on a broad foundation of popular participation, on the full involvement of the people in their own development.

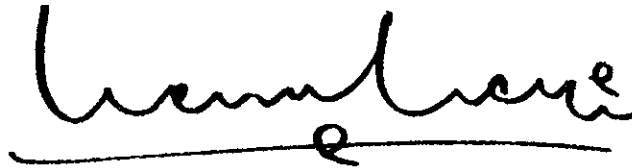
The flexibility in submission of projects in a continuing manner and the full involvement of African countries and organizations in the preparation, implementation and monitoring the UNTACDA II programme referred to above are indeed marked departures from UNTACDA I. The third major innovation of UNTACDA II is the proposal that the programme should be evaluated more frequently, every three years. This approach would provide more opportunity for mid-course correction and ensuring that the programme remains well-focused on issues and objectives.

The fourth and perhaps the most innovative departure from the first Decade programme is the effort to set up quantitative targets and goals against which progress could be measured and the impact of the Decade assessed. The goals and targets provide all of us - our governments, our leaders and our peoples - challenges in measurable terms. Every subsector and mode of transport and means of communication has its own specific goals and targets.

Finally, the programme has a technical annex which has carefully set out the guidelines and procedures for selecting the Decade projects and spelt out the mechanism for submission and screening of projects. By so doing, we have endeavoured to depolitize project selection and to put at the centre of the development of projects, during the Decade, professionalism, objectivity and flexibility - all of which are required for having a credible programme that will command international support, mobilize our people and be implementable.

The UNTACDA II programme, however well constructed, will be meaningless unless African countries make concerted efforts to mobilize as much resources as possible from internal sources and regard external funding as being only supplementary to domestic efforts. In this regard, African Governments should address fairly quickly those programmes and projects relating to policy and institutional reform as well as those relating to facilitation as these could yield speedy results which will encourage further investments in infrastructure development.

It is the hope of the Economic Commission for Africa, as the lead agency for the Decade programme, that the high degree of co-operation which has thus far been shown by all the partners during the preparation of this programme will continue throughout the implementation phase. The ECA secretariat will always strive, to the best of its ability, to assist the African Governments and institutions in the successful implementation of the programme and in the realization of the Decade overriding objective which is to establish an efficient and integrated transport and communications system in Africa.



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I. UNTACDA II AND SOCIO-ECONOMIC DEVELOPMENT IN AFRICA DURING THE 1990s

A. Introduction

1. African countries have for decades recognized that transport and communications constitute a most important sector on which the development of other sectors, the socio-economic integration of Africa and the promotion of intra- and extra-African trade depend.

2. In recognition of this special importance of the transport and communications sector for the African economy, the Conference of Ministers of the Economic Commission for Africa (ECA) adopted in March 1977 a resolution calling for the proclamation of a special Decade for transport and communications. That resolution was endorsed first by the Economic and Social Council (ECOSOC) and later by the General Assembly of the United Nations which accordingly proclaimed the period 1978-1988 the United Nations Transport and Communications Decade in Africa (UNTACDA) by resolution 32/160 of 19 December 1977. This resolution which was subsequently endorsed by the Assembly of Heads of State and Government of the Organization of African Unity (OAU), in Monrovia, in July 1979, also called on the African member States to adopt, *inter alia*, the following strategies:

(a) Promotion of transport and communications infrastructure integration with a view to increasing intra-African trade;

(b) Ensuring co-ordination of the various transport systems in order to increase their efficiency;

(c) Harmonization of national regulations and reduction, to a minimum, of physical and non-physical barriers with the aim of facilitating the movement of persons and goods;

(d) Mobilization of technical and financial resources during the Decade, with a view to promoting development and modernization of transport and communication infrastructure in Africa.

3. Unfortunately, the initial years of the first Decade (UNTACDA I) coincided with significant economic deterioration in Africa aggravated by a series of unprecedented crises and socio-political upheavals which adversely affected the implementation of the programme.

B. Socio-economic situation during the 1980s

4. During the 1980s, the economic performance of the continent was particularly poor. The major socio-economic indicators showed a general slow down. Per capita income declined by an average of 1.7 per cent annually as against the average annual increases of 3 and 2.4 per cent, respectively, during the preceding two decades. Gross capital formation fell by 1.9 per cent per annum on the average, and this brought down the investment rate of the region from an average of 24.5 per cent of GDP at the end of the 1970s to an average of only 15.5 per cent in 1989. This rate is particularly disturbing as it hardly offset the depreciation and thus led to stagnation in capital formation. Similarly, the volume of exports of the continent decreased by 2.7 per cent per annum leading to a decline in Africa's share of world exports, from 4.7 per cent in 1980 to an average of only 2.1 per cent in 1988-1989.

5. During the same period, Africa's import of manufactured goods increased sharply. In 1987, the most recent year for which detailed data are available, manufactured products accounted for 71.5 per cent of Africa's import expenditure, 34.7 per cent of which went to transport machinery and equipment. The volume of intra-African trade remained low. In 1988, intra-African exports accounted for only 6.5 per cent of the total exports of the region.

6. The debt problem which hardly existed during the past decades became a serious impediment to development. The debt volume almost doubled, reaching \$US 256.9 billion by 1989. Currently, Africa's debt corresponds to 93.3 per cent of the region's GDP and 328.4 per cent of its annual export earnings.

7. At the social level, population growth in Africa has been faster than anywhere else in the world. In 1990, the total population of the continent was estimated at 647 million inhabitants and could exceed a billion by the year 2008, if the current 3.95 per cent annual rate of growth is maintained. Economic recession and population growth have brought about open or disguised unemployment which has more than quadrupled since the 1970s.

8. The general deterioration of economic and social conditions in Africa, during the last decade, arising from the persistent crisis caused by the unfavourable internal and external economic environment calls for new approaches. In the past decade, African countries had endeavoured to address their economic and social problems by adopting and implementing structural adjustment programmes (SAPs). However, it has become clear that SAPs have not totally succeeded in solving the fundamental structural problems of African economies; rather, they have for the most part resulted in reductions in public expenditures. Such reduction has adversely affected outlays for the development of transport and communications infrastructure and services.

9. The response to the deficiencies in SAPs is provided by the African Alternative Framework to Structural Adjustment Programmes for Socio-economic Recovery and Transformation (AAF-SAP), initiated and articulated by the Economic Commission for Africa and later endorsed by the Heads of State and Government of the Organization of African Unity at their twenty-fifth session and by the General Assembly of the United Nations at its forty-fourth session. AAF-SAP and the African Charter for Popular Participation in Development and Transformation adopted later at the Arusha Conference of 12 to 16 February 1990, by means of which we can draw on the experience of the 1980s, constitute frameworks which can be used to approach the 1990s with new solutions.

10. It is noted in the AAF-SAP document that in addition to the increasing poverty, Africa's economic crisis is also marked by disintegrating productive and infrastructural facilities. Agricultural output and, particularly, food production is substantially reduced. Most of Africa's industries have been increasingly operating below their installed capacities. Secondly, the physical infrastructure built during the immediate post-independence era has, to a large extent, deteriorated due to poor maintenance and lack of renovation. Thirdly, social services and welfare, especially education, public health and sanitation, housing and potable water, have rapidly deteriorated.

11. AAF-SAP calls upon African countries to intensify their efforts in the search for a viable conceptual and practical framework for economic structural adjustment programmes in keeping with the long-term development objectives and strategies at the national, subregional and regional levels.

12. The main elements within this framework are:

(a) Policy directions and measures, and the implementation of strategies to take into account the dynamic relationships existing among all major elements related to adjustment with transformation;

(b) Putting great emphasis on the full mobilization and efficient utilization of domestic resources;

(c) The need to establish an enabling environment for sustainable development;

(d) The adoption of a pragmatic approach between the public and private sectors;

(e) Placing the human dimension at the centre of development which implies and includes full democratization of all aspects of economic and social activities, from decision-making to implementation;

(f) Intensification of inter-country co-operation in designing, implementation and monitoring of national, subregional and regional programmes for recovery and transformation.

13. In spite of the difficult economic situation facing African countries, a number of African Governments have allocated between 20 and 40 per cent of public investment to the transport and communications sector. Despite these sacrifices, the infrastructure of the sector has remained inadequate and in very bad state. The chronic lack of repair and maintenance prevalent all over Africa has been partly responsible for the deterioration of the very limited infrastructure in existence, and this has considerably increased the cost of productive investment and commercial operations in the region.

14. These inadequacies in the development of the transport and communications sector which is particularly important for supporting all the productive sectors, justified the proclamation by the United Nations General Assembly of the second United Nations Transport and Communications Decade in Africa (UNTACDA II), for the period 1991-2000.

C. Prospects for the 1990s: Environment for UNTACDA II

15. The development challenges of the 1990s are likely to be greater than those of the decade that has just ended. The first signs already seen, with regard to external factors, are by no means encouraging as they point to a recession or, at best, a slow down in growth in industrialized countries, which will adversely affect growth in developing countries, particularly those of Africa. As for countries of the African region for which the Organization for Economic Co-operation and Development (OECD) countries constitute the major trade and development partners, a slow down in the growth of the latter would have serious consequences, resulting in a sharp decline in the region's exports as well as in new restrictions on resource transfers.

16. Furthermore, the approach which links the granting of aid to structural adjustment credit conditions will obviously affect official development assistance as well as other grants and will constitute a serious handicap to investments in such sectors as transport and communications, apart from the enormous needs yet to be expressed. However, it is imperative that projects proposed under UNTACDA II be consistent with the short- and medium-term plans at the national, subregional and regional levels. In addition, the decade of the 1990s will perhaps see an intensification and consolidation of regional economic blocs in other regions of the world (Western Europe, North America and some parts of the Pacific). This is likely to worsen the marginalization of Africa in world trade, financial transactions and world relations in general.

17. Another major development which is affecting and will probably continue to affect Africa during the Decade is the Persian Gulf war. It is most likely that the war will have an adverse and lasting effect on Africa, especially on the implementation of the Decade programme.

18. Within Africa itself, the prospects for the 1990s will be strongly influenced by climatic conditions and the implementation of reform programmes for transformation, factors which in the past had largely influenced the course of African development.

19. Faced with these challenges, revitalizing African development during the current decade will become even more difficult. In order to undertake this effort with sufficient force and broad actions, efforts should first be stepped up in order to strengthen the present fragile African structures and, then, all possible energy should be applied in order to stimulate the internal dynamics of the African economy, on the one hand, while finding quick solutions to the debt problem, on the other. To this end, policies should be urgently

implemented in conformity with the guidelines of AAF-SAP and the African Charter for Popular Participation in Development and Transformation.

20. In conjunction with this, Africa should accelerate the process of co-operation and economic integration which, by facilitating the development of complementary production systems as well as intra-African trade, will counter-balance the consolidation efforts of the regional economic blocs of the other parts of the world.

21. Activities of the Decade would provide vital support to the productive sectors and contribute significantly to development recovery. In promoting completion of selected inter-State transport and communications infrastructure and facilitating all aspects of intra-African networks, UNTACDA II would help to establish the necessary foundation for the economic integration of the continent. While the other objectives of UNTACDA II (rehabilitation and maintenance of infrastructure, development of human resources, strengthening the efficiency of enterprises, development of manufacturing industries) will contribute to safeguarding the continent's heritage and increasing productivity, they will also contribute immensely to the restoration of structures and the transformation recommended by AAF-SAP.

22. It is, therefore, clear that the implementation of the second United Nations Transport and Communications Decade in Africa is faced with a difficult economic situation, although a programme full of hope. While resources will be limited, the co-operation required for the success of the programme brings the hope for the true integration of the African economies.

II. BACKGROUND TO THE UNTACDA II PROGRAMME

A. General overview of transport and communications in Africa

23. The success of the efforts to increase production and income growth in Africa is greatly dependent on the efficient performance and effective support of the transport and communications sector. Weaknesses in the transport and communications system greatly constrain economic and social activities as well as efforts towards economic integration and trade. Since the African Governments have committed themselves to seeking rapid integration of their economies and expansion of intra-African trade as promulgated in the Lagos Plan of Action (LPA) and the Final Act of Lagos (1980), there is great need to develop transport and communications which is the critical support sector for development.
24. In support of the Lagos Plan of Action and as a result of the economic environment in the early 1980s, African Governments adopted several reform programmes for economic recovery and development, namely Africa's Priority Programme for Economic Recovery (APPER), the United Nations Programme of Action for African Economic Recovery and Development (UN-PAAERD), structural adjustment programmes (SAPs) and the African Alternative Framework to Structural Adjustment Programmes for Socio-economic Recovery and Transformation (AAF-SAP). The inclusion of transport and communications within these efforts to restructure the African economies for sustained development was deemed critical.
25. Since independence, over 30 years ago, significant efforts have been made at the national, subregional and regional levels to solve some of Africa's transport and communications problems. The most recent of such efforts was the United Nations Transport and Communications Decade in Africa (UNTACDA), the first of which was implemented during the period 1978-1988.
26. The objectives of that UNTACDA were to establish an integrated transport and communications system throughout the continent, with particular emphasis on harmonization, co-ordination and modernization primarily for the purpose of supporting the development of key sectors such as agriculture, industry and trade.
27. In terms of implementation, out of a total of 1,570 projects which formed part of the programme estimated at \$US 24.6 billion, some 806 projects (over 50 per cent) worth approximately \$US 12.9 billion (52 per cent) were reported implemented by 1988. A further 303 projects were still in progress by then.
28. The impact of the programme on the overall development of transport and communications in Africa was also significant. However, in physical terms, it was somewhat difficult to assess the achievement of the Decade due partly to lack of reliable pre- and post-programme data.
29. It is perhaps in the area of policy that the impact of the Decade was more evident in that the Decade has become the de facto "African transport and communications policy". The Decade has been incorporated in its entirety into the Lagos Plan of Action and all subsequent regional economic programmes.
30. Despite the substantial efforts and progress made during this period, poor economic performance greatly reduced the level of gross investment and maintenance expenditures in many African countries with the result that they were unable to sufficiently preserve, modernize and expand transport and communications infrastructure, equipment and services. Furthermore, because of the economic crisis, national economic and sectoral policies have not often been responsive to the changing environment. This is further compounded by inadequate support for the build up of technical and managerial capabilities needed to plan and operate the systems efficiently.
31. The current status of development in each of the transport and communications subsectors in Africa is summarized below:

1. Roads and road transport

32. Road freight transport accounts for most of Africa's freight and passenger movements. The commercial fleet of approximately 4 million vehicles is dominated by private owner-operators. However, the sector has shown remarkable resilience in the face of a difficult operating environment in which operating costs are high and both vehicle and capacity utilization is low. If unit road transport costs are reduced by 10 per cent due to appropriate policy reform actions, the resultant annual savings to Africa could reach \$US 12.0 billion.

33. Such high costs result from inadequate regulatory environments or by government oversight, excessive government regulations on market entry and lack of efficient logistics and management. Costs are generally so high that road transport costs in Africa are estimated to average 2.5 to 3 times higher than those of other regions of the world. Existing trade is, therefore, performed at a very high cost owing to poor service conditions and administrative costs.

34. Poor road conditions are primarily responsible for the high operating costs, but the efficiency of the industry could be substantially improved by increasing availability of vehicles and spare parts, improving access to commercial credit, reducing government regulations and restrictions on market entry, and privatizing parastatal trucking companies.

35. The high cost and poor quality of transport services can be partly attributed to inadequate road infrastructure. However, with regard to international road traffic, some improvement has been made in interregional road links over the last decade; road infrastructure in major transport corridors linking land-locked countries to the sea have been paved and are generally in satisfactory condition. The performance of international road transport services has been hampered by a cumbersome regulatory environment, lack of intermodal services, inadequate interface and problems related to border crossings and inspections, all of which result in delays, high overheads and very high general costs.

36. Frequent road inspections and cumbersome customs procedures result in excessively long transit periods. Recent reports show that some corridors to land-locked countries in the Sahel still have transit periods of more than 40 days for international traffic. Available statistics reveal that transport costs account for more than 15 per cent of the price of several African export commodities. Land-locked countries pay additional transit charges amounting to about 20 per cent of the value of goods transported, making many commodities less competitive in global markets. In the end, the burden of high international transport costs mainly falls on the already impoverished farmers in the countries' interior. Therefore, instead of supporting development, road transport characterized by high costs and poor efficiency has become a serious barrier in the path of African economic recovery.

37. The development of subregional African trade will not be possible without a substantial reduction in the cost of international transport services. One of the key objectives of the second Decade should be to eventually remove all non-physical barriers to international transport services in order to facilitate regional integration.

38. The development of road networks and transport in Africa over the past two decades has been vital to the economic activities in all countries. At present, the road networks of 47 African countries include about 700,000 km of main roads (37 per cent paved), and an equal number of rural feeder roads. Roads connect most productive areas with markets and trade centres, and where business conditions are favourable road transport services have become available.

39. An analysis of country networks shows that the extent of deterioration of existing roads is staggering. Neglected maintenance has left about half of Africa's paved roads and 80 per cent of the unpaved main roads in poor to fair condition (table). In the case of rural feeder roads, as much as 85 per cent of the roads is

estimated to be in poor to fair condition. Many roads of all types are in imminent danger of being lost as unusable thoroughfares.

40. This poor situation can be explained by the fact that, historically, road building has been given far higher priority than road maintenance, and little attention has been paid, in most countries, to the establishment of effective road network management. As networks expanded, the institutional and financial burden increased more quickly than the national abilities to cope with them. In addition, the economic crisis has meant that the bulge in rehabilitation and maintenance needs coincide with a severe reduction in available financial resources.

NETWORK LENGTH AND CONDITION BY REGION AT PRESENT

REGION	Length in kilometres Classified roads				Condition of classified roads					
	Total	Paved	Un-paved	Rural roads	Paved Good	Paved Fair	Paved Poor	Un-paved Good	Un-paved Fair	Un-paved Poor
North Africa	240,000	109,000	64,000	67,000	44	39	17	10	17	73
PTA	561,000	62,000	192,000	307,000	49	36	15	38	31	31
Central	284,000	9,000	118,000	157,000	37	25	38	35	33	32
ECOWAS	319,000	62,000	92,000	165,000	58	17	26	11	31	58
AFRICA	1,404,000	242,000	466,000	696,000	50	30	20	20	25	55

41. A large part of the road network can be saved at reasonable cost if timely periodic maintenance is undertaken. However, the cost of restoring deteriorated roads is three to five times greater than that required if effective maintenance had been undertaken. Therefore, by failing to redirect public spending to maintenance, and by constructing new roads instead, some African countries have been found to lose 3 to 4 km of potentially good roads for every kilometre of new roads constructed. Delays in periodic maintenance will mean that more and more of these roads will have to be either abandoned or completely rebuilt at an initial cost per km ranging from about \$US 200,000 in sub-Saharan Africa to \$US 70,000 in North Africa.

42. Another critical area to be addressed is road safety. The road accident problem in Africa is very serious and the number of road accidents is increasing. Statistics from a few countries estimate that the number of people killed in road accidents (i.e., deaths per vehicle) is up to 50 times higher in Africa than in the industrial world. During the period 1984-1990, the recorded road accident statistics showed an increase of 10 per cent in fatal road accidents. The total cost of road accidents in Africa is estimated to be about 2 per cent of GNP, which is considerable and could be reduced by various inexpensive road accident prevention measures. Efforts to reduce the adverse effects of road transport are minimal. The incidence and severity of road accidents is worse than in other regions, mainly because policy- and decision-makers are not sufficiently aware of the seriousness of the road traffic accident problems. Particular regulations on transport of hazardous materials, similar to those adopted in the developed countries, will also be needed as road safety measures are developed.

43. Environmental problems are created by the road transport sector in Africa, such as noise and air pollution from transport vehicles in poor condition. Road construction projects have been associated with soil erosion, reduced water quality and the spread of diseases. The sector is under pressure to raise

environmental awareness and to mitigate the adverse environmental impacts of road construction, maintenance and transport-related actions.

2. Railways

44. The railway network has low density. Out of its area of 29.6 million km², the African continent has only 80,706 km of railway lines, that is, an average density of 2.7 km/1,000 km², while Europe, which has other highly developed means of surface transport, has a network of about 300,000 km in an area of 750,000 km², that is more than 400 km/1,000 km².
45. The gauges of African railway lines are heterogeneous. There are nine altogether, but only three are generally used: the European standard 1.435 m gauge (14.5 per cent of the total network), the African standard 1.067 m gauge (61.3 per cent) and the 1.000 m gauge or metric line which accounts for 19.2 per cent of the network.
46. At the level of the subregions, North Africa has a railway network 18,636 km long, only 7 per cent of which is electrified. The railway network of West Africa is about 10,188 km long, characterized by obsolete lines, while the Central African subregion has a network of about 7,840 km, which can not be inter-connected at present, due to differences in gauges. On the other hand, the network of Eastern and Southern Africa is 23,000 km long and has possibilities for inter-connection since eight networks are of the same 1.067 m gauge and four others of the 1.000 m gauge.
47. Sub-Saharan African railways have, in general, witnessed serious declines, both in the volume and modal share of traffic, during the last years. The main reason can be traced to the non-adaptation or inadaptability of individual railways and their respective governments to the changing market and economic environment. In most cases, the railways have continued to run as government departments with regulated tariffs, wages, staff service conditions and railway service obligations.
48. The role of the railways is not clearly defined, corporate objectives are blurred and institutional and organizational arrangements weak and defective. Financial viability of the railways takes second place and the resulting financial stringency is directly reflected in severe scarcity of funds for the procurement of material for maintenance and renewal. Even the meagre funds that are available in some cases can not be converted into foreign exchange for the acquisition of essential imported spares and equipment. Government regulations on tenures of staff, lack of incentive systems, strong unions, poor personnel management policies and restrictive labour practices give rise to lack of discipline, low morale, reduced productivity and an exodus of efficient and skilled staff.
49. On the managerial side, poor compensation and career development policies, lack of delegation of authority and freedom of action compel the best managers to leave the railway service in search of greener pastures elsewhere. For want of both material and human inputs, equipment availability, utilization and reliability eventually decline and effective railway transport capacity fall even below the lower market demand levels due to increasing road competition, particularly for high-rated traffic. In general, railways are now left to carry low-rated traffic at tariffs below costs. This set up a vicious spiral of financial and system incapacity and railways have been a major drain on national finances, without any corresponding economic benefits to the countries concerned. This also has international implications in that transit traffic to land-locked countries are adversely affected by railway performance and capacity in the transiting countries.
50. Donor assistance in the form of equipment, spare parts and technical assistance has not been able to fully resolve the problem, because such assistance has been mainly directed at symptoms and not the real causes of the decline. Apart from the fact that most such technical assistance has not been strongly tied to lasting results and does not address major institutional weaknesses, the human resource base of the railways

is also not receptive enough to benefit fully from it. At best, it could be said that such material and technical assistance has only averted a more serious decline.

51. In order to fill these gaps, certain countries have recently taken measures to rehabilitate their networks by introducing institutional reforms through: (a) progressive reduction of State intervention; (b) reduction of staff and subsidies; (c) verification of prices; (d) reorientation of efforts so as to modernize management and better maintain equipment. These measures have helped to make the networks in question more competitive and improved the quality of their services.

3. Shipping

52. The sea-borne trade of developing Africa in 1989 was estimated at 615.8 million tons or 7.8 per cent of the total world sea-borne trade. In comparison, in 1970, cargo loaded and discharged in African ports amounted to 470 million tons or 9.1 per cent of the total world figure. Thus, while African tonnage has increased, its world share has in fact declined. More alarming still is the fact that the merchant fleet of Africa in 1989 accounted for 7.3 million dwt, corresponding to about 1 per cent of total world shipping, practically the same share it had in 1980.

53. The African shipping scene is characterized by small ship-owning and ship-operating companies with relatively few ships. They serve predominantly national trade, and engage little or are particularly weak in cross-trading coastal shipping services.

54. In the Eastern and Southern African subregion, the countries have given very little attention to the development of the national fleet. This is evidenced by the small number of coastal-going tonnage each seafaring country possesses to cater for its sea-borne trade. Similarly, in the North African subregion, the participation of subregional fleet in international exchanges is only 6 per cent.

4. Ports

55. The 1980s were a period of rapid expansion in the seaports of Africa. Total berthing capacity for ocean-going vessels increased fourfold, from 150 to 600 berths in the 80 largest ports. There was, in particular, substantial investment in the construction of unitized and bulk terminals in most countries to meet the demands of technological change in shipping.

56. The distribution of seaports in Africa has changed little during the last decade. Most investment continues to be directed to the expansion of facilities at long established locations. Most coastal States have few major ports, and these handle comparatively low traffic volumes by international standards; very few handle more than 10 million tons per annum.

57. The seaports of developing Africa are noted for their low output, high operating and maintenance costs and generally poor quality services to users. Such poor quality port services and their high costs are an impediment to the expansion of external trade.

5. Inland water transport

58. Inland water transport provides an inexpensive, energy-efficient and environmentally acceptable form of transport, and has considerable advantages over road and rail transport in developing Africa. Yet, over the past decade, progress to develop the mode and exploit those advantages had been slow, even though it had grown in importance in other parts of the world.

59. The major constraint to the development of this mode of transport in Africa is the limited number of commercially important navigable waterways. The Zaire/Congo, Zambezi and Nile rivers are classified

as international waterways, but most of the other rivers are still in their natural state, with seasonally variable and unpredictable water depths. The lakes offer far better opportunities for inland water transport, particularly in East and Central Africa.

60. Although in a few countries commercially navigable waterways are reasonably developed and State-controlled companies operate fleets of vessels, the inland water transport industry in Africa is still largely unstructured, decentralized and unorganized. It is dominated by independent operators, many of them family concerns owning one or two vessels.

6. Multimodal transport

61. As a consequence of containerization, multimodal transport developed rapidly over the last decade in developed countries and its use has now extended to trade involving developing countries. However, lack of foresight in judging the impact of containerization on distribution/logistics systems has made many countries in Africa slow in adopting the multimodal transport concept. A large percentage of containers entering Africa are still shipped to the ports and the cargo moved inland in break bulk form, thereby sacrificing many of the advantages of containerization.

62. Furthermore, the slow progress towards multimodal operations is aggravated by factors such as lack of regulations on the movement of containers, customs inspection and financial bond.

63. A major obstacle to the development of multimodal transport in Africa is the lack of co-operation between customs and other regulatory bodies. Present customs procedures are excessively bureaucratic, cumbersome and sometimes complex while documentation systems have not been updated and harmonized.

7. Air transport

64. With regard to air transport, the African region carries the least ton-kilometres in the world. In fact, by 1988, at the end of the first United Nations Transport and Communications Decade in Africa, African airlines carried only 1.2 per cent of world total ton-kilometres of freight.

65. Efforts were made during the last Decade to improve aeronautical infrastructure and eliminate physical and non-physical barriers. But much still has to be done, especially to improve air transport services, air safety and security, facilitation at major international airports, liberalization of traffic rights and implementation of the ICAO air navigation plan.

66. Over the last 10 years, international air transport has been faced with many challenges which have in turn adversely affected African air transport. Analysis of the current situation shows that African aeronautical legislative texts should be adapted to the needs of new markets. In addition, civil aviation authorities do not have sufficient autonomy to enable them to contribute efficiently and rapidly to the optimum development of African air transport services.

67. The general situation of African airlines has continued to deteriorate as most of them are faced with serious financial problems which threaten their very existence. They have neither entered into many co-operation agreements with one another nor co-ordinated their activities, thus exposing themselves to competition from giant companies being formed in other regions of the world. Furthermore, almost all the airlines are State-owned and, in some cases, are not managed on the basis of strict commercial profitability. In addition, lack of foreign exchange coupled with poor profitability have made it difficult for them to renew their obsolete fleets which are now becoming more and more expensive to operate.

68. In 1988, the African Ministers responsible for Civil Aviation met under the auspices of ECA and, after taking note of the problems facing African air transport, adopted the Yamoussoukro Declaration on the

new African air transport policy and undertook to co-operate individually and collectively with a view to restoring a climate for safeguarding and expanding aeronautical activities in the continent. The Declaration envisages, in the medium term, the strengthening of co-operation in air transport, and in the long term, that is, by 1996, several actions among which are integration of African airlines, liberalization of traffic rights and improvement of management.

8. Urban transport

69. Urban transport conditions in large African cities are characterized by inadequate supply of public transportation, lack of facilities for non-motorized travel, heavy traffic congestion in cities and high accident rates. Some cities have managed to keep pace with road network needs, while others suffer from chronic inefficiency and incapacity; some cities manage to keep their road systems reasonably well maintained, while others have massive road rehabilitation and maintenance needs; some cities rely on the private sector to provide public transport services while others have developed large and highly subsidized government-owned bus fleets. Almost all cities suffer from poor enforcement of traffic laws and regulations and high accident rates.

70. The development and maintenance of an efficient urban transport system is a complex undertaking requiring appropriate policies in the areas of regulation, finance, pricing, cost recovery, infrastructure management, law enforcement and urban planning. This naturally involves a large number of inter-related disciplines and agencies. Many African countries have yet to develop an institutional and policy framework for urban transport. There are no national-level agencies empowered to co-ordinate and implement comprehensive urban transport policy measures. The problem is often compounded by lack of finance to maintain and develop the urban street system.

71. Although there are many issues and problems that need to be tackled to improve urban transport in African cities, six main issues stand out from the rest. They are: (a) increasing the supply, productivity and efficiency of urban public transport services to keep pace with the fast growth in demand; (b) facilitating the development of cheaper and more appropriate modes of transport; (c) improving the efficiency of urban road networks through road rehabilitation, maintenance and comprehensive traffic management measures; (d) reducing the number and severity of road accidents, particularly in urban areas; (e) the over-arching need to develop sound and accountable institutions and human resources; and (f) establishment of new financing policies.

72. As African cities grow, the demand for transport services increases. This demand is not fully met by the public sector. In many countries, regulatory constraints and pricing policies also make it difficult for the private sector to respond adequately.

73. The improvement of facilities for pedestrians, bicycles and motorcycles poses a major challenge for the next decade. The awareness of governments of the benefits of investment in this area need to be raised. Programmes for the manufacture of bicycles and establishment of credit schemes need to be introduced and pedestrian safety improved. Above all, a thorough investigation of the constraints to prohibit the use of bicycles in Africa needs to be carried out so that policies and programmes can be formulated to address them.

74. The efficient operation and maintenance of urban road networks is important to the national economy of every country. Unfortunately, the road networks in many African cities are in a state of gross neglect. The result is loss of efficiency and increased travel costs. The principal areas for improvement are road maintenance and rehabilitation, traffic management (involving pedestrians, non-motorized transport, public transport vehicles, goods vehicles and cars) and urban planning.

75. The major problems in the area of maintenance are lack of funds, inappropriate allocation of resources for road maintenance and rehabilitation, poor maintenance practices and lack of equipment. Inappropriate regulations and poor enforcement of parking and street trading regulations limit the effective capacity of existing roads. Urban planning is not well co-ordinated with transport needs, and development control is mostly ineffective. To rectify this situation, concerted actions are needed to increase revenue generation at the municipal level and greater cost recovery at the national level and to build up municipal capabilities through the strengthening of institutions.

76. Compared to the developed countries of the world, traffic conditions in developing countries are very dangerous. This is particularly true of Africa where the number of deaths per registered vehicle is 8 to 50 times higher than in developed countries. Even among developing countries, African nations rank among those with the worst accident rates. In many countries traffic accidents have become one of the leading causes of death. A large proportion of accidents occur in urban areas. Although a good start has been made in several African countries by the formation of national road safety councils and the establishment of road safety units, much remains to be done in the area of improved data collection and analysis and the funding of road safety remedial measures. Other areas where improvements are necessary include more effective enforcement, stricter vehicle inspections, improved driver training, better safety education and greater use of emergency vehicles operated by trained medical staff.

77. Human resources development is a key pervasive issue with impact on the whole of the urban transport sector. The situation varies considerably from country to country. Overcoming these difficulties poses several challenges to governments. Firstly, they must attract and keep well-qualified staff. This will require the right institutional framework with well-defined responsibilities. It will also require adequate compensation and incentives. Staff will need to see a clear career structure and training possibilities.

9. Telecommunications

78. Investment financing has constituted a major obstacle to the development of telecommunications infrastructure in Africa. In general, when a telecommunications administration enjoys a certain flexibility in aligning tariff structures to cost price, it has no difficulty producing sufficient resources internally to cover operating and development costs. However, considering how little telecommunications equipment is produced locally, the availability of foreign exchange is a decisive factor in determining the amount of investment to be devoted to telecommunications.

79. The capacity of African countries to generate foreign exchange or to obtain it has always been relatively limited, especially over the last 10 years. Since telecommunications generally do not rank among the top-most national priorities for the allocation of scarce foreign exchange, the rate of development of telecommunications networks and services has never kept up with demand in the sector.

80. Regarding telephone density, the development in most African countries is still relatively low: the total number of main lines in Africa was 4,158,729 in 1988 or 0.72/100 inhabitants. This compares unfavourably with 32.83 in North America, 22.79 in Europe, 5.87 in Latin America, and 3.45 in Asia. At the subregional level, the telephone penetration ranges from a low average of 0.24/100 inhabitants in the West and Central African subregions, 0.41 in Eastern and Southern Africa, to a high 2.38 in the North African subregion.

81. Telecommunications equipment in use in Africa is still predominantly the analogue type, although the number and capacity of digital exchanges demonstrate that network digitalization in Africa has started. However, it is generally accepted that the quality of service and operating efficiency in African networks are far from satisfactory. The number of faults/subscriber line/year is 6 to 12 times higher than it should be. In the case of traffic handling, at least 20 per cent of local traffic, 64 per cent of national traffic and 40 per cent of international traffic are unsuccessful as a result of inefficient operations.

82. At subregional level, the Eastern and Southern African subregion has made major efforts in the construction of inter-State telecommunication links (PANAFTEL), utilization of the existing network for inter-country communications and application of agreed tariff rates. This subregion has as total of 1,835 automatic exchanges with capacities for 1,122,620 lines. The capacities for automatic lines are 690,992 for the West African subregion and 227,105 lines for the Central African subregion.

10. Broadcasting

83. Over the years African countries have made considerable efforts to develop the broadcasting sector, yet the infrastructure in this sector is far from being satisfactory in many African countries. This is mainly due to the following:

- (a) Insufficient financial resources for building appropriate infrastructure;
- (b) Lack of data on earth conductivity and the conditions for wave transmission during the planning of transmission frequencies;
- (c) The obsolescence of transmission equipment and maintenance difficulties due mainly to lack of spare parts and insufficient number of skilled manpower;
- (d) The concentration of services in urban areas and the lack of a properly organized structure for repairs.

84. In terms of penetration, both television and radio broadcasting services in Africa remain at the bottom scale. The number of radio receivers for Eastern and Southern Africa is 136.5/1000 inhabitants while those for West and Central Africa are 125.9 and 131.7 per 1000 inhabitants, respectively. The penetration for North Africa is better than for the other subregions, with 287/1000 inhabitants.

85. With regard to television receivers, the penetration in Eastern and Southern, Central and West Africa are 23.7, 11.6 and six receivers per 1000 inhabitants, respectively. North Africa has 68 television receivers per 1000 inhabitants. As for television and radio transmitters, Africa still has the least number in use. For the three subregions of Eastern and Southern, Central and West Africa, the numbers of HF and MW transmitters are only 162 and 319 respectively. For North Africa, the respective figures for HF and MW bands are 67 and 34.

11. Postal services

86. The present postal network in Africa consists of some 32,000 permanent post offices, which represents about 6 per cent of the world network. Nevertheless, the density of Africa's postal network has improved over the last 10 years; whereas the estimated density in the last Decade was one post office per 35,000 inhabitants, it is currently estimated at one office per 20,000 inhabitants. This is admittedly a long way from the UPU standard of one office per 6,000 inhabitants, but progress is tangible bearing in mind the low per capita postal consumption.

87. Although there is inadequate statistical data on the subject, it is generally considered that African postal services are poorly equipped. Moreover, the legal framework of postal services as a government department is no longer suited to the present concerns of modern and efficient postal services. The staff responsible for the management of postal services often lack the required training that would enable them to provide efficient services; and the adopted policy of low rates weaken the position of the postal administration in terms of mobilizing internal resources for expanding and improving services.

88. Among the difficulties and problems impeding the development of postal services are the wrong choice of transit centres which often leads to delays in the distribution of mail; inadequate attention to the development of postal services in rural areas; and inability of the organizational structure to provide modern postal services which are in current demand.

B. Key constraints

89. Despite the efforts made by African countries during the implementation of the UNTACDA I programme, the basic problems still remain unresolved. The existing transport and communications systems in Africa are still far from adequate and continue to constitute major constraints to the overall economic integration and development of the continent.

90. Some of the basic problems which still remain unsolved are:

- (a) Missing links: The integrated transport and communications networks which was the objective of UNTACDA I still have wide gaps in them;
- (b) Backlog of rehabilitation and maintenance: Major infrastructure and equipment have deteriorated over the last few years due to lack of sufficient and sustainable maintenance capacities and practices;
- (c) Non-physical barriers: Even where inter-State transport and communication infrastructure exist, the flow of traffic on them is still not efficient because of numerous administrative and legal procedures that impede traffic across frontiers;
- (d) Poor management and operations: The efficiency of existing transport and communications systems and operations are often greatly reduced by poor management;
- (e) Inadequate human resources: There is still insufficient availability of national capabilities to plan, design, manage and operate transport and communications systems efficiently;
- (f) Lack of data: Planning and assessing development in these sectors in Africa are made difficult by lack of data and modern management information systems;
- (g) Lack of manufacturing industries: Africa does not manufacture a considerable proportion of its transport and communications equipment. Dependence on imports has a serious negative impact on transport and communications development in Africa;
- (h) Uneven development: Most development in Africa favours external transport and communications at the expense of rural and poor urban areas where the majority of the population live;
- (i) Environmental degradation: There is evidence of increasing human, social and economic losses resulting from accidents and spillage of hazardous and polluted substances in Africa.

91. The severity of these constraints varies greatly among the four African subregions, with North Africa being the most advanced and Central Africa the most constrained in terms of basic transport and communications systems.

C. From UNTACDA I to UNTACDA II

1. Legislative process

92. The in-depth evaluation of the results of UNTACDA I recommended a follow-up programme in the same framework. Furthermore, it confirmed that the goals which were set in the first Decade were not fully realized. Several shortcomings of the first programme which had led to the failure to achieve all the goals of the first Decade were identified and served as lessons for drawing up the second Decade programme.

93. Thus, in March 1988 at its sixth meeting in Kinshasa, Zaire, the Conference of African Ministers of Transport, Communications and Planning, having critically reviewed the evaluation reports on the results of the first Decade programme, decided on a second Decade programme for the development of transport and communications in Africa over the period 1991-2000 in resolution ECA/UNTACDA/Res. 88/73. While retaining the global objectives of the first Decade, the Ministers recommended a change in strategy based on the experience gained during the first Decade. Furthermore, the Ministers made the approval of the second Decade contingent upon a properly prepared programme. To achieve this goal, the two-year period, 1989-1990 was devoted to the preparation of the programme.

94. The decision of the Conference of African Ministers of Transport, Communications and Planning to launch UNTACDA II in 1991 was subsequently endorsed by the ECA Conference of Ministers at its April 1988 meeting in Niamey, Niger, in resolution 693 (XXIII). It was also supported by the United Nations Economic and Social Council at its July 1988 session in resolution 1988/67 and eventually by the United Nations General Assembly on 20 December 1988 when it proclaimed 1991-2000 the second United Nations Transport and Communications Decade in Africa (resolution 43/179).

95. The global and sectoral objectives were approved by the Conference of African Ministers of Transport, Communications and Planning at its seventh meeting in November 1989 in Tangier, Morocco. These formed the basis for formulating the strategies and programmes of the second Decade which are presented in the following chapters.

2. Preparation of the programme

(a) National programme

96. Each member State agreed to create a national co-ordinating committee whose composition and functions were approved by the Conference of African Ministers of Transport, Communications and Planning in the document on Objectives, strategies and guidelines for UNTACDA II (DEC/TRANSCOM/67/Rev.4 of 9 November 1989) as follows:

Composition

97. In accordance with the general strategy set out, a national co-ordinating committee (NCC) will be set up in each country to be the focal point for co-ordinating subregional and regional programmes with the national programme. The NCC should comprise:

(a) Representatives of government departments, particularly ministers responsible for economic planning, finance, transport, telecommunications, postal services, broadcasting and the environment;

(b) Participants in the transport and communications industries (transporters, freight carriers, manufacturers and other suppliers of services);

(c) Various groups and users.

98. These groups were to be made up of people who have high-level experience in the sector and who deal with problems relating to transport and communications in their activities.

99. Each country will designate a national co-ordinator who will be responsible for directing the activities of the NCC. The NCC will be the focal point for co-ordinating all activities related to transport and communications sectors. The NCC is expected to carry out its work in close co-operation with the UNDP office, which will be able to participate actively in the activities of the committee.

Terms of reference

100. During the period of preparation, the NCC should:

(a) Assist the country in preparing papers outlining its sectoral strategies and objectives and incorporating them into those aspects of the Decade objectives which are relevant to their own ongoing or emerging national transport and communications policies and sectoral development plans, on the basis of guidelines of the Subregional Working Groups;

(b) Ensure that the competent country authorities accord the right priority to programmes and projects geared towards the attainment of the Decade objectives;

(c) Provide the lead agency (ECA) and relevant subregional organizations with information on the national transport and communications sectors.

101. During the implementation phase, the NCC should:

(a) Assist the government to establish sectoral priority programmes and projects, particularly those leading to the attainment of the Decade objectives;

(b) Assist the government and the Resource Mobilization Committee (RMC) to search for local financing for the priority projects and programmes of the Decade;

(c) Co-ordinate the execution of the national programmes and projects, in co-operation with the subregional organizations;

(d) Provide ECA, through UNDP, with progress reports necessary for the follow-up, monitoring and implementation of the Decade programme.

102. The NCC should also on a permanent basis:

(a) Formulate appropriate recommendations on the policy, planning and co-ordination of the transport and communication sectors, for the purpose of harmonizing government actions in these sectors in order to contribute more effectively to the economic development of the country and to the economic integration of Africa;

(b) Collect and disseminate, after adequate processing, information on the transport and communications sectors;

(c) Promote efforts to develop technology and technical innovation and enhance the role of professional associations in the transport and communications sectors and related activities.

(b) Subregional strategies and programmes

103. Four subregional working groups were formed, composed of the African intergovernmental organizations (IGOs) involved in economic co-operation in the four economic subregions of Africa, namely Central Africa, West Africa, North Africa and Eastern and Southern Africa.

104. Subregional organizations were to prepare their strategies and programmes in co-operation with their member States. These were to include the following:

(a) A base-line assessment of regional/subregional transport and communications services in the subregion with an identification of major systems and corridors (infrastructure, volume of traffic, cost and quality of services, existing transit regulations and agreements); and an identification of thematic projects which will cover activities for transport data, facilitation and human resources development;

(b) An analysis of key issues and constraints concerning services provided by regional systems and corridors;

(c) Recommended responses by systems and corridors: policy measures, institutional measures, investments, research, policy development activities and studies relating thereto;

(d) Outline of a strategy and programme for main corridors and systems with overall goals and target results (cost and quality of services);

(e) Identification of significant ongoing projects and recommendations for additional projects under the second Decade, with an order of priority.

(c) Subsectoral strategies and programmes

105. Seven subsectoral Working Groups were established to undertake, in close co-operation with member States, preparation of strategies and programmes for Decade objectives of particular relevance for their sectors. The seven subsectoral Working Groups were composed as follows:

(a) Roads: ECA, the World Bank, the Organization of African Unity (OAU), the African Development Bank (ADB), the trans-African highway authorities, the International Labour Organisation (ILO), the United Nations Development Programme (UNDP), the United Nations Conference on Trade and Development (UNCTAD);

(b) Railways: ECA, the World Bank, the Union of African Railways (UAR), OAU, ADB, ILO, UNDP, UNCTAD;

(c) Air transport: ECA, the African Civil Aviation Commission (AFCAC), the African Airlines Association (AFRAA), the International Civil Aviation Organization (ICAO), OAU, UNDP, ADB, the Agence pour la sécurité de la navigation aérienne en Afrique et à Madagascar (ASECNA), the National Civil Aviation Training Organization of Egypt (NCATO);

(d) Maritime, inland water and multimodal transport: ECA, UNCTAD, the International Maritime Organization (IMO), the Ministerial Conference of West and Central African States on Maritime Transport (MINCONMAR), the Intergovernmental Standing Committee on Shipping (ISCOS), OAU, UNDP, the port management associations, ILO, the Arab Maritime Transport Academy (AMTA), ADB, the World Bank;

(e) Urban transport: ECA, OAU, the World Bank, the Africa Section of International Bus Owners Association, UAR, UNDP;

(f) Telecommunications and broadcasting: ECA, the International Telecommunication Union (ITU), the Pan-African Telecommunications Union (PATU), OAU, ADB, UNDP, the United Nations Educational, Scientific and Cultural Organization (UNESCO), the Union of National Radio and Television Organizations in Africa (URTNA);

(g) Postal services: ECA, the Universal Postal Union (UPU), the Pan-African Postal Union (PAPU), OAU, UNDP.

106. Sectoral strategies and programmes were to include the following elements: base-line assessment, identification of key issues and constraints relative to specific Decade objectives; recommended responses which will include policy measures, institutional measures, investments, research, policy development activities and studies relating thereto, thematic issues, proposal of projects, quantified goals and target results for the region, subregions and countries.

107. The sectoral strategy and programme were also to outline necessary actions to assist in the preparation, development and dissemination of information on country programmes. It was also to specify the indicators for monitoring progress towards the attainment of the established goals for the specific sector or subsector and thematic issues.

108. The sectoral strategy and programme were to avoid mere lists of recommendations and should focus on the initial assessment and the definition of overall goals with realistic quantified targets and well-chosen and monitorable performance indicators. The sectoral strategies and programmes will be used by the countries and agencies as policy documents to develop and monitor their own programmes.

III. OBJECTIVES

A. Global objectives

109. The long-term aims of the Decade programme are to establish an efficient integrated transport and communications system as a basis for the physical integration of Africa and to facilitate national and international traffic, so as to foster trade and the achievement of self-sustaining economic development as called for in the Lagos Plan of Action and subsequent African regional and subregional economic restructuring and development programmes. These aims were upheld by the Conference of African Ministers of Transport, Communications and Planning in November 1989 (DEC/TRANSCOM/67/Rev.4).

110. A total of 10 thrust areas were identified around which the global objectives are defined. These are:

(a) **OBJECTIVE 1:** Implementation of phased and balanced programme of development and management of transport and communications infrastructure, taking particularly into account the needs and requirements of island and land-locked countries;

(b) **OBJECTIVE 2:** Rehabilitation, upgrading and maintenance of the most critical elements of the existing infrastructure and equipment so as to improve their efficiency, capacity and utilization, as well as prolong their economic life;

(c) **OBJECTIVE 3:** Improvement of human resources planning, development and utilization in order to enhance the quality and availability of personnel at all levels for efficient management and operations of transport and communications systems;

(d) **OBJECTIVE 4:** Improvement of operational efficiency, service quality and availability in transport and communications by implementing appropriate policies and administrative measures that will increase their competitiveness, productivity and profitability, while at the same time ensuring social and economic development;

(e) **OBJECTIVE 5:** Establishment of information systems on transport and communications as a basis for analysis and better planning and management of investments;

(f) **OBJECTIVE 6:** Development of manufacturing capabilities in order to cope with the rapid changes in technology and conditions in the transport and communications market and to reduce cost and requirements for foreign exchange by local manufacture of some spare parts, components and equipment;

(g) **OBJECTIVE 7:** Improvement of transport safety and security as well as strengthening transport-related environmental protection measures;

(h) **OBJECTIVE 8:** Improvement of transport and communications in rural areas where the majority of the people live and the largest percentage of economic production takes place;

(i) **OBJECTIVE 9:** Improvement of urban transport to meet the needs of the rapidly growing urban population;

(j) **OBJECTIVE 10:** Establishment and strengthening of interregional liaisons in the field of transport and communications.

111. Each of these objectives is further divided into long term and areas of immediate concentration as follows:

1. Objective 1

Implementation of phased and balanced programme of development and management of transport and communications infrastructure, taking particularly into account the needs and requirements of island and land-locked countries.

Long term: Steady expansion of intra-regional networks, especially at the subregional levels, so as to allow for the effective development of present and potential production areas and link these with consumption centres and export points on the basis of nationally agreed programmes;

Areas of immediate concentration:

(a) Facilitation of intra-African and external traffic by:

- (i) early implementation and, where necessary, review of existing bilateral, subregional and regional agreements on technical standards, operating and documentation procedures as well as any joint financing arrangement that has been entered into;
- (ii) wider ratification and early application of relevant United Nations and other international agreements;
- (iii) harmonization and application of tariff systems, including establishment of preferential tariffs for large or special users;
- (iv) development of new agreements where these are necessary and of priority;
- (v) strengthening of technological facilities and management capability by adopting modern management systems and promoting technology transfer;
- (vi) harmonization and facilitation of administrative and customs procedures at borders;

(b) Expansion and upgrading of critical national links in existing regional and subregional networks, particularly those which link up land-locked countries, in order to realize the full potential of these networks, which should be consistent with regional priority needs and national resource availability.

2. Objective 2

Rehabilitation, upgrading and maintenance of the most critical elements of the existing infrastructure and equipment so as to improve their efficiency, capacity and utilization, as well as prolong their economic life.

Long term: Development of efficient and sustainable maintenance capacities and practices for effective use of local skills, manufacturing capacities, contractors and, in the case of rural infrastructure networks, locally based organizations and institutions;

Areas of immediate concentration:

(a) Development of well-prepared national programmes of priority and rehabilitation, upgrading and equipment replacement so as to eliminate, by the year 2000, the backlog of infrastructure rehabilitation and equipment replacement tasks that has built up over the past years;

(b) Strengthening of institutional arrangements for sound maintenance planning, budgeting, performance monitoring and practices;

(c) Devising national and regional strategies for mobilizing resources both locally and from external sources for maintenance and rehabilitation by:

- (i) preparing general standardized specifications for equipment and infrastructure studies in these fields;
- (ii) devising standardized schemes and measures for routine and periodic maintenance and programmes for the rehabilitation of old systems;
- (iii) preparing updated budgetary prices for systems and equipment which will be made available to African countries.

3. Objective 3

Improvement of human resources planning, development and utilization in order to enhance the quality and availability of personnel at all levels for efficient management and operations of transport and communications systems.

Long term: Development of indigenous capabilities for a more efficient planning, management and operation of transport and communications systems in Africa;

Areas of immediate concentration:

- (a) Upgrading and maintaining the standards of existing national and subregional training institutions;
- (b) Establishment in each organization or enterprise of appropriate recruitment, career development and incentive schemes so as to attract, develop, motivate and retain competent staff at all levels;
- (c) Reinforcement of viable regional and subregional organizations (African IGOs) structurally and financially in order to enable them to serve as focal points for the conception, execution and the monitoring of the programme, and to more effectively assist the African Governments in their development efforts;
- (d) Establishment or strengthening of in-house training in major transport and communications organizations and enterprises and initiation of co-operation between centres and with training institutions in order to expand the scope and quality of training available in each;
- (e) Increase the number of "twinning" arrangements between African transport and communications enterprises, training institutions and more experienced organizations elsewhere;
- (f) Establishment of new or strengthening existing African transport and communications management studies centres in all subregions;
- (g) Use of African expertise for studies on, maintenance and building of transport infrastructure and equipment;
- (h) A survey of all training capabilities in Africa related to the various fields of transport and communications should be conducted for the benefit of African countries. A plan should be drawn up for these capabilities and for their integration to meet the needs of the continent.

4. Objective 4

Improvement of operational efficiency, service quality and availability in transport and communications by implementing appropriate policies and administrative measures that will increase their competitiveness, productivity and profitability while, at the same time, ensuring social and economic development.

Long term: Improvement of national and subregional transport and communications policies in order to enhance management efficiency and capacity;

Areas of immediate concentration:

- (a) Introduction of cost reduction and rational pricing measures;
- (b) Review and assessment periodically, as may be appropriate, of the need for and impact of subsidies;
- (c) Development of alternative sources of energy and programmes for rationalizing its use for transport and communications equipment;
- (d) Promotion and encouragement of contract programmes between enterprises and governments, where appropriate, to allow greater managerial autonomy and accountability;
- (e) Facilitation of private sector participation in the provision, operation and maintenance of transport and communications services to supplement the public sector, as appropriate.

5. Objective 5

Establishment of information systems on transport and communications as a basis for analysis and better planning and management of investments.

Long term: Promoting the establishment of information systems geared towards the demands of the market, traffic flows, operating results of transport enterprises, costs and conditions for the development of transport infrastructure and equipment;

Areas of immediate concentration:

- (a) Establishment of harmonized and standardized transport and communications data base system at national, subregional and regional levels as well as on the movement of goods and people at subregional and regional levels;
- (b) Establishment of computerized management information systems in national transport and communications organizations and at IGOs in order to improve management;
- (c) Introduction of the United Nations Rules for Electronic Data Interchange for Administration, Commerce and Transport (UN/EDIFACT) standards in all electronic data interchange communications;
- (d) Establishment of a UN/EDIFACT Rapporteur Group.

6. Objective 6

Development of manufacturing capabilities in order to cope with the rapid changes in technology and conditions in the transport and communications market and to reduce cost and requirements for foreign exchange by local manufacture of some spare parts, components and equipment.

Long term: Develop indigenous capability to manufacture critical spare parts, components and equipment required for sustained development of transport and communications in Africa;

Areas of immediate concentration:

- (a) Undertaking of feasibility studies for manufacture of selected transport and communications components and equipment;
- (b) Establishment of research and development centres and initiation of basic research in selected areas and institutions;
- (c) Carrying out of a complete survey of and widely publicize the capacity and type of manufactures currently available in Africa;
- (d) Creation of an enabling environment at national and subregional levels for investment (foreign, private, public) in manufacturing enterprises;
- (e) Promotion of technology transfer in the priority areas of transport and communications.

7. Objective 7

Improvement of transport safety and security as well as strengthening of transport-related environmental protection measures.

Long term: Reduce human, social and economic losses resulting from accidents and spillage of hazardous and polluting materials associated with the expected increases in passenger and freight transportation activities;

Areas of immediate concentration:

- (a) Development of national, subregional and regional approaches to increase awareness of safety and environmental implications of projects during planning and design stages;
- (b) Development of a regional and subregional approach, policy and strategy to prevent dumping of toxic waste in Africa;
- (c) Encourage African Governments to take all measures necessary to ensure that the international conventions already in force are fully respected by the parties thereto and to adhere to international conventions on the protection of the environment to reach lasting agreements with other member States;
- (d) To expedite the preparation and application of an African Highway Code;
- (e) Promoting the establishment of national road traffic safety councils and encouraging governments to provide them with adequate funding;
- (f) Organization of African regional and subregional seminars and workshops to exchange experiences;
- (g) Establishment of standards for vehicle testing facilities and methods.

8. Objective 8

Improvement of transport and communications in rural areas where the majority of the people live and the largest percentage of economic production takes place.

Long term: Development of more efficient and effective rural transport and communications infrastructure, equipment and services;

Areas of immediate concentration:

(a) According the highest priority to better planning, construction and maintenance of rural transport and communications systems;

(b) Identification of current and potential areas of economic production growth and development of plans to link them to the national transport and communications networks;

(c) Development and promotion of appropriate technology for rural communication and non-motorized transport alternatives to meet the needs of specific areas.

9. Objective 9

Improvement of urban transport to meet the needs of the rapidly growing urban population.

Long term: Providing appropriate infrastructure and transport facilities for the movement of persons and goods at moderate cost; increasing the efficiency and financial viability of urban transport activities, including the provision of greater accessibility to employment opportunities for low-income groups;

Areas of immediate concentration:

(a) Formulation of realistic urban transport policies, which would ensure efficient traffic management and public transport operations;

(b) Introduction of appropriate tariff policies and regulations which would satisfy the double demand for cheaper transportation and viable public transport enterprises;

(c) Development of urban transport management and transport planning agencies to implement efficient urban traffic and transport plans.

10. Objective 10

Establishment and strengthening of interregional liaisons in the field of transport and communications.

Long term: Establishment of interregional joint ventures in transport and communications, based on comparative advantages;

Areas of immediate concentration:

(a) Carrying out an in-depth appraisal of present conditions of international air transport operations between Africa and other regions and proposing measures for its restructuring;

(b) Pursuing efforts to restructure international shipping in a more equitable manner;

(c) Development of mechanisms for co-operation in joint operation among multimodal transport operators of trading partners of different regions;

(d) Promoting the development of transport connections between the African continent and adjoining regions;

(e) Harmonization of the internal legislation of States, to facilitate efficient operation of mechanisms for implementing and following up decisions taken;

(f) Co-operate with other regional organizations, particularly the Conference of Arab Ministers of Transport and EEC.

B. Subsectoral objectives

112. The global objectives defined above apply in varying degrees to each of the transport and communications subsectors. Thus, it is necessary to identify which are relevant to each of these subsectors and define the resultant areas of immediate concentration. The 11 subsectors are: roads and road transport, railways, shipping, ports, inland water transport, multimodal transport, air transport, urban transport, telecommunications, broadcasting and postal services.

1. Roads and road transport

Long term: Removal of the physical and non-physical barriers to intra-African trade and travel and improvement of services in the roads and road transport subsector;

Areas of immediate concentration:

(a) Completion of the proven inter-country road network to link areas of production to areas of consumption at national, subregional, regional and international levels;

(b) Rehabilitation, upgrading and maintenance of existing networks in order to reduce the backlogs of infrastructure rehabilitation and equipment replacement tasks which have been piling up over the past years;

(c) Facilitation of traffic on existing inter-country road links by having member States accede to the existing bilateral, multilateral and international agreements pertaining to the road transport subsector;

(d) Harmonization of the various national highway codes, road signs, signals and axle load regulations so as to render inter-country transit as easy as possible;

(e) Human resources and institutional development to build up capacity and enhance manpower, in order to improve the operation, organization, management and maintenance of road and road transport systems;

(f) Promotion of road safety and protection of the environment;

(g) Improvement of road transport infrastructure and services within and between urban and rural areas;

(h) Improvement of foreign exchange allocation for the purchase of new buses, trucks and spare parts, and promotion of national policies that would enhance the viability of the road transport industry;

(i) Establishment of a harmonized and standardized road transport data base system at national, subregional and regional levels;

- (j) Survey of the road transport vehicle manufacturing industry in Africa;
- (k) Introduction of lead-free fuels and emission control measures to reduce atmospheric pollution.

2. Railways

Long term: Improvement of the operational efficiency of railways so as to increase their financial viability and reduce their burden on national budgets; achievement of acceptable levels of locomotives, rolling stock and infrastructure availability and utilization rates on the basis of phased programmes agreed for the major national railway systems and also on the basis of contract and corporate plans;

Areas of immediate concentration:

- (a) Restructuring of the railways through appropriate time-phased programmes and ensuring a balance between the number of employees and activities in African railways;
- (b) Review of technical, operational and commercial studies which have been conducted by inter-governmental organizations, UAR and subregional organizations in order to ascertain their validity and relevance to the development of railways in Africa, during UNTACDA II and beyond;
- (c) Strengthening of existing national and subregional institutions for training railway personnel by improving their statutes, reviewing their curricula, training of trainers and by developing their training equipment and facilities, etc.;
- (d) Establishment, in various railways, of UAR-based costing model to be derived from recommendations of the Sub-Saharan Africa Transport Programme (SSATP) costing study;
- (e) Establishment of management information and data bank systems for railways which do not have them, on the basis of the results and recommendations of SSATP studies;
- (f) Increasing the shares of both domestic and long-haul transit traffic through highly competitive marketing systems and service quality measures;
- (g) Revision of existing railway legislation where appropriate to improve governmental/railway relationships and allow greater managerial autonomy and accountability;
- (h) Promotion of inter-railway working agreements to facilitate the smooth operations of international traffic;
- (i) Survey of railway equipment manufacturing in Africa and establishment of regional workshops;
- (j) Strengthening of UAR.

3. Shipping

Long term: Development of the shipping capacity of Africa by reinforcing co-operation, intensifying consultation and strengthening policy co-ordination with a view, inter alia, to achieving greater participation in international shipping activities, thus contributing significantly and positively to an accelerated economic development of African countries;

Areas of immediate concentration:

(a) Institution building: establishment, re-organization and strengthening of maritime institutions, such as national maritime administrations, subregional organizations and shippers councils;

(b) Preparation, enactment, implementation, review and updating of maritime legislation, particularly merchant shipping acts/codes and subsidiary legislation;

(c) Acceptance or ratification of international maritime conventions and adoption of relevant codes and recommendations;

(d) Manpower development in the field of maritime transport, including support to maritime training institutions;

(e) Introduction of new shipping technologies for maritime development in Africa;

(f) Subregional/regional co-operation through:

(i) joint ventures in shipping services;

(ii) cargo-sharing arrangements;

(iii) multinational shipping consortia in liner and bulk trade;

(iv) multinational ship-building and ship repairing enterprises;

(v) harmonization of national shipping policies in subregional framework;

(vi) improvement of navigation aids and ship-to-shore communications;

(vii) marine pollution prevention and control;

(viii) promotion of marine insurance institutions;

(ix) harmonization of documentation and procedures to facilitate maritime trade.

4. Ports

Long term: To increase trade efficiency by improving the performance of African ports;

Areas of immediate concentration:

(a) Human resources development by:

(i) developing manpower plans for every port and implementing career development and incentive schemes to motivate staff including, where necessary, redundancy schemes;

(ii) providing all grades of staff (managers, supervisors and dock-workers) with the necessary training in order to improve their skills and by creating/strengthening national and subregional training institutes for this purpose;

(b) Improvement of port productivity by:

- (i) identifying bottle-necks to easy berthing;
- (ii) implementing appropriate administrative and operational procedures to increase cargo handling rates and reduce cargo transit time;
- (iii) streamlining customs procedures to match operational and commercial requirements of new technologies;

(c) Improvement of port maintenance: Much more priority needs to be given by African Governments and port authorities to the maintenance of port equipment in order to improve equipment availability, reduce delays and breakdowns;

(d) Improve port administration and institutional aspects through:

- (i) increased government awareness of the effects of port policies on foreign trade performance;
- (ii) development of management information systems to facilitate effective monitoring and control;
- (iii) review of port financial policies and improvement of cost accounting and financial management and procedures for fixing port charges in order to guarantee financial viability for port authorities;
- (iv) improving port regulations and institutional structures to meet modern requirements, including handling of vessels, custody of cargo, limitation of responsibilities of ports and related industries so as to ensure the commercial viability of port services provided by operators;

(e) Greater co-operation among African countries in order to:

- (i) avoid wasteful over-investment in port facilities;
- (ii) facilitate port adaptation to the evolving ISO standards in use;
- (iii) simplify and harmonize port tariff structures;
- (iv) streamline documentation to facilitate smoother cargo movement especially for foodstuffs from the port to the interior and, in particular, to land-locked countries;
- (v) combat pollution and the dumping of toxic wastes;
- (vi) create joint ventures in dredging;

(f) Special arrangements for land-locked countries: Assist land-locked countries by facilitating their foreign trade through ports of transit countries by removing non-physical barriers;

(g) Improvement of marine facilities through:

- (i) improvement of ship-to-shore communications (including INMARSAT), navigation aids and traffic management systems;
- (ii) improvement of meteorological and coastal station services for collecting and relaying weather information;

(h) Reinforcement of port planning by assisting port authorities and operators in planning port development so as to ensure introduction of modern technology to facilitate rapid transit of goods of varying volumes and types.

5. Inland water transport

Long term: Development of integrated transport systems for each lake and river basin using master plans for multisectoral development of the basins and lakes, and promotion of inter-modal co-ordination;

Areas of immediate concentration:

(a) Improvement of the navigable waterway networks of each lake and river basin through joint maintenance, buoyage, rehabilitation and purchase of equipment;

(b) Improvement of the technical and economic performance of inland navigation vessels, particularly through co-operation in the building, maintenance and repair of ships;

(c) Maintenance and rehabilitation of equipment and ports infrastructure particularly to increase efficiency and ensure inter-modal co-ordination;

(d) Improvement of management, particularly through the promotion of joint service enterprises;

(e) Harmonization and updating of documentation, legislation and regulations with a view to finding collective solution to facilitation problems;

(f) Training of inland water transport personnel of all categories and strengthening and/or establishing training centres;

(g) Programming of measures for marine pollution prevention and control.

6. Multimodal transport

Long term: Improvement of the integration of all modes of transport to allow for a smooth carriage of cargo in one transport chain; adjustment of services of all modes of transport to meet the requirements of the multimodal transport system; acceleration of cargo movements by facilitating transport documentation and other relevant procedures;

Areas of immediate concentration:

(a) Adjustment of trade, where appropriate or feasible, so as to fully benefit from the multimodal transport plan;

(b) Adaptation of policies and plans for introducing multimodal transport at national and subregional levels;

(c) Encouragement of national multimodal transport operators (MTOs) to increase their participation in multimodal transport;

(d) Establishment of inland container depots;

(e) Adjustment of laws and regulations to foster multimodal transport and the establishment of MTOs, ratification of the Multimodal Transport Convention, and implementation of documentation procedures and regulations in conformity with the requirements of multimodal transport;

(f) Expansion of training activities on multimodal transport;

(g) Improvement of managerial abilities with a view to the introduction of multimodal transport.

7. Air transport

Long term: Integration of African airlines, restructuring of civil aviation and airport management authorities, improvement of air navigation installations and services in Africa and promotion of better facilitation procedures;

Area of immediate concentration:

(a) Implementation of the Yamoussoukro Declaration on the new African air transport policy, taking particular account of the following:

- (i) the need for information exchange;
- (ii) the need to improve technical co-operation among airlines so as to achieve their total integration;
- (iii) the possible extra-territorial application of the competition rules in international air transport;
- (iv) problems of exchange of traffic rights within Africa and between Africa and the rest of the world;
- (v) problems relating to product distribution by means of the Computer Reservations System (CRS);
- (vi) the implications of the noise restrictions and airspace congestion measures;
- (vii) renewal of fleet by establishing adequate financial institutions to facilitate acquisition of aircraft and related equipment;
- (viii) the need to restructure civil aviation authorities and airport management enterprises;
- (ix) promotion of joint operation and use of facilities;
- (x) the need to integrate airlines and improve their management;
- (xi) the establishment of appropriate mechanism for fixing promotional tariffs for the development of African traffic;

(b) Implementation of the ICAO Air Navigation Plan, improvement of air safety and security and support to States to enable them to ratify conventions pertaining to civil aviation;

(c) Technical assistance programmes will be designed to improve facilitation at African airports. Assistance will also be provided to States in drawing up the necessary legislation will also be provided to States;

(d) Undertaking studies for the development of air services and establishment of viable and cost-effective air transport enterprises;

(e) Strengthening of AFRAA and AFCAC in order to increase their ability to carry out their responsibilities concerning implementation of the UNTACDA II programme;

(f) Strengthening of national and regional meteorological services with a view to securing timely forecasts and dissemination of meteorological information to ensure flight safety and economy.

8. Urban transport

Long term: Providing appropriate transport infrastructure and services so as to avoid the high economic, social and personal costs that may result from the expected growth in transport and travel movements in large African cities; increasing the productivity, service availability, quality and financial viability of urban transport services, including meeting the needs of low-income groups for greater accessibility to employment activities and opportunities;

Areas of immediate concentration:

(a) Efficiency improvement measures through:

- (i) introduction and effective implementation of traffic management systems and proven low-cost traffic engineering measures, including such aspects as better signs, signals, pedestrian walkways and pedestrian-only areas, controls over vehicle movements and diversion of road traffic;
- (ii) application of effective parking control systems;
- (iii) introduction of bus-ways and high occupancy lanes where appropriate;
- (iv) enforcement of effective driver training, testing and licensing measures;
- (v) expansion of road user education activities;
- (vi) introduction of lead-free fuels and emission control measures to reduce atmospheric pollution;

(b) Institutional improvement measures by:

- (i) strengthening the institutional capacity of urban authorities to formulate urban transport policy and to plan as well as maintain urban transport networks and traffic movement information facilities and equipment;
- (ii) providing effective daily management and control of urban traffic;
- (iii) establishing representative traffic safety consultation systems;

(c) Policy improvement measures by:

- (i) introducing efficiency-oriented vehicle parking policies;
- (ii) conducting reviews of taxi industry entry and operations policies;
- (iii) assessing the relative roles of the public and private passenger bus services;

- (iv) improving road user taxation policies.

9. Telecommunications

Long term: Development of an integrated telecommunications network based on well-defined national, sub-regional and regional policy guidelines for development, including the accessibility to telephones in rural areas;

Areas of immediate concentration:

- (a) Management, development and rational utilization of human resources;
- (b) Maintenance, rehabilitation and modernization of existing telecommunication infrastructural facilities;
- (c) Improvement in the management of telecommunications services;
- (d) Establishment of effective and operational planning units within national telecommunication administrations;
- (e) Establishment, harmonization and implementation of tariff agreements at subregional and regional levels;
- (f) Promoting the transiting of a high percentage of intra-African communications through centres in Africa by using the installed Pan-African Telecommunications (PANAFTTEL) Network;
- (g) Completion of the missing links of the PANAFTTEL Network;
- (h) Implementation of the Regional African Satellite Communications System (RASCOM) project;
- (i) Strengthening of the Pan-African Telecommunications Union (PATU);
- (j) Provision of services to special users such as news agencies, air transport, broadcasting and meteorological services at preferential rates;
- (k) Extension of services to rural areas;
- (l) Promotion of institutional restructuring of existing organizations in order to improve their operational and commercial efficiency;
- (m) Promotion of new services, particularly those dealing with data communication and information, to support regional and international trade.

10. Broadcasting

Long term: Development of broadcasting services for effective dissemination of information in order to support socio-economic development; improving the management and operations of broadcasting services and strengthening regional programme exchanges;

Areas of immediate concentration:

- (a) Conducting surveys to measure soil conductivity and weakening of propagation;

- (b) Establishment of a network for the daily exchange of television news and programmes among African countries;
- (c) Development of human resources at all levels, and establishment of audio-visual institutes at regional and subregional levels;
- (d) Establishment of subregional centres for studies on rural radio services in Arabic-, English- and Portuguese-speaking areas, similar to the one for French-speaking areas located in Ouagadougou;
- (e) Intensification of efforts towards implementation of the Development of Broadcasting in Africa programme (DBA) as called for in recommendation 4 of the African Telecommunications Development Conference (Tunis, 1987);
- (f) Conducting of feasibility studies on the manufacture of professional broadcasting equipment and low-cost receivers for the general public;
- (g) Promotion of rural broadcasting;
- (h) Strengthening the Union of Radio and Television Organizations in Africa (URTNA);

11. Postal services

Long term: Development of the African postal network and expansion of postal activities particularly through the institution of autonomous management within postal administrations, coupled with improved financial management, better qualified manpower and the production of own materials and equipment;

Areas of immediate concentration:

- (a) Re-examination or reviewing of postal systems in order to provide greater management liberty and flexibility;
- (b) Separation of postal services from telecommunications in order to provide specific management to the sector;
- (c) Giving of greater flexibility to postal administrations in the fixing of tariffs and use of generated income;
- (d) Making optimum use of the available human and material resources;
- (e) Improvement of working methods so as to increase productivity;
- (f) Improvement of mail routing and distribution in rural and urban areas;
- (g) Improvement of the quality of training and the qualifications of trainers and trainees;
- (h) Establishment of subregional workshops to ensure individual and collective autonomy of the countries with respect to postal equipment;
- (i) Introduction of new services and products for greater competitiveness on the communications market;
- (j) Promotion of postal financial services;
- (k) Establishment of a regional industry for priority postal stamps

IV. STRATEGIES

A. General

113. In drawing up the programme for the second Decade, full account should be taken of the macro-economic environment into which the programme fits. This environment defines the constraints to the implementation of the programme. Thus, for the success of the programme, the following general strategy is proposed:

(a) Focus: The programme should be focused on the key problem areas whose solution requires regional/subregional co-operation;

(b) Flexibility: A reasonable flexibility should be built into the programme to allow correction and reorientation as needed during its implementation. It is proposed that the programme should be evaluated every three years, that is, in 1994 and 1997, and a final in-depth evaluation carried out in the year 2000;

(c) Promotion of the programme: The programme and its activities must be well promoted in order to publicize the Decade. It is suggested the all means of communications should be used for this purpose, ranging from facilities of URTNA, newsletters, publications, the press, intergovernmental organizations to UNDP country offices;

(d) Survey of transport and communications in Africa: A general survey will be conducted on transport and communications in Africa in order to update information on the level of development. Similar surveys will be conducted at the end of the programme to provide the basis for evaluating the progress achieved during the Decade;

(e) Monitoring mechanism: The Economic Commission for Africa, as lead agency for the programme, should set up a mechanism for monitoring implementation of the programme. In this regard, the UNDP country offices could play an important role by providing ECA with information on projects, national plans and funding secured for implementing national projects;

(f) Multisectoral approach: The programme is designed in response to some specific demands from other sectors such as agriculture, mines, population, industry and trade;

(g) Resource mobilization: A committee on resource mobilization has been set up in order to mobilize more resources. The Committee, which comprises African leading institutions and international financing institutions, started its work during the preparatory phase when it assisted in preparing the programme. During the implementation phase, it will concentrate on mobilizing technical and financial resources for the execution of UNTACDA II projects;

(h) Criteria for selecting projects: The criteria for selecting projects were developed to serve, on the one hand, as general guidelines initiating projects of governments, subregional and regional organizations, United Nations specialized agencies and other institutions and, on the other hand, as a reference tool with which ECA, the lead agency, will ensure that projects submitted for inclusion in the programme conform to the global objectives and strategies established. The main criterion for selecting any project for inclusion in the Decade programme should be the potential effective contribution of such a project to the implementation of the economic, socio-cultural and political objectives of the Lagos Plan of Action and the Final Act of Lagos. The guidelines and procedures for selecting projects are contained in the annex;

(i) National co-ordinating committees (NCCs) on UNTACDA should be set up in all countries, as was done for the feasibility study for the establishment of the Regional African Satellite Communications System,

in order to co-ordinate national development programmes between and within transport and communications sectors, and act as focal points for the regional and subregional programme. The UNDP country office should be invited to participate in this committee;

(j) Responsibility for projects: National governments will have the responsibility to identify, formulate, negotiate, finance and implement regional, subregional and national projects with regional and subregional impact of both pre-investment and investment nature. International organizations may also initiate projects with regional and subregional impact. Such projects will involve pre-investment and investment. International organizations may also initiate projects and programmes falling within their field of competence in co-operation with the States, subregional and regional organizations and ECA. In addition, subregional and regional organizations shall be responsible in respect of selected subregional investment projects and more and more pre-investment subregional projects should be assigned to subregional and intergovernmental specialized organizations for implementation. ECA shall be responsible for co-ordinating all projects and programmes in order to ensure consistency with the objectives of the Decade and avoid duplication of effort;

(k) Collection of information may be achieved by requiring that project submissions include statistics on the development of the sector in the country concerned as well as information on related projects. Additionally, the NCC is required to provide regular information on projects and statistics on development indicators;

(l) Working groups: Four subregional and seven sectoral working groups were formed to address subregional, sectoral and thematic issues. Before the beginning of the Decade, each working group prepared its strategy and programme for a three- to five-year period, in accordance with the approved guidelines;

(m) The lead agency, with the guidance of the Resource Mobilization Committee, will review and harmonize the strategies and programmes to make sure they are in line with the objectives of the Decade and the selection criteria;

(n) Type of project: It is understood that, basically, there will be two types of projects: capital projects and non-capital projects, the latter comprising projects addressing policy reform measures, institutional strengthening and development capabilities, research, training and human resources development, development of transport data and detailed engineering studies. In designing and preparing Decade projects, particular attention will be given to the following:

- (i) promotion of national socio-economic development and impact of projects on subregional or regional integration;
- (ii) generation of local expertise and the increase of national capacity by using, as much as possible, local human and other resources;
- (iii) promotion, as far as possible, of the integration of women and youth in development;
- (iv) development of appropriate technology through transfer and adaptation of foreign technologies, at the least cost possible;

(o) Mobilization of resources: The Resource Mobilization Committee's primary mandate is to ensure effective marketing of the Decade programme. To this end, it will strive to establish methods for effectively mobilizing resources for the programme. Among other things, its activities, during the preparatory period, 1989-1990, were:

- (i) to advise the lead agency and the Inter-agency Co-ordinating Committee on the guidelines for preparing the programme of each agency or group of agencies, on the follow-up of the preparatory activities and on the co-ordination and harmonization of their programmes;
- (ii) to search for financial and technical resources for assisting agencies or group of agencies with the preparation of their Decade programmes;
- (iii) to sensitize member States to the need to give the highest priority to projects geared towards achieving the key objectives of the Decade and to include the projects in their national priority programmes.

(p) During the Decade, the work of the Resource Mobilization Committee will be:

- (i) to recommend to the IACC projects which should be accorded higher priority in view of the prevailing macro-economic environment in Africa and the resultant 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 conferences and by motivating and raising awareness of major financial institutions and agencies of the need to finance these projects. This it should do through workshops, seminars and round-tables;
- (iv) to continue to sensitize member States to accord priority to the Decade programme and projects geared towards developing rural areas, and also to assist member States in preparing national projects aimed at achieving the above-mentioned goals and the overall objectives of the Decade;
- (v) to search for financing for implementing economically viable regional projects (involving two or more member States);
- (vi) to search for financing for implementing 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 review 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;

(q) Working groups: Two types of working groups were established: four subregional and seven subsectoral working groups whose tasks were to assess the existing situations, identify bottle-necks impeding the realization of the Decade objectives, recommend strategies (policy reforms, institution building, studies, investments), identify whenever possible quantifiable goals and time phases as well as measurable indicators and prepare the programme;

(r) Subregional working groups

- Eastern and Southern Africa: ECA, OAU, Preferential Trade Area (PTA), Southern African Development Co-ordination Conference/Southern African Transport and Communications Commission (SADCC/SATCC), Economic Community of the Great Lakes Countries (CEPGL), Kagera Basin Organization (KBO), Intergovernmental Authority for Drought and Development (IGADD), Indian Ocean Commission (IOC), Northern Corridor Authority
- Central Africa: ECA, OAU, Economic Community of Central African States (ECCAS), Customs and Economic Union of Central Africa (UDEAC), Lake Chad Basin Commission (CBLT), Inter-State Committee for the Fight against Drought in the Sahel (CILSS), Ministerial Conference of West and Central African States on Maritime Transport (MINCONMAR)
- West Africa: ECA, OAU, Economic Community of West African States (ECOWAS), Mano River Union (MRU), Economic Community of West Africa (CEAO), Organization for the Development of the River Senegal (OMVS), Organization for the Development of the River Gambia (OMVG), CILSS, MINCONMAR, CBLT, Liptako-Gourma Authority
- North Africa: There is no economic community organization covering all the countries for this subregion. ECA, OAU and the newly created Maghreb Union will prepare the programme in consultation with the other non-Maghreb countries.

(s) Subsectoral working groups

- Roads: ECA, World Bank, OAU, African Development Bank (ADB), Trans-African Highway Authorities, International Labour Organisation (ILO), United Nations Development Programme (UNDP), United Nations Conference on Trade and Development (UNCTAD)
- Railways: ECA, World Bank, Union of African Railways (UAR), OAU, ADB, ILO, UNDP, UNCTAD
- Air transport: ECA, African Civil Aviation Commission (AFCAC), African Airlines Association (AFRAA), International Civil Aviation Organization (ICAO), OAU, UNDP, ADB, Agence pour la sécurité de la navigation aérienne en Afrique et à Madagascar (ASECNA), National Civil Aviation Training Office (NCATO)
- Maritime, inland water and multimodal transport: ECA, UNCTAD, International Maritime Organization (IMO), MINCONMAR, Intergovernmental Standing Committee on Shipping (ISCOS), OAU, UNDP, port management associations, ILO, Arab Maritime Transport Academy (AMTA), ADB, World Bank
- Urban transport: ECA, OAU, World Bank, Africa Section of the International Bus Owners Association, UAR, UNDP.
- Telecommunications and broadcasting: ECA, International Telecommunication Union (ITU), Pan-African Telecommunications Union (PATU), OAU, ADB, UNDP, United Nations Educational, Scientific and

Cultural Organization (UNESCO), Union of National Radio and Television Organizations in Africa (URTNA)

Postal services: ECA, Universal Postal Union (UPU), Pan-African Postal Union (PAPU), OAU, UNDP

B. Subsectoral

114. The subsectoral strategies developed are based on the key issues and constraints identified by the various working groups. Analysis of the sectoral strategies shows the following commonalities:

- (a) Institutional reform;
- (b) Improved management;
- (c) Human resources development;
- (d) Improved maintenance.

115. A summary of the development of the subsectoral strategies and action plans is given below. Details of the strategy development for the various subsectors can be found in the subsectoral strategy document. The programmes of action from these strategies are shown in the graphic summary at the end of this chapter.

1. Roads and road transport

116. The strategy for the road subsector is based on the assessment of the present situation of the road network and the following key issues affecting the subsector.

117. The factors affecting the classified main road network are inadequate maintenance and lack of resources. The deterioration of roads has reached such levels that parts of the network are no longer usable thoroughfares. The present road condition is a major impediment to economic growth as it affects national and international trade.

118. African countries are also losing capital through massive deterioration of their roads. Large networks, built at great expense, have been under-maintained and often more excessively used and overloaded. This road deterioration must be stopped.

119. The African economic crisis, combined with the huge financing required by the roads subsector call for a strong commitment by governments and donors to undertake policy reforms to rationalize road network management and set up priorities among the competing demands for resources.

120. For the rural roads, the main issues concern the following:

- (a) Lack of planning at national and regional levels involving local participation;
- (b) Scarcity of national resources which call for further mobilization of local resources and measures to develop technical capabilities at the local level;
- (c) Lack of national institutions in charge of identifying and monitoring national feeder road policies.

121. But in addition to the existing infrastructural problems, there are major non-physical barriers that adversely affect the efficiency of international road transport services. Transit has been hampered by lack

of intermodal services, delays and overhead costs associated with border crossings and multiple freight inspections.

122. In conclusion, road transport services need to be improved through policy reforms focused on facilitating the development of more responsive and efficient services in classified and rural feeder roads. During the next decade, efforts will be needed to reduce border impediments to free traffic. Land-locked and transit countries will be encouraged to facilitate international transport based on economic criteria.

123. Therefore, the following were adopted as overall strategies for the subsector:

(a) Upgrading proven intra- and inter-country road network to link areas of production to areas of consumption at national, subregional, regional and international levels;

(b) Improving planning, financing and budgeting in order to reduce the backlog of infrastructure maintenance and rehabilitation and equipment replacement tasks piling up over the past years;

(c) Developing policies to facilitate international road transport by minimizing cumbersome customs and immigration procedures and supporting the development of multilateral and international conventions and accords;

(d) Developing compatible highway codes, road signs, signals and axle load specifications so as to facilitate inter-country transit;

(e) Supporting institutional reforms and improving management of human resources;

(f) Developing harmonized road safety legislation, strengthening traffic engineering and enforcement capability and improving road accident rescue strategies;

(g) Improving operations and management of road transport infrastructure and services on the basis of fair competition;

(h) Raising environmental awareness and strengthening or establishing local environmental institutions;

(i) Improving and co-ordinating standardized road transport data base systems at national, subregional and regional levels;

(j) Promoting the establishment of road transport vehicle manufacturing industry in Africa;

(k) Establishment and strengthening of vehicle inspection centres.

2. Railways

124. The planned railways and rail transport programme for UNTACDA II is aimed essentially at facilitating the design and implementation of railway restructuring programmes whose general outlines are given in this document. It is also aimed at promoting the development of railways within the context of the mission entrusted to the Union of African Railways in the matter of:

(a) Conducting a study on ways and means of integrating the African railway networks;

(b) Improving railway services;

(c) Linking up the networks to one other;

- (d) Co-ordinating rail transport with other transport modes;
- (e) Instituting standards and specifications for railway equipment.

125. At the regional level, UAR will have to strengthen its role as a choice forum for the sharing of experiences by African railways and a think tank for reforming the domestic management of railway enterprises. In this context, UAR should develop and disseminate standard management tools suited to the needs of African railway networks.¹ UAR will also continue to be the spokesman of the African railway community with regard to the Decade transport programmes and activities, especially those coming under the SSATP and of both the multilateral and bilateral funding agencies concerning the general aspects of African railway operations. The subregional or, as the case may be, bilateral activities to be undertaken mostly have to do with promoting co-operation among States and railway administrations in the matter of:

- (a) Routing international traffic (facilitation of trade and customs procedures, technical co-ordination, marketing and joint commercial ventures of railway enterprises);
- (b) Initial and advanced training of instructors and trainers (admission of trainees from other networks into the national network training centres, graduate schools and subregional training centres);²
- (c) Maintenance of rolling stock (joint use of maintenance facilities, pooling of spare parts procurement and co-ordination of equipment purchasing).

126. In the main, policies for the restructuring of railway operations should be formulated and implemented at the national level. If the economic role of railways is re-defined, the institutional and regulatory framework of railway operations restructured, the domestic management of the railway enterprises reformed and adequate investment policy pursued, the basic objectives of the restructuring exercise will be attained and railways will be able to play their economic role in the transport system and come into their own as a specialty. Efficient railway enterprises will be transformed to compete commercially, and financial balance achieved in the management of railways. This will do away with State financial assistance other than compensation for public service obligation. The design and implementation of restructuring programmes (the major instruments of which have been described in this document) apply both to railway administration (especially ministries of transport, finance and planning) and railway enterprises. Countries embarking upon such restructuring should finally be able to count on the assistance of multilateral and bilateral donors.

127. The overall strategies for the railways sector are:

- (a) Restructuring of railways into efficient, commercially viable enterprises;
- (b) Improvement of availability and reliability of rolling stock, infrastructure and equipment;
- (c) Development and improvement of international traffic co-ordination;
- (d) Development of human resources;
- (e) Upgrading and improvement of infrastructure;

¹ Such as the cost price calculations models developed recently within the context of the railways and rail transport component of the Sub-Saharan Africa Transport Programme (SSATP).

² Such as the Ecole supérieure africaine des cadres des chemins de fer (ESACC) or the trainer training centres (CSP 2) at Abidjan and Antananarivo.

- (f) Improvement of signalling facilities to ensure safety in railway services.

3. Shipping

128. The strategies are geared to the following areas:

- (a) Intensification and harmonization of subregional co-operation;
- (b) Development of coastal shipping services;
- (c) Taking all necessary steps to reduce overall transportation costs;
- (d) Updating and harmonization of legislation;
- (e) Promoting the development of national and multinational shipping enterprises;
- (f) Adoption and application of international maritime conventions;
- (g) Establishment, reorganization and/or strengthening of maritime institutions;
- (h) Promoting the establishment of multinational ship-building and ship repair enterprises;
- (i) Improvement of navigation aids and ship-to-shore communication;
- (j) Marine pollution prevention and control;
- (k) Development of human resources;
- (l) Development of a draft African maritime charter;
- (m) Protection of coastal areas against pollution.

4. Ports

129. The subsectoral strategies for ports are as follows:

- (a) Improvement of administrative and operational procedures to increase cargo-handling rates and reduce the transit times of cargo;
- (b) To ensure that port facilities are adapted to meet expected challenges in modern shipping technologies, through intensive research into the design, draught and length of future generation of ocean-going cargo ships;
- (c) Streamlining of customs procedures to match the operational and commercial requirements of new technologies;
- (d) Development of subregional ports with feeder services to other ports;
- (e) To ensure effective maintenance of port equipment and infrastructure in order to increase efficiency and safety;

- (f) Development of human resources;
- (g) Encourage development of free zones for land-locked countries within port areas in coastal countries.

5. Inland water transport

130. A total of seven strategies were developed for inland water transport, namely:

- (a) Improvement of the navigable waterway networks of all lake and river basins through joint maintenance, buoyage, rehabilitation and purchase of equipment;
- (b) Improvement of the technical and economic performance of inland shipping organizations through co-operation in the training of staff at all levels and in the building, maintenance and repair of ships;
- (c) Increasing the efficiency of river and lake ports through preventive and operational maintenance and rehabilitation programmes;
- (d) Improving the management of inland waterway networks through the promotion of joint enterprises for operating services;
- (e) Development of human resources;
- (f) Preparation of environment action plans based on environmental assessment, and implement them rigorously;
- (g) Preparation and implementation of safety programmes.

6. Multimodal transport

131. The strategies for this subsector are:

- (a) Promoting the integration of all transport modes in order to promote the "door-to-door" concept, and supporting the development of the containerization industry;
- (b) Harmonization and simplification of documentation, legislation and regulations with a view to facilitating and accelerating cross-border trade;
- (c) Co-operation in identifying and developing new transport corridors eliminating missing links, and ensuring continuity of the integrated transport chain;
- (d) Development of human resources;
- (e) Development of the insurance industry;
- (f) Creation of a regulatory framework to promote the development of African multimodal transport operations and freight forwarding in the private sector;
- (g) Data processing based on international standards, such as EDIFACT.

7. Air transport

132. The strategies adopted for the air transport subsector are the following:

(a) Implementation of the Yamoussoukro Declaration, specifically:

- (i) joint operation, joint use of aircraft, integration of existing airlines and improvement of their management;
- (ii) regulation of operations, co-ordination of aeronautical activities and expansion of African markets;
- (iii) harmonization and adaptation of aeronautical laws;
- (iv) elimination of physical and non-physical barriers to air transport and development of facilitation in airports;

(b) Implementation of the ICAO air navigation plan, standardization and harmonization of operation in the various air spaces and development of aeronautical infrastructure;

(c) Improvement of safety and security;

(d) Human resources and institutional development;

(e) Maintenance of airports and equipment and strengthening of airport structures.

8. Urban transport

133. The strategies for this subsector are as follows:

- (a) Increasing the efficiency of urban transport modes and services;
- (b) Development of human resources;
- (c) Policy and institutional reforms;
- (d) Transport management and operations;
- (e) Research into urban transport problems and exchange of experience with other major cities.

9. Telecommunications

10. Broadcasting

134. The overall strategies for the telecommunications and broadcasting subsectors have been formulated and characterized, as shown below, for activities at the regional, subregional and national levels. This is an attempt to better clarify and apportion specific activities at each level:

- (a) Establishing and/or reviewing telecommunications and broadcasting policies and regulations;
- (b) Restructuring existing telecommunications and broadcasting organizations or departments;
- (c) Institutionalizing planning practices;
- (d) Development of human resources;

- (e) Maintenance and rehabilitation;
- (f) Improvement of quality services and utilization to full capacity of existing networks;
- (g) Expansion of infrastructure and services, especially in rural areas;
- (h) Introduction of new services in parallel with digitalization of networks;
- (i) Establishment of research and development centres;
- (j) Establishment of manufacturing industries for telecommunications and broadcasting equipment and spare parts;
- (k) Promoting technical co-operation among developing countries (TCDC) within the subregions and the region as a whole.

11. Postal services

135. The overall strategies focus on the following key areas:

- (a) Expansion of postal network and services;
- (b) Restructuring of postal services and management reform;
- (c) Development of human resources;
- (d) Development of postal financial services;
- (e) Improvement of services and use of networks.

136. The following summary of the strategies show actions which have to be carried out at the various levels (regional, subregional and national):

STRATEGIES AND PROGRAMMES OF ACTION

1. ROADS AND ROAD TRANSPORT

STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
1. Upgrading and completion of selected intra- and inter-country connections	Conduct economic studies on selected sub-standard links along the international networks	Conduct workshops on economic studies of regional transport corridors	Co-ordinate national road investments Reduce maintenance and rehabilitation backlog
2. Improvement of planning, financing and budgeting	Develop and disseminate standard maintenance management system	Workshops on dissemination of maintenance management system Initiate simplified procedures for bidding and disbursement	Introduce maintenance policies, network-based planning and programming and performance budgeting
3. Development of policies to facilitate international road traffic	Adapt international conventions and agreements to African needs	Training in the application of facilitation instruments Set up inter-country committees for supervision and control of inter-State traffic	Accede to and implement existing agreements and conventions Develop axle-load control system
4. Support to human resources development and institutional reforms	Evaluate needs Develop forum for regular policy meetings of road administrations	Training in strengthening management environment, motivation and incentives Organize workshops for specific skill transfer Organize research on institutional reforms	Develop more permanent personnel policies with increased capability Training in strengthening management environment Increase community (especially women) participation in rural road operations

STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
<p>5. Development of harmonized road safety legislation, enforcement and rescue operations</p>	<p>Develop and disseminate existing engineering technology</p> <p>Evaluate the need for accident data and treatment</p> <p>Develop educative policy and programme on road safety</p> <p>Facilitate mechanisms to fund road safety programmes</p> <p>Organize research on legislation and control of vehicle diagnosis</p> <p>Provide available accident impact mitigation</p>	<p>Develop courses on blackspot identification, appropriate design and physical intervention</p> <p>Workshops to facilitate cross-fertilization among countries on regulatory framework</p> <p>Seminars on road rescue operations</p> <p>Seminars to promote road safety campaigns and the economics of road safety</p>	<p>Identify national research priorities on road safety</p> <p>Establish blackspot monitoring and improvement programmes</p> <p>Implement educative policies and programmes on road safety</p> <p>Create national road safety committees</p> <p>Implement and enforce legislation</p> <p>Plan road accident rescue strategies</p> <p>Training of drivers and school children</p> <p>Training programmes for road safety personnel</p>

6.	STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
	<p>Improvement of operation and management</p>	<p>Develop simplified procurement procedures and policies</p> <p>Develop appropriate standards and disseminate technical information on labour-based methods</p> <p>Research on low-cost construction and maintenance techniques</p> <p>Initiate policies for fleet standardization, development and impact of trucking associations</p>	<p>Conduct workshops on procurement procedures and policies</p> <p>Training in uses of labour-based methods</p> <p>Training in use of low-cost construction and maintenance techniques</p> <p>Training in logistics, support services and marketing for trucking services</p> <p>Organize workshops on economics of transport services for owner-operator</p>	<p>Introduce simplified procurement procedures and policies</p> <p>Support labour-based contracting supervision and evaluation</p> <p>Establish appropriate standards and practices for construction and maintenance</p> <p>Rationalize role of government in transport service operators</p> <p>Provide adequate environment for private operations to function</p> <p>Harmonize safety and vehicle regulations</p>
7.	<p>Raising environmental awareness and establishment of local institutions</p>	<p>Organize research on road transport environmental impact</p>	<p>Organize seminars on environmental assessment</p>	<p>Establish policy on environmental impact of projects, remedial measures and monitoring</p>

2. RAILWAYS

STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
Restructuring of railways into efficient, commercially viable enterprises	<p>Work out approaches for adapting staff strength to genuine needs and workloads</p> <p>Standardize and monitor operational indicators</p> <p>Prepare and propagate advanced concepts for structural reorganization and management procedures improvements</p> <p>Create management information data bank and updating systems</p>	<p>Develop a market-oriented approach through the creation and/or strengthening of commercial and marketing services primarily to address customer demands</p> <p>Develop appropriate personnel management methods with a view to improving productivity</p> <p>Design systems for the computation of traffic costs adapted to the analysis of profitability and tariffing</p>	<p>Rationalize the organization and procedures of railway management</p> <p>Create management information data bank and updating systems</p> <p>Prepare and implement a general transport policy: competition among the transport modes, free tariffing, taxation for the use of transport infrastructure, and compensation of public service application</p> <p>Review rail transport policy, legislation and regulations with a view to defining more realistically the relationships and obligations between government and railway authorities particularly through the use of contract plans, with a view to improving commercial freedom and management responsibility</p> <p>Create systems for calculating traffic costs adapted to the analysis of service profitability and tariffing</p> <p>Increase cost/benefit ratio</p> <p>Create computer reservations and ticketing</p>

STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
<p>2. Improvement of availability and reliability of rolling stock, infrastructure and equipment</p>	<p>Develop group purchase of equipment and spare parts at subregional level</p> <p>Study the establishment of central maintenance and repair workshops at subregional level</p>	<p>Improve availability and reliability of rolling stock, by placing particular emphasis on motive power through joint coordination and development of available resources</p> <p>Improve spare parts procurement systems through the creation of subregional purchase groupings</p> <p>Improve the quality of tracks and their maintenance techniques taking into account signalling and telecommunications, by popularizing appropriate techniques and undertaking joint development of available facilities</p>	<p>Strengthen private enterprises in this sector through subcontracting of services</p> <p>Adapt a market-oriented approach through the creation and/or strengthening of commercial marketing services which would primarily address customer demands</p> <p>Establish a cost calculation suitable for the analysis of service profitability and for tariff fixing</p> <p>Put into operation a commercial approach oriented to the market by establishing and strengthening commercial and marketing service whose primary concern would be to meet the needs of clients</p> <p>Improve commercial activities including public</p> <p>Improve availability of rolling stock by placing particular emphasis on motive power</p> <p>Improve spare parts procurement systems, particularly through subregional purchase groupings</p> <p>Improve the quality of tracks and their maintenance techniques, taking into account signalling and telecommunications, applying the appropriate planning techniques</p>

STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
3. Development and improvement of international traffic co-ordination	<p>Study and research on the development of railway industries</p> <p>Update and implement the railway network inter-connection master plan</p> <p>Standardize and harmonize with a view to interconnection</p>	<p>Strengthen subregional co-operation between inter-connected networks in order to promote international transit traffic, especially in the area of marketing, training, harmonized tariffs and simplification of documents</p> <p>Standardize and harmonize with a view to network inter-connection</p> <p>Establish clearing houses</p>	<p>Improve subregional co-operation between inter-connected networks in order to promote international traffic and transit, particularly in the areas of marketing and training, harmonized tariffs and simplification of documents</p> <p>Strengthen the Union of African Railways</p> <p>Promote the security and environmental aspects of railway operation</p> <p>Computerize wagon tracking systems</p>
4. Development of human resources	<p>Study policy reform and modernization methods, statutes, regulations and human resources management in order to improve their productivity, mainly through measures aimed at stimulating greater performance</p>	<p>Strengthen subregional training centres for railway personnel as well as certain national centres, in order to give them a subregional role</p>	<p>Strengthen and modernize policies, staff rules and regulations, payment systems as well as human resources management so as to increase their productivity mainly through measures aimed at stimulating greater performance</p> <p>Develop staff training and subregional and regional co-operation in this field</p>

3. SHIPPING

STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
<p>1. Intensification and harmonization of subregional co-operation</p>	<p>Promote the creation of subregional organizations in the maritime sector, where they do not yet exist. To this end, develop models of operational structures and define guidelines for their implementation</p>	<p>Strengthen existing subregional co-operation organizations in the maritime sectors (e.g., MINCONMAR) Promote and develop subregional co-operation by organizing information and sensitization meetings Develop, strengthen and harmonize shippers councils activities</p>	<p>Set up national maritime committee Support subregional co-operation organizations in the maritime sector Set up shippers councils where they do not yet exist</p>
<p>2. Development of coastal shipping services</p>		<p>Select dispersal ports at the subregional level Conduct the necessary viability studies for the development of shipping</p>	<p>Support actions aimed at the establishment of subregional shipping companies Promote the establishment of subregional shipping companies</p>
<p>3. Taking all necessary steps necessary to reduce overall transportation costs</p>	<p>Analyze current international practices in the field of management of shipping companies Define the structure of costs in accordance with what obtains in international standards Organize seminars on the management of shipping companies and shipping costs</p>	<p>Analyze the operating costs of shipping companies operating at the subregional level in order to attain lower costs Undertake studies to identify parameters for explaining the high cost of shipping and make recommendations Organize seminars aimed at reducing shipping costs</p>	<p>Carry out the necessary reforms for reducing costs of shipping</p>

STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
<p>Updating and harmonization of legislation</p> <p>Promotion of the development of national and multilateral shipping enterprises</p>	<p>Develop maritime legislative models in accordance with current maritime trade conditions as much as possible in conformity with existing international agreements</p> <p>Popularize the legislative models by organizing seminars</p> <p>Develop model shipping companies appropriate to the various levels (regional, subregional and national)</p> <p>Define guidelines for adapting and adopting in specific cases</p> <p>Organize the creation and regular updating of a data bank on shipping in Africa</p>	<p>Analyze existing maritime laws at subregional level and identify the needs for their harmonization</p> <p>Study the legislative models proposed at regional level and recommend models appropriate at subregional level</p> <p>Organize information and working seminars with a view to adopting the most appropriate maritime laws for the subregions</p> <p>Carry out necessary studies for the establishment of subregional shipping companies</p> <p>Develop appropriate practices at subregional level for joint administration of the rule of cargo sharing</p> <p>Study the legislative models proposed at regional level and recommend models appropriate at subregional level</p> <p>Organize information and working meetings with a view to the adoption of the most appropriate maritime laws for the subregions</p> <p>Promote private sector participation and joint ventures in establishing and managing shipping companies</p>	<p>Analyze existing maritime laws and identify the needs for their harmonization</p> <p>Review existing maritime laws on the basis of agreements reached at the subregional level</p> <p>Undertake necessary reforms aimed at creating favourable conditions for private sector participation in the establishment of subregional or national shipping companies</p> <p>Review existing maritime laws on the basis of agreements reached at subregional level</p> <p>Organize and ensure the regular implementation of a data bank on national shipping activities</p>

STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
<p>6. Adoption and application of international maritime conventions</p>	<p>Popularize existing international agreements and conventions for wider dissemination of information to States</p> <p>Organize seminars with wide participation in order to explain the conventions and their implications</p>	<p>Support efforts made at regional level to popularize and explain the conventions</p> <p>Promote consensus for accepting and ratifying the conventions</p>	<p>Widely disseminate information on the conventions at national level and stimulate their consideration by all parties concerned</p> <p>Ratify and implement the convention</p>
<p>7. Establishment, reorganization and/or strengthening of maritime institutions</p>	<p>Develop a standard for the establishment and operation of a national maritime administration</p> <p>Define guidelines on establishing and putting into operation the model structure taking into account local realities</p> <p>Assist States in reforming their maritime administrations</p>	<p>Promote reform of maritime administrations and agreements for adopting appropriate and harmonized structures</p>	<p>Establish maritime administrations that are truly capable of assisting in formulating appropriate maritime policies</p> <p>Identify the needs for reorganizing and strengthening the needs of existing maritime administrations</p> <p>Carry out the necessary reforms in light of recommendations made at regional level by the specialized institutions</p> <p>Ensure that maritime administrations are provided with sufficient and competent staff</p>

STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
<p>3. Promotion of the establishment of multinational ship-building and ship repair enterprises</p>	<p>Examine the existing facilities in Africa for ship building and repair, hire, capacities, strengths and weaknesses</p> <p>Draw up a programme for improving existing facilities and installing new ones with a view to streamlining the use of facilities at regional and subregional levels</p>	<p>Promote co-operation among existing ship-building and repair yards as well as the need to establish joint enterprises</p>	<p>Support efforts at regional level to streamline the use of ship-building and repair facilities</p>
<p>4. Improvement of navigation aids and ship-to-shore communication</p>	<p>Popularize international conventions on maritime security</p> <p>Organize meetings aimed at explaining international conventions on maritime security and at sensitizing States on their ratification and implementation</p>	<p>Support efforts made at regional level to popularize and explain international conventions on maritime security</p> <p>Identify inadequacies in navigation aids at subregional level</p> <p>Promote consensus for the harmonization of laws and national navigation aids</p>	<p>Establish within maritime administrations efficient structures for maritime security and provide them with skilled staff</p> <p>Ratify and implement international conventions on maritime security</p> <p>Support efforts aimed at harmonizing national laws and navigation aids</p>

STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
<p>10 Marine pollution prevention and control</p>	<p>Develop specification models for protecting the marine environment, to be included in national maritime laws</p> <p>Organize training seminars for people responsible for implementing maritime laws, particularly for fighting and combating marine pollution</p> <p>Draw up models of national plans for marine protection, defining alarming cases and the roles of all the structures to act in the case of emergency</p>	<p>Sensitize States on the need to prevent pollution and to set up national plans for marine protection</p> <p>Promote multinational agreements to fight pollution</p>	<p>Incorporate clauses for protecting the marine environment in national maritime laws</p> <p>Set up national plans for marine protection</p> <p>Support co-operation and joint initiatives at subregional level for marine protection and for combating pollution</p>
<p>11 Development of human resources</p>	<p>Promote existing training programmes (e.g., TRAINMAR)</p> <p>Search for funds for organizing training seminars and workshops</p>	<p>Study the training needs at subregional level</p> <p>Evaluate existing training needs</p> <p>Promote co-operation in order to strengthen existing subregional and national institutions and to meet the needs of new institutions</p> <p>Ensure the viability of subregional training institutions</p>	<p>Prepare a national maritime training programme</p> <p>Support subregional training institutions politically and financially</p>

4. PORTS

STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
<p>1. Improvement of administrative and operational procedures to increase cargo handling rates and reduce cargo transit time</p>	<p>Develop models of operational port administration structures and efficient port management practices</p> <p>Develop models of performance indicators required to monitor port management</p> <p>Develop port management courses to assist in the identification of the problems and finding solutions</p>	<p>Publicize models of port administration management, practices and performance indicators</p> <p>Organize seminars on these models in order to widely publicize and define modalities for adaptation and application specific to subregional ports</p> <p>Organize seminars on port administration</p>	<p>Identify the difficulties in port activities</p> <p>Ensure the necessary institutional reforms to enable port administrations to be more effective and define their relationship with users</p> <p>Apply management information systems based on performance indicators that would allow for monitoring port management</p>
<p>2. Ensure that port facilities are adapted to meet the challenge of modern shipping technologies</p>	<p>Publicize the international conventions on port facilitation</p> <p>Organize seminars to explain the conventions and their implications</p>	<p>Support publicity efforts on the international conventions on port facilitation</p> <p>Promote co-operation in analyzing the conventions and harmonizing national actions</p> <p>Promote ratification of the international conventions as well as the adoption of harmonized actions</p>	<p>Establish national structures for analyzing the international conventions on port facilitation and identify needs for their adaptation to local conditions</p> <p>Support subregional co-operation in analyzing the conventions</p> <p>Ratify and implement the conventions on port facilitation</p>
<p>3. Streamlining of customs procedures to match the operational and commercial requirements of new technologies</p>	<p>Publicize international experiences in shipping customs documents</p> <p>Organize seminars on simplification</p> <p>Develop models of simplified documents and guidelines on their adaptation</p>	<p>Identify simplification needs</p> <p>Promote co-operation in examining the simplified documents</p> <p>Promote the adoption of harmonized simplified documents</p> <p>Ensure follow-up at national level of the implementation of approved simplification actions</p>	<p>Set up national structures for simplification</p> <p>Encourage consensus in analyzing models of simplified documents and their harmonization</p> <p>Implement the approved simplification actions</p>

STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
<p>4. Development of subregional ports with feeder services to other ports</p>	<p>Develop models for structuring and operating intergovernmental port management organizations</p> <p>Assist the States concerned in restructuring existing organizations and create such organizations where they do not yet exist</p> <p>Assist intergovernmental organizations to increase their capacity to search for and define policies</p> <p>Encourage privatization of delated services</p>	<p>Develop a port information system and set up a port data bank</p> <p>Identify major ports to serve as subregional trans-shipment ports</p> <p>Encourage agreement by countries on the selection of trans-shipment ports</p> <p>Promote development of subregional trans-shipment ports through their modernization and encourage recognition of their status by all parties concerned</p>	<p>Support the intergovernmental management organizations politically and financially</p> <p>Support the idea of selecting subregional trans-shipment ports</p> <p>Support efforts aimed at developing sub-regional trans-shipment ports by modernizing and recognizing the status of the selected ports</p>
<p>5. Ensure effective maintenance of port equipment and infrastructure to increase efficiency and safety</p>	<p>Develop models of port infrastructure and equipment maintenance systems</p> <p>Organize seminars and workshops aimed at publicizing these models</p>	<p>Promote awareness of maintenance problems relating to port infrastructure and equipment</p> <p>Develop training programmes based on approved maintenance systems appropriate to local conditions</p>	<p>Institutionalize the maintenance of port infrastructure and equipment (planning, financing, execution) by considering the increased role of the private sector in this activity</p> <p>Benefit from the seminars and workshops organized on the basis of the approved maintenance systems</p> <p>Assess periodically the results obtained and prepare monitoring reports</p>

STRATEGIES	SUBREGIONAL	SUBREGIONAL	NATIONAL
<p>5. Human resources development</p>	<p>Develop training courses covering the various port activities as well as human resources development plans for the development of port personnel</p> <p>Organize seminars and workshops aimed at popularizing these courses and planning methods</p> <p>Assist subregional organizations in ensuring the viability of subregional training institutions</p>	<p>Identify port human resources development needs</p> <p>Promote organization of seminars and workshops on existing training courses</p> <p>Promote implementation of the approved and adopted methods of human resources development planning</p> <p>Expand and upgrade existing subregional training institutions and promote the establishment, where necessary, of new ones</p> <p>Secure the viability of training institutions</p>	<p>Adopt appropriate methods of human resources development and planning</p> <p>Strengthen national training institutions</p> <p>Support actions aimed at strengthening subregional training institutions</p> <p>Develop training actions by adopting legislations and regulations aimed at strengthening subregional training institutions</p> <p>Develop training actions by adopting legislations and regulations aimed at staff institutions</p>
<p>7. Encourage the development of free zones for land-locked countries within port areas of coastal countries</p>		<p>Promote better co-operation between land-locked and coastal countries</p>	

5. INLAND WATER TRANSPORT

	REGIONAL	SUBREGIONAL	NATIONAL
<p>1. Improvement of the navigability of all lake and river basins through joint maintenance, buoyage, rehabilitation and purchase of equipment</p>	<p>Conduct feasibility studies on African inland waterway transport systems and their development potential</p> <p>Encourage adoption of conventions, giving international status to potentially navigable inland water courses jointly owned by several countries</p> <p>Promote subregional co-operation for development of inland water courses with significant transport potential</p> <p>Draw up models of subregional river basin development organizations and encourage their establishment and effective operation</p> <p>Set up a data bank on inland waterways and establish a system of collection analysis and dissemination of relevant information</p>	<p>Draw up plans for integrated development of inland waterways and for linking the transport sector with other productive sectors</p> <p>Conduct studies on the navigability of subregional inland waterways, including environmental assessment</p> <p>Implement navigation projects at subregional level</p> <p>Establish subregional management structures to be responsible for operating jointly owned inland waterways (dredging, beacon marking, pollution control)</p> <p>Promote the establishment of community inland waterway companies</p> <p>Encourage further the development of private inland waterways transport</p>	<p>Draw up plans for the integrated development of national inland waterways</p> <p>Conduct studies on the navigability of national inland waterways</p> <p>Establish appropriate structures for the management of national inland waterways</p> <p>Promote the establishment of national inland waterway transport companies, with private sector participation</p> <p>Apply rigorously environmental norms and procedures</p>

STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
<p>Improvement of technical and economic performance of inland navigation vessels through co-operation in the building, maintenance and repair of ships</p>	<p>Review innovations in the field of inland waterway transport equipment and publicize them</p> <p>Identify inland waterways transport equipment suitable to African conditions</p>	<p>Take stock of the inland waterways transport equipment used in Africa and estimate future needs</p> <p>Make a diagnosis of existing yards for the construction and repair of inland waterways transport equipment</p> <p>Promote co-operation for joint development of the most adequate construction yards and/or construction of new subregional yards</p> <p>Promote the grouping together of transport companies and the establishment of joint transport companies</p>	<p>Promote transport co-operatives</p> <p>Support co-operation efforts in constructing and maintaining equipment</p> <p>Promote financing efforts aimed at renewing obsolete transport equipment</p>
<p>Increase the efficiency of river and lake ports through maintenance and rehabilitation programme</p>		<p>Make a diagnosis of existing inland waterways port installations</p> <p>Draw up a plan for the maintenance and rehabilitation of existing installations and the development of facilities</p> <p>Promote co-operation for the implementation of this plan</p>	<p>Institutionalize inland waterway port installations</p> <p>Encourage inland waterways transport and increase competition</p> <p>Support co-operation efforts for the maintenance of jointly owned port installations</p>
<p>Improve the management of inland waterway networks through the promotion of joint enterprises for operating services</p>		<p>Study the means of streamlining the organization and management of inland waterway transport</p> <p>Conduct studies aimed at promoting joint ventures and other forms of company co-operation</p> <p>Promote joint ventures and the co-operation of enterprises through training and information seminars and workshops</p>	<p>Create a favourable legal environment for the development of joint ventures and co-operation among small transport companies in order to introduce competition and obtain lower cost</p>

	STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
5.	Human resources development		<p>Take stock of existing institutions offering training in inland waterway transport</p> <p>Promote co-operation in the field of training</p> <p>Strengthen existing institutions and establish new ones, where necessary</p> <p>Secure the viability of subregional training institutions</p>	<p>Identify training needs</p> <p>Support co-operation efforts in the field of training</p> <p>Strengthen national training institutions and support relevant subregional institutions politically and financially</p>

6. MULTIMODAL TRANSPORT

STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
<p>Promotion of the integration of all transport modes in order to promote the "door-to-door" concept</p>	<p>Undertake campaigns to promote multimodal transport</p> <p>Popularize international conventions concerning multimodal transport</p> <p>Organize workshops to promote understanding of the conventions and their implications</p> <p>Elaborate model clauses in order to assist member States to incorporate them in their national legislations</p> <p>Develop model procedures and rules in order to adopt national multimodal transport regulations especially for multimodal transport operators</p>	<p>Organize seminars and workshops to familiarize decision-makers and transport managers with the principles, procedures and practices of multimodal transport</p> <p>Support regional efforts to explain the use and implications of international conventions on multimodal transport</p> <p>Promote co-operation and consultation in the analysis and adoption of conventions</p> <p>Promote harmonization of legislation and regulations dealing with multimodal transport</p>	<p>Organize workshops for information and explanation of multimodal transport and its implications</p> <p>Adopt, ratify and implement international conventions related to multimodal transport</p> <p>Adapt transport legislations and regulations to the needs of multimodal transport with a view to subregional harmonization</p> <p>Promote the development of multimodal transport operators</p>
<p>Harmonization and simplification of documentation legislation and regulation with a view to facilitating and accelerating cross-border trade</p>	<p>Undertake information and sensitization campaign for reform of existing regulations with a view to their harmonization and simplification</p> <p>Develop and popularize models to simplify frontier formalities based on existing conventions and international experience</p> <p>Assist member States in undertaking necessary reforms for harmonization and simplification of formalities</p>	<p>Support regional campaigns for harmonization and simplification of formalities</p> <p>Identify needs for harmonization and simplification</p> <p>Promote co-operation and consultations for analysis of international experience regarding adoption of regulations and harmonized documents</p>	<p>Establish national structures in charge of simplification procedures</p> <p>Organize seminars and workshops for identification of needs for simplification</p> <p>Support the efforts at harmonization at regional and subregional levels</p> <p>Undertake necessary reforms for harmonization and simplification of documents and procedures</p>

3.	STRATEGIES	SUBREGIONAL	SUBREGIONAL	NATIONAL
<p>Co-operation in identifying and developing new transport corridors through elimination of missing links and ensuring the continuity of the integrated transport chain</p>		<p>Identify existing principal corridors which provide the most economical transport for the countries concerned</p> <p>Identify in these corridors parts of the infrastructure which are unsatisfactory</p> <p>Undertake feasibility studies on construction or rehabilitation of the infrastructure</p> <p>Promote co-operation in search for necessary financing for construction or rehabilitation of infrastructure</p>	<p>Support subregional efforts to construct a rehabilitate infrastructure adapted to new requirements of the containerization industry</p> <p>Give priority to existing corridors which guarantee most economical transport for countries concerned</p> <p>Develop the infrastructure in the corridor (terminals and dry ports) by providing adequate personnel, equipment and facilities</p>	
<p>4.</p> <p>Human resources development</p>	<p>Develop courses on multimodal transport and organize seminars and workshops for popularization</p>	<p>Promote organization of seminars and workshops on courses on multimodal transport</p> <p>Reinforce existing subregional institutions and create new ones as necessary</p> <p>Ensure the viability of subregional training institutions</p>	<p>Organize seminars and workshops for training in multimodal transport</p> <p>Promote co-operation in training and political and financial support to subregional training institutions</p>	

7. AIR TRANSPORT

	STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
1.	Implementation of the Yamoussoukro Declaration	Co-ordinate the implementation of the Yamoussoukro Declaration	Identify and establish a central body for the organization of airlines wishing to co-operate within the framework of the Yamoussoukro Declaration	Support airlines wishing to co-operate in accordance with the Yamoussoukro Declaration
a)	Joint operation, joint use of aircraft, integration of existing airlines and improvement of their management	Co-ordinate the implementation of measures related to joint insurance and joint purchases	Promote and establish joint airlines or joint air transport operations	Participate in such various co-operation projects as joint insurance, computer reservation system, establishment of an aircraft leasing and purchase company as well as subregional maintenance centres, etc.
		Promote the establishment of a regional aircraft leasing company	Jointly use the computer reservation system (CRS)	
			Study and ensure effective implementation of recommendations related to joint insurance, joint aircraft purchase, representations and assistance at stop-overs, establishment, <u>inter alia</u> , of an aircraft leasing and hire company and subregional maintenance centres	

	STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
(b)	Regulation of operation, coordination of aeronautical activities and expansion of African markets	Selection of major airports that can serve as gateway airports	<p>Promote the establishment of economically viable airlines</p> <p>Increase co-operation aimed at harmonizing air transport policies, especially for the negotiation of traffic rights</p> <p>Support the introduction of gateway airports by selecting major airports</p> <p>Promote the implementation of subregional civil aviation and infrastructure management organizations</p>	<p>Take measures aimed at reducing operating costs of airlines</p> <p>Eliminate protectionist attitudes in the granting of traffic rights between African States</p> <p>Accept compromise aimed at the development of the services of African airlines</p> <p>Reduce government intervention in the day-to-day management of airlines and infrastructure management companies</p> <p>Encourage the development of promotional tariffs</p> <p>Encourage airlines to engage in practical co-operation in all areas, including operation, staff training and establishment of subregional entities</p>
(c)	Harmonization and adaptation of aeronautical legislation	Draft legal texts on air transport operations within subregional economic entities	Draft aeronautical legal texts adapted to the needs of users and markets	<p>Redraft legal texts and adapt them to the needs of users, markets and the groupings</p> <p>Ratify the necessary conventions for the development of air services</p> <p>Apply at subregional or regional level harmonized aeronautical laws defined by organizations</p>

STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
<p>Elimination of physical and non-physical barriers to air transport and development of facilitation in airports</p>	<p>Identify facilitation problems</p>	<p>Organize information and sensitization meetings on facilitation at airports</p> <p>Define the necessary regulations for subregional facilitation</p> <p>Continue efforts already initiated by subregional organizations</p>	<p>Revitalize national committees on facilitation</p> <p>Undertake administrative reforms aimed at reducing national differences with regard to annex 9 of the Chicago Convention</p>
<p>Development of human resources and management</p>	<p>Study ways and means of fully developing existing regional or subregional training centres</p> <p>Search for training funds</p> <p>Organize training seminars in the areas of management, operations and sale of products</p> <p>Provide technical assistance to countries and organizations</p>	<p>Develop co-operation in training and search for ways and means of fully developing subregional training centres</p> <p>Study and establish data banks on various aspects of civil aviation and infrastructure management</p>	<p>Provide financial and technical support to African centres</p> <p>Define training programmes</p> <p>Use, as a matter of priority, regional and subregional training centres and support the centres financially</p> <p>Establish reliable systems of data collection</p> <p>Grant the necessary autonomy to civil aviation and infrastructure management authorities</p>

3.	STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
<p>Implementation of the ICAO Air Navigation Plan, standardization and operation in the various air spaces and rehabilitation, development and upgrading to international standard of aeronautical infrastructure (equipment, facilities and service)</p>	<p>Ensure the follow-up and implementation of the APIRG group conclusions and decisions</p> <p>Promote the establishment of subregional entities</p> <p>Follow-up on implementation of the decisions of the AFI plan and implement the APIRG group conclusions and decisions</p>	<p>Promote the establishment of subregional air space and aeronautical infrastructural management agencies</p> <p>Promote growth of existing agencies</p>	<p>Ensure installation of the necessary equipment</p> <p>Ensure co-ordination of aeronautical activities at subregional level</p> <p>Ensure maintenance and rehabilitation of existing infrastructure</p> <p>Promote autonomous airport services and maintenance of facilities</p> <p>Implement the ICAO recommendations</p> <p>Ratify the necessary conventions</p>	<p>4.</p> <p>Improvement of safety and security</p>
<p>Identify safety and security gaps</p> <p>Sensitize States in measures to take</p>	<p>Harmonize national procedures</p> <p>Ensure establishment of the necessary equipment and infrastructure</p>	<p>Implement the ICAO and WMO recommendations</p> <p>Install necessary equipment</p> <p>Maintain and rehabilitate the existing infrastructure</p> <p>Secure co-operation in aeronautical services at the inter-country and subregional levels with a view to regrouping structures</p> <p>Promote the harmonization of standards and terms of airline operation among neighbouring and air traffic control centres</p>		

STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
<p>Maintenance of airports and equipment and strengthening of airport structures</p>	<p>Define maintenance standards</p>	<p>Organize sensitization seminars on procedure of maintenance Undertake studies and encourage the setting up of subregional centres Encourage co-operation in the field of maintenance</p>	<p>Secure current maintenance of infrastructure and equipment Establish national policies for the maintenance of infrastructure and equipment</p>

8. URBAN TRANSPORT

STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
<p>1. Increase the efficiency of urban transport modes and services</p>	<p>Monitor and evaluate urban transport efficiency Research and studies on alternative fuels, development of appropriate transport modes, road safety issues, rural/urban migration policies</p>		<p>Increase the supply of urban transport mode and services Facilitate the development of cheaper and more appropriate modes of transport Set up national data systems</p>
<p>2. Human resources development</p>	<p>Funding research for training programmes</p>	<p>Training in urban transport planning, traffic enforcement, traffic management and engineering</p>	<p>Develop and strengthen in-country training programmes and agencies</p>
<p>3. Policy and institutional reforms</p>	<p>Establish and develop professional associations on public transport operators, road safety, etc.</p>	<p>Standardize traffic regulations and control, road safety, data systems and highway code</p>	<p>Establish national level urban transport policy co-ordination agency, local level traffic and transport implementing agency and road safety councils in collaboration with international agencies dealing with it Define national policies addressing the roles of public and private sector operators, costs recovery and fuel pricing, road safety</p>

STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
<p>Transport management and operations</p>			<p>Private sector development without compromising services to the poor</p> <p>Commercialize the public sector</p> <p>Transport co-ordination</p> <p>Mass transit development</p> <p>Exchange of experience with other major cities</p>
<p>Research into urban transport services</p>			<p>Public transport priority measures</p> <p>Road rehabilitation and maintenance</p> <p>Demand management</p> <p>Transport management</p>

9. TELECOMMUNICATIONS AND BROADCASTING

	REGIONAL	SUBREGIONAL	NATIONAL
<p>1. Establishment and/or review of telecommunication and broadcasting policies and regulations</p>	<p>Organize symposia/seminars to sensitize policy-makers at the highest level on current policy issues and trends</p>	<p>Elaborate at the various subregional meetings or forums current policy issues and trends at national/regional level</p>	<p>Create a national body including users' group at the highest level (e.g., ministerial) to review on continuous basis policies and regulations</p> <p>Prepare documents for the national authorities justifying a changeover from a administrative type to an autonomous type of organization</p>
<p>2. Restructuring of existing organization of departments</p>	<p>Prepare guidelines on the establishment of management information systems (MIS), analytical accounting, etc.</p>	<p>Organize seminars for chief executives of telecommunication and broadcasting organizations</p> <p>Organize seminars on MIS, analytical accounting, etc.</p>	<p>Review alternative organization structures and implement appropriate structure</p> <p>Establish MIS, analytical accounting, etc.</p>
<p>3. Institutionalization of short-/long-term planning practices</p>	<p>Organize high-level seminars/workshops on regional/subregional planning of telecommunication and broadcasting systems</p> <p>Prepare guidelines on improvement of planning practices</p>	<p>Organize high-level seminars/workshops on institutionalizing proper planning practices at national level</p>	<p>Prepare strategies and fundamental plans</p> <p>Organize planning units and adopt suitable planning techniques</p>

STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
Development of human resources	<p>Strengthen existing regional institutions (AFRALLI and EMSI) to undertake specialized training in technical and managerial areas</p> <p>Establish a regional institution for Portuguese-speaking countries</p> <p>Establish a rural broadcasting training centre for English-speaking countries</p>	<p>Prepare guidelines to assist member countries to define and plan human resources requirements</p> <p>Organize high-level seminars on human resources development planning and management functions</p> <p>Assist member States to introduce human resources management functions</p> <p>Study establishment of audio-visual institute</p> <p>Strengthen existing training centres and establish new ones</p>	<p>Establish human resources management functions within organizations</p> <p>Establish new or strengthen existing training centres</p>
Maintenance and rehabilitation		<p>Prepare guidelines on maintenance programmes for the improvement of national as well as subregional networks</p> <p>Create subregional maintenance centres</p>	<p>Implement national plan for improvement of preventive day-to-day maintenance</p> <p>Establish maintenance centres and institutionalize maintenance practices</p>

	SUBREGIONAL	REGIONAL	NATIONAL
<p>6. Expanding infrastructure and services especially in rural areas</p>		<p>Complete missing links in the PANAFTEL network Implement, when necessary, direct inter-State satellite links Organize seminars on the implementation of the RASCOM project</p>	<p>Increase telecommunication and broadcasting services at national level to meet basic demands Implement the RASCOM project Give special consideration to increase accessibility to telephone service and improve coverage of broadcasting services to rural communities Complete the PANAFTEL missing links</p>
<p>7. Improvement of quality of service and utilization of the full capacity of existing networks</p>	<p>Co-ordinate and finalize the studies on tariff structure to promote increased utilization of telecommunication networks Conduct studies to establish performance standards and guidelines for monitoring and reviewing quality of service and operational efficiency Conduct soil conductivity measurements and propagation measurement on Ku band</p>	<p>Implement suitable tariff structures Create a co-ordination mechanism to monitor and improve quality of service Prepare routing plans for telephone and telex services Strengthen utilization of the selected transit centres and agreed routing plans Conduct soil conductivity and propagation measurements</p>	<p>Implement appropriate tariff structures including preferential treatment for broadcasting services Establish proper co-ordination among telecommunication organizations for technical and operational matters Establish performance standards for monitoring for quality service and operational efficiency Conduct propagation measurements</p>

STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
Introduction of new services in parallel with digitalization of networks	<p>Undertake technical and operational co-ordination to introduce new services, such as data communication, mobile services, etc.</p> <p>Improve the quality of telecommunication network to provide specialized services, e.g., maritime, airlines, railways, data links, TV news exchange, etc.</p>	<p>Co-ordinate and co-operate in the introduction and operation of new services</p> <p>Prepare guidelines on the introduction and implementation of new services</p> <p>Organize seminars on new services</p>	<p>Undertake technical and operational co-ordination to introduce new services, such as data communication, mobile services, etc.</p> <p>Improve the quality of telecommunication network to provide specialized services, e.g., maritime, airlines, railways, data links, TV news exchange, etc.</p>
Establishment of research and development centres	<p>Policy decisions on the need for establishing on subregional basis research and development centres</p>	<p>Undertake feasibility studies on establishment of research and development centres in the subregions</p> <p>Establish protocols for the operation of the centres</p>	<p>Assist member countries to establish research and development centres</p>
Establishment of manufacturing industries for telecommunication and broadcasting equipment and spare parts	<p>Undertake feasibility studies on the establishment of manufacturing enterprises for the production of telecommunication, broadcasting and associated equipment and spare parts at the national, subregional and regional levels</p> <p>Follow up the implementation of these studies</p>	<p>Undertake feasibility studies on the establishment of manufacturing industries in the subregions</p> <p>Establish protocols for the operation of the industries</p> <p>Promote research and development of manufacturing industries in the subregions</p>	<p>Establish manufacturing enterprises for the production of telecommunication, broadcasting equipment and spare parts at national level</p>
Promotion of technical co-operation among developing countries	<p>Strengthen PATU and URTNA to gradually undertake the co-ordination of telecommunication and broadcasting development in Africa</p> <p>Promote the establishment of daily news exchange programme</p>	<p>Fully support appropriate subregional organizations</p>	

10. POSTAL SERVICES

STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
1. Expansion of postal network and services			<p>Expand mail distribution network at national level</p> <p>Establish transit and sorting centres</p> <p>Give special attention to mail services to the rural areas</p> <p>Implement agreed routeing plan</p> <p>Introduce new services, such as electronic mail, EMS, etc.</p>
2. Restructuring of postal services management reform	<p>Conduct workshops and seminars</p> <p>Introduce reorganization procedures on prioritization of selected services (EMS, money transfer, etc.)</p>	<p>Restructure postal services and management reforms</p> <p>Establish data base and develop postal statistics</p>	<p>Review possible choice of organization and implement the appropriate structure</p> <p>Computerize management and operational services</p> <p>Establish data base and postal statistics</p>
3. Development of human resources	<p>Strengthen co-operation among African countries for the training of postal specialists</p> <p>Set up a modular training system in national and multinational schools</p> <p>Promote the development of national and multinational schools</p> <p>Study human resources management policy that would meet current changes in the post</p>	<p>Establish postal training programme</p> <p>Establish bilingual training centre within ECOWAS</p>	<p>Establish human resources development management function in the organizational structure</p> <p>Establish and strengthen training centres for postal services</p>

STRATEGIES	REGIONAL	SUBREGIONAL	NATIONAL
Development of financial postal services	<p>Study ways for establishing postal banks</p> <p>Establish guidelines on safety of mail</p> <p>Study improved methods of mail distribution system especially in rural areas</p> <p>Establish intra-African mail routeing plan</p>	<p>Develop postal financial services</p>	<p>Establish services for the exchange of postal orders</p> <p>Implement improved financial services management</p>
Improvement of the quality of services	<p>Establish regional and subregional transit centres</p> <p>Establish intra-African mail routeing plan</p>	<p>Conduct a study on establishing subregional transit and sorting centres</p> <p>Study improved methods of mail distribution system especially in rural areas</p> <p>Establish guidelines for safety of mail</p> <p>Harmonize and implement postal tariffs</p>	<p>Improve mail distribution especially in rural areas</p> <p>Ensure safety of mail</p>
Manufacture of postal equipment and establishment of printing house for printing postal stamps	<p>Conduct feasibility study on the manufacture of postal equipment and printing houses for postal stamps</p> <p>Establish protocols for the operation of the centres and facilities</p>	<p>Conduct feasibility studies on the manufacture of postal equipment and postal stamp printing</p>	<p>Undertake feasibility study on the establishment of postal equipment manufacturing</p> <p>Undertake study on establishing capabilities for printing postal stamps</p>

V. GOALS AND TARGETS

Defining the goals and targets

137. The second Decade will be divided into three phases and at the end of each there should be an evaluation. For the evaluations to facilitate measurement of the results obtained and, more especially, to assess the impact of the progress achieved in the overall development of transport and communications, quantified goals and targets should be defined for each subsector.

138. Although realistic, these goals and targets should be significant enough to achieve real progress. They should be established on the basis of the guidelines resulting from the diagnosis of the subsectors and on reasonable and representative parameters.

139. The goals and targets had already been defined by the subsectoral working groups concerned but some of them are, however, still qualitative and really need to be improved upon and quantified.

1. Roads and road transport

140. The following parameters and targets have been agreed upon for the Decade:

- (a) Construction of 15,000 km of classified main roads;
- (b) Rehabilitation of 200,000 km of rural roads;
- (c) Rehabilitation of:
 - (i) 85 per cent of paved roads;
 - (ii) 40 per cent of unpaved roads;
 - (iii) 25 per cent of rural roads;
- (d) Implementation of efficient maintenance systems covering at least the rehabilitated network, with emphasis on promoting small- and medium-scale indigenous road maintenance enterprises;
- (e) Reduction of road transport service costs by 10 per cent;
- (f) Improvement of international traffic facilitation through, inter alia, ratification and implementation of effective international transport service agreements based on commercial interests;
- (g) Development of local manufacturing industries to be responsible for at least 50 per cent of the rehabilitated road infrastructure;
- (h) Development in the majority of countries of efficient axle-load control;
- (i) Reduction of road accidents by 25 per cent;
- (j) Raising the level of environmental awareness;
- (k) Increasing traffic facilitation.

2. Railways

141. The following parameters and targets have been agreed upon for the Decade:

- (a) Through improvement of railway services it is expected that rail traffic will increase by 3 per cent for freight and 2 per cent for passengers;
- (b) Availability of locomotives should be at least 70 per cent of the projected total fleet at the end of the Decade, the number of breakdowns per 100,000 km should be reduced by 50 per cent and average run per locomotive should be increased by 30 per cent;
- (c) Wagon and passenger car productivity should be increased by 30 per cent;
- (d) Average cost per unit/km should be reduced by 30 per cent;
- (e) Human resources productivity expressed in unit/km per staff should be raised by at least 40 per cent;
- (f) During the Decade, at least 25 per cent of the existing track should be either partially or totally renovated (about 8,000 km);
- (g) By the end of the Decade, every railway corporation should seek to establish formal relationships with governments through contract plan or memorandum of understanding clearly spelling out the role of the railway and the obligation of the railway and the State. Each railway plan of action should be spelt out in the corporate plan;
- (h) Training courses for railway managers should be established in the four African subregions;
- (i) Greater attention should be given to the environmental impact of railways;
- (j) Railway safety should be increased by at least 10 per cent;
- (k) Development of African manufacturing capability should be accelerated.

Shipping, ports, inland water and multimodal transport

142. There is a severe shortage of basic information on all aspects of the activities of the above four modes of transport. This was recognized during the evaluation of UNTACDA I and very apparent during the preparation of the UNTACDA II discussion document for the maritime subsector. Given the lack of current information on the main performance indicators (such as port productivity, cargo transit time in ports, costs per ton of cargo handled, losses due to damage, pilfering and other factors), it is virtually impossible to establish realistic quantifiable targets for the Decade.

143. To remedy this shortcoming, the strategy proposes a project for the defining appropriate performance indicators and for establishing an African maritime information centre possibly under the guidance of the lead agency. This centre would be responsible for collecting basic data from national information units and aggregating, interpreting, storing and publishing data from all African countries. Such a data base would be used, among other things, to monitor the progress of UNTACDA II. Only when this is operational will quantitative targets be feasible.

144. Meanwhile, the following largely qualitative targets are the goals of the Decade:

3. Shipping

(a) To achieve equitable participation in sea-borne liner trade under the conditions of the United Nations Code of Conduct for Liner Conferences;

(b) To increase significantly the participation of national fleets in non-liner trade under the conditions of UNCTAD resolution 120 (V);

(c) To increase the competitiveness of national fleets through modernization and adaptation of tonnage to trading requirements and through adaptation of management techniques leading to reduced unit costs of transport;

(d) To increase significantly the level of ownership and control by African countries of competitive tonnage adapted to the requirements of African trade.

4. Ports

(a) To increase the productivity of African seaports;

(b) To reduce the time both ships and cargo spend in ports;

(c) To reduce cargo losses due to damage and pilfering;

(d) To reduce port costs per ton of cargo handled;

(e) Improve the maintenance of port equipment so that the down time of equipment is reduced.

5. Inland waterways

(a) To increase the total length of navigable inland waterways;

(b) To increase the number of ports within these waterways and also the capacity and performance of the ports;

(c) To increase the links between inland waterway routes through the various transport corridors;

(d) To increase the operational inland waterways fleet and improve the performance of handling equipment at inland waterways ports and their related terminals;

(e) To increase the number of inland waterways training institutions established and/or strengthened, with a corresponding increase in the number of personnel trained;

(f) To increase the number of control mechanisms for the water level of navigable lakes and rivers.

6. Multimodal transport

145. If governments wish to derive benefits from the second Decade in the field of multimodal transport, they should strive to attain the following targets:

(a) Increasing the number of African countries which are contracting parties to the United Nations Multimodal Transport Convention from the present three to 25;

- (b) Increasing the number of African countries which are contracting parties to the Hamburg Rules from the present 13 to 45;
- (c) Amendment by all contracting parties to the Multimodal Transport Convention and the Hamburg Rules of their national legislations accordingly;
- (d) Amendment of national laws even in countries not parties to the two conventions, where and when necessary to take into consideration the existence of both freight forwarders and MTOs;
- (e) Establishment by at least 25 countries of national trade and transport facilitation committees;
- (f) Establishment by at least 25 countries of national associations of freight forwarders and MTOs;
- (g) Drawing up by each of the national associations of MTOs of national rules for MTOs in line with the UNCTAD minimum standards for shipping agents;
- (h) Use by all national MTOs of internationally recognized multimodal transport documents such as those based on the UNCTAD/ICC Rules on Multimodal Transport Documents;
- (i) Obtention of adequate liability insurance by all national multimodal transport operators;
- (j) Introduction by at least 25 countries of simplified procedures for customs clearance of containers and goods;
- (k) Introduction by at least 25 countries of administrative and commercial procedures allowing electronic data interchange to become available to the trade and transport industries;
- (l) Introduction by at least 25 countries of procedures facilitating the establishment of joint ventures in the fields of shipping and multimodal transport;
- (m) Upgrading of existing subregional training institutions to enable them to offer courses in international transport at the intermediate and higher levels;
- (n) Establishment of a regional centre for the collection of transport statistics;
- (o) Carrying out by at least 25 countries of feasibility studies on the establishment of inland clearance depots (ICDs) and implementation of the findings of the studies by the countries;
- (p) Taking measures by at least 25 countries to increase containerization of their national trade by 5 per cent annually.

7. Air transport

146. For the air transport subsector, the following quantified targets should be aimed at:

- (a) Implementation of phases I, II and III of the Yamoussoukro Declaration from now to the end of the Decade in line with the schedule established, that is: phase I: two years, phase II: three years, phase III: three years, taking account of the fact that, in certain cases, it may not be necessary to pass through all the phases;

- (b) Maintaining the operating cost of African airlines as much as possible in the neighbourhood of the world average and not exceeding 10 per cent of that average;
- (c) Managing airlines to increase the number of viable airlines established following regrouping and implementation of the measures recommended in the Yamoussoukro Declaration;
- (d) Management of airports and air space to increase the number of autonomous airport and joint air space management authorities;
- (e) Improving the African traffic network by increasing frequencies between pairs of towns, reducing flight time, co-ordinating and rationalizing flight schedules;
- (f) Replacement of fleet of aircraft through the existing or future financing mechanisms;
- (g) Improvement of air traffic services so as to enhance crew efficiency and passenger safety;
- (h) Increasing the level of implementation of the ICAO Air Navigation Plan for Africa and Indian Ocean Region (AFI);
- (i) Improvement of airport infrastructure by reducing the number of accidents and incidents associated with deficiencies of airport infrastructure, installations, facilities and services;
- (j) Improvement and strengthening of African civil aviation training centres;
- (k) Improvement of facilitation and preparation of regulations that take the needs of users into account;
- (l) Improvement of air transport safety and security by reducing the number of acts of unlawful interference against civil aviation.

8. Urban transport

147. It has been difficult to develop quantitative monitoring targets for urban transport at this planning stage of the Decade programme since the parameters defining the existing conditions of urban transport have not been assessed. As an alternative, a project has been proposed and sponsored by the World Bank in order to select eight African cities (two from each subregion) for biennial studies and assessment of appropriate indicators. This study will be undertaken at the beginning of the Decade in 1991 and, thereafter, every two years up to the year 2000.

148. In addition, some qualitative proposals are contained in the subsectoral strategy to enable member States to design and organize their own monitoring indicators.

9. Telecommunications

149. The key parameters for evaluation of development in this subsector cover the total number of telephones and rate of penetration (density), quality of service and productivity ratio. The minimum targets set for the Decade are as follows:

- (a) Increase in telephone penetration (i.e., direct exchange lines/100 population):

Eastern and Southern Africa:	from 0.41 in 1989 to 0.70 in the year 2000;
West Africa:	from 0.24 in 1989 to 0.48 in the year 2000;

Central Africa:	from 0.24 in 1989 to 0.52 in the year 2000;
North Africa:	from 2.38 in 1989 to 3.84 in the year 2000;
Average Africa:	0.72

(b) Increase in the number of direct exchange lines (DEL) during the Decade, depending on existing capacity:

- (i) Countries with less than 50,000 DEL, average growth of 10 per cent/year;
- (ii) Countries with 50,000 - 70,000 DEL, average growth of 8 per cent/year;
- (iii) Countries with 70,000 - 500,000 DEL, average growth of 7 per cent/year;
- (iv) Countries with over 500,000 DEL, average growth of 5 per cent/year;

(c) Improvement in the quality of services:

(i) Fault rate: maximum 5 per cent/year; target 0.5 per cent/year;

(ii) Fault duration, percentage faults cleared:

Same day: minimum 10 per cent; target 30 per cent;

Within two days: minimum 40 per cent; target 70 per cent;

Within seven days: minimum 70 per cent; target 100 per cent;

(iii) Call completion rate:

Local: minimum 50 per cent; target 70 per cent;

National: minimum 40 per cent; target 65 per cent;

International: minimum 30 per cent; target 55 per cent;

(iv) Availability of transmission links: minimum 70 per cent; target 95 per cent;

(v) Availability of power supply: minimum 80 per cent; target 100 per cent;

(d) Productivity ratio: 50 employees/1000 lines;

(e) Establishment of direct links between neighbouring countries;

(f) Improvement of African telecommunications inter-connectivity;

(g) Encouragement of traffic growth and the associated reduction of tariffs between member countries;

(h) Completion of the feasibility studies on the establishment of equipment manufacturing industries in Africa;

(i) Establishment of manufacturing enterprises for production of telecommunication equipment identified as feasible by the studies.

10. Broadcasting

150. The parameters and targets set for the Decade are as follows:

- (a) Achieving a minimum of 200 radio receivers per 1,000 inhabitants;
- (b) Taking appropriate measures to attain total coverage in the respective national territories in broadcasting;
- (c) Availability of a minimum of 40 television receivers per 1,000 inhabitants;
- (d) Taking soil conductivity and propagation loss measurements in every country of the region by the end of the Decade;
- (e) Promoting production of low-cost receivers and transmitters in Africa;
- (f) Encouraging training to attain self-sufficiency.

11. Postal services

151. The following targets have been established for attainment by the end of the 1990s:

- (a) Increasing the density of the postal network to 1 postal establishment per 10,000 people;
- (b) Growth in the number of postal savings accounts by 60-80 per cent;
- (c) Increasing the number of post office boxes to 1 box per 1000 inhabitants;
- (d) Increasing EMS traffic at an average of 30-50 per cent per year;
- (e) Train or retrain at least 60-70 per cent of staff during the Decade;
- (f) Reducing loss and damages to less than 10 per cent.

VI. RESOURCE MOBILIZATION

152. Since the Decade programme is an undertaking of Africa, it is clear that its success will depend largely on the efforts made by the African countries themselves to finance and implement its projects. Thus, it is necessary that mobilization of domestic resources, both public and private, be stepped up so that as much financing as possible comes from the countries. It is only then that sustainable development of the transport and communications sectors will be achieved.

153. However, it is also clear that the resources that will be required for the programme would most likely exceed by far the domestic resources and, as a result, external financing will have to be sought. In this regard, the Resource Mobilization Committee will assist in seeking financial and technical assistance from donors and international financial institutions and other sources.

154. The mechanism and modalities for the mobilization of external resources will be developed by the Resource Mobilization Committee as was requested by the Ministers at their Tangier meeting in 1989.

VII. IMPLEMENTATION STRATEGY, MONITORING AND EVALUATION

A. Implementation strategy

155. The UNTACDA II is a co-operation programme designed to co-ordinate activities for the development of transport and communications in Africa at national, subregional, regional and international levels. Accordingly, the implementation, monitoring and evaluation of the programme will be carried out at each of the above levels.

156. The strategy adopted for the implementation of the programme is to design the programme at each level. The bottom-up approach which has been adopted arises from the fact that the regional transport and communications systems are in fact mostly made up of national components. Thus, national projects will form the bulk of the Decade programme. These are to be implemented by the relevant member States within their respective national development programmes. Subregional and regional programmes are to be implemented by the respective intergovernmental and regional organizations with the support of relevant United Nations agencies. The roles of each of these partners are specified below as previously adopted by the Conference of Ministers in Tangier in 1989 in document DEC/TRANSCOM/67/Rev.4.

1. The African States

157. There is no questioning the fact that the onus of development lies on the member States themselves. The United Nations agencies and the international community at large can only provide support to the African endeavours. Thus, African Governments are expected to continue to accord a high priority to the development of the transport and communications sector and to allocate sufficient resources to the sector, individually as well as collectively, through the programmes of relevant regional and subregional intergovernmental organizations and subregional economic organizations.

158. African Governments thus have certain specific responsibilities which, inter alia, are:

(a) To provide information to the lead agency as required and assist in promoting the Decade programme;

(b) To assist in resource mobilization for regional and subregional projects;

(c) To develop and implement programmes and projects aimed at achieving the objectives of the Decade. All these projects and programmes should be included in their respective national development plans. Particular attention will be given to national projects which are components of regional or subregional Decade projects;

(d) To provide an enabling environment for mobilizing domestic resources (public and private) for the development of the transport and communication systems;

(e) To establish a national machinery for co-ordinating the implementation of the Decade programme;

(f) To support recommendations of subregional economic organizations on the UNTACDA II programmes;

(g) To encourage private sector participation in the work of the national co-ordinating committee (NCC).

159. With regard to implementation of the programme at the national level, governments should also:

- (a) Adopt policy reforms including restructuring in order to improve the efficiency of transport and communications operations;
- (b) Implement various agreements on regional or subregional co-operation;
- (c) Support projects of neighbouring countries which have subregional impact;
- (d) Promote involvement of the private sector in the development of transport and communications systems;
- (e) Execute the national component of co-operative subregional and regional projects such as the trans-African highways and the PANAFTEL network;
- (f) Endeavour to allocate at least 10 per cent of national public investment to the development of the transport and communications sector;
- (g) Establish policies to use African facilities such as manufactured products, equipment maintenance centres, training centres and transit facilities (for example, telecommunications and airports);
- (h) Ensure popular participation, especially by women, in development activities;
- (i) Follow-up any assistance offered on bilateral or multilateral basis for the implementation of projects;
- (j) Institutionalize maintenance practices at all levels.

160. In addition to government actions, the operators of transport and communications in the country also have specific responsibilities vis-à-vis the implementation of the Decade programme. Some of these are:

- (a) To improve management of their operations;
- (b) To restructure organizations and management systems in line with the changing environment;
- (c) To seek co-operation with similar entities in neighbouring countries;
- (d) To establish statistical and information systems which are compatible with those in the relevant ministries;
- (e) To participate fully in the activities of the NCC.

2. Subregional economic organizations

161. The subregional economic organizations will assist member States and play a key role in the formulation and implementation of the second Decade programme. They will prepare action-oriented projects within the subregion to meet the objectives of the Decade and will assist States in addressing and attaining the objectives of the Decade at the national level. To do this, the subregional organizations will have the technical support of sectoral African intergovernmental organizations, the United Nations and other international agencies. These programmes and action plans will be periodically discussed with the Resource Mobilization Committee to ascertain their financial viability.

162. Specifically, each subregional organization within its areas of competence, will:
- (a) Identify and promote projects aimed at subregional integration and trade development;
 - (b) Assist member States to harmonize their national policies in order to improve facilitation;
 - (c) Formulate consensus position on subregional projects;
 - (d) Co-ordinate all the projects submitted by its member States for inclusion in the Decade programme in order to ensure their conformity to the agreed priorities of the subregion;
 - (e) Assist member States in searching for technical assistance for implementing projects with subregional impact;
 - (f) Assist member States in the formulation of policies;
 - (g) Prepare its work programme aimed at the execution of UNTACDA II objectives relevant to its area of competence.
163. These organizations should take an active part in the preparation of follow-up phases of the Decade and maintain constant contact with all parties involved.

3. Sectoral African intergovernmental organizations and United Nations agencies

164. The group includes all African IGOs and United Nations agencies in the field of transport and communications at both subregional and regional levels. These organizations differ from the subregional economic organizations in that each is specialized in one, and only one, subsector of transport or communications.
165. African sectoral intergovernmental organizations will also prepare and execute their own action plans to assist States in better attaining the objectives of the Decade.
166. In future, in order to increase their participation in the development programme, the existing organizations need to be strengthened, as called for in resolution ECA/UNTACDA/Res.88/70 adopted by the Conference of African Ministers of Transport, Communications and Planning at its Kinshasa meeting in 1988.
167. International organizations may, at their own initiative or upon request, initiate programmes, projects and policies in co-ordination with the States, subregional and regional organizations and in co-operation with ECA. These organizations shall be responsible for drawing up sectoral programmes following the guidelines which have been set for project preparation and submission.
168. By virtue of its role as a regional economic commission of the United Nations, ECA is most suited to co-ordinate the activities of these United Nations organizations in Africa, particularly in transport and communications where there is need to bring together the various subsectors to form an integrated system for the region. In addition to its co-ordinating role, it should also be recognized that ECA has substantive responsibilities in all subsectors of transport and communications.
169. The agencies, including financing institutions, engaged in various sectors will consult one another to initiate and implement actions in support of the Decade.

170. At the centre of all United Nations development efforts is the United Nations Development Programme. In the first Decade, UNDP will be called upon to continue by providing financing to establish the Decade Co-ordination Unit at ECA in addition to directly financing several Decade projects. UNDP should continue to play a certain role in UNTACDA II and its field offices should as much as possible assist the NCC by participating in its work.

171. During implementation, these organizations will:

- (a) Assist member States and their subregional intergovernmental organizations in identifying and implementing Decade projects;
- (b) Undertake studies on any regional or subregional topics which may lead to the attainment of the Decade objectives and organize dissemination seminars;
- (c) Organize workshops at regional or subregional levels on such relevant issues as application of international conventions;
- (d) Undertake in their regular work programmes projects which are part of the Decade programme.

4. Financial institutions

172. The financial institutions of the United Nations system as well as African regional and subregional financial institutions have an important role to play in ensuring the financing of Decade projects. In this regard, they have the responsibility to finance the national projects that meet the Decade objectives and regional projects sponsored by the United Nations specialized agencies and African IGOs. Some of these institutions (UNDP, ADB, the World Bank) are members of the Resource Mobilization Committee which is charged with the task of seeking financing for projects and giving advice on the orientation of the programme in the light of prevailing macro-economic conditions. In addition, some of them, such as the World Bank and UNDP, may execute Decade projects in their own right.

5. Inter-Agency Co-ordinating Committee (IACC)

173. The Inter-agency Co-ordinating Committee consists of all relevant United Nations agencies and African intergovernmental organizations involved in the fields of transport and communications in Africa. It is the IACC which monitors and carries out periodic evaluation of the programme and makes recommendations on matters such as the coherence of the programme and its validity and direction to the Conference of Ministers through the Intergovernmental Meeting of Experts.

174. In the first Decade, the roles of the various groups which made up the IACC were not clearly defined, and that resulted in some confusion and ineffectiveness in the execution of the Decade programme. Various sub-committees of the IACC shall, therefore, be created to deal with specific issues that may arise in the preparation and implementation of the programme.

6. Resource Mobilization Committee (RMC)

175. A Resource Mobilization Committee has been established and consists of ADB, OAU, UNDP, EEC, ACP, BADEA, the World Bank and ECA. ECA shall also provide secretariat services.

176. The Resource Mobilization Committee is, above all, charged with the effective marketing of the Decade programme. To this end, it will strive to establish methods for effective mobilization of resources

for the programme, in particular to periodically review the Decade programme with subregional organizations to ascertain its financial viability.

7. ECA - lead agency

177. ECA was designated the lead agency for the Decade programme. This role was reconfirmed by the Conference of African Ministers of Transport, Communications and Planning in its resolution ECA/UNTACDA/Res.88/73 adopted in March 1988. As lead agency, ECA, among other things, is responsible, in co-operation with other agencies, for the preparation of the Decade programme and for the harmonization, co-ordination and monitoring of all Decade activities. The tasks entrusted to ECA are therefore enormous and determinant. In order to discharge its duties to the satisfaction of African member States and all the partners involved in the Decade, ECA should benefit from the full co-operation of United Nations agencies, African intergovernmental organizations and all other partners in the Decade programme.

178. The overall co-ordination of the second Decade programme will be the responsibility of the lead agency which will report to the Conference of Ministers through the IACC. In addition to its co-ordinating and reporting role, the lead agency, with the advice of the RMC, will initiate any additional activities aimed at achieving the objectives of the Decade.

179. In particular, ECA in co-operation with other agencies, will be responsible for the following activities:

- (a) Conceptualization and promotion of concerted plans for the orderly development of an integrate pan-African transport and communications network;
- (b) Elaboration of regional plans by integrating subregional plans where they exist, and where they do not exist, formulating them in co-operation with governments and relevant members of the IACC;
- (c) Co-ordination of the overall Decade activities in order to achieve rational and synchronized development of the networks at the least cost;
- (d) Making proposals for concrete actions for the standardization of systems, where necessary;
- (e) Rendering technical assistance to IGOs that need such assistance. In order to be effective, ECA should take a more active role in the activities of these organizations. In particular, ECA must clearly explain its intentions to, and work jointly with these organizations in developing their respective programmes. ECA should, as a matter of principle, work actively with these organizations in addition to attending their annual meetings.

180. ECA shall also provide secretariat services for the Conference of Ministers, the IACC, the RMC and subsectoral inter-agency meetings held to monitor and evaluate the progress of subsectoral regional programmes.

B. Monitoring

181. The implementation of the UNTACDA II programme will be monitored at the following levels:

- (a) National: The NCC was created in each country to, inter alia, monitor the implementation of the programme at the national level and provide all relevant information to ECA while working closely with their subregional organizations;

(b) Subregional: Each member of the subregional working groups will monitor progress in its own area of influence and report to the leader of its working group. This information will be used to monitor implementation and progress in the subregion and will also be forwarded to ECA;

(c) Regional: ECA, as lead agency, will maintain direct and constant contact with the NCCs and the various working groups at subregional and subsectoral levels with a view to co-ordinating the implementation of the programme and providing regular progress reports to the RMC, the IACC and the Conference of Ministers.

182. At the policy level, the Conference of African Ministers of Transport, Communications and Planning shall continue to be the permanent policy-making body for the planning, implementation and monitoring of the Decade programme. It shall meet at least once every two years.

183. The IACC, grouping together the United Nations agencies, African intergovernmental organizations and financial institutions, shall, among other things, prepare the reports to be submitted to the Conference of Ministers. It shall meet at least once a year.

C. Evaluation

184. There will be three evaluations of the programme, the first in 1994, the second in 1997 and the final one in the year 2000. The first and second evaluations shall involve a detailed assessment of progress made in the implementation of the programme and projects, the validity and priority of the projects from either the national, subregional or regional perspective, as the case may be.

185. In the first and second evaluations a reasonable number of new projects would be brought into the programme while those projects already in the programme and whose priority has changed or which have not or have little prospect of being funded could be dropped from the programme.

186. The third and final evaluation in the year 2000 will deal with the overall impact of the programme in terms of achievement of qualitative and quantitative development objectives and targets which would have been established during the earlier phases of the programme.

187. ECA, as lead agency and charged with the monitoring functions shall, in co-operation with the specialized agencies, subsectoral and subregional/regional intergovernmental organizations, be responsible for establishing the parameters for monitoring and evaluation and for setting up a data base system for this purpose.

188. In this regard, it will be the responsibility of the NCCs, subsectoral and subregional working groups as well as specialized agencies to provide ECA with the necessary information and data according to the established format from time to time and as agreed or when requested by ECA.

189. It is apparent that at the initial phase ECA would carry out extensive data gathering activities in order to acquire the base year data once the parameters have been established and will subsequently and periodically update the information.

190. It is envisaged that in order to do this properly ECA would need to acquire and maintain a modern data collection system.

VIII. CONCLUSION

191. The development of an integrated and efficient transport and communications network is a crucial factor to the rapid economic growth of the African continent. The inadequacy of transport and communication services in the past has considerably limited the development of agriculture, industry and trade and affected the ability of the African countries to effectively and jointly make use of their potential resources. The over-arching objectives for the transport and communications sector can be summarized in three words: efficiency (and thus lower cost), sustainability (maintaining over time the level of efficiency achieved) and integration. Unfortunately, much of the transport and communications sector in Africa can be characterized by:

- (a) Underdeveloped infrastructure undergoing deterioration and restrictive policies and regulations which impede regional integration;
- (b) High unit cost per unit of production;
- (c) Low quality services in term of reliability, security and intermodal integration.

192. As a result, future improvement in the transport sector should combine large rehabilitation outlays with institutional reforms and policy changes. These policy changes should be geared towards restoring the operational capacity and financial viability of the sector through co-ordinated measures in the following areas: financial re-organization, cost reduction, introduction of cost based tariffs and user charges, enhanced accountability and service orientation, and increase reliance on the private sector. The effort of restructuring should be accompanied by a necessary, carefully planned infrastructure development programme at the national as well as subregional levels through active co-operation among member States as steps towards developing a well-integrated African transport and communications network.

193. The success of UNTACDA II will be measured on the basis of improvement in the efficiency of transport and communications services. Such a success will require both appropriate funding and commitment as well as willingness on the part of African States to identify priority needs in the sector in order to carry out the necessary policy reforms and to improve the management of basic transport and communication services and infrastructure.

194. The Decade programme will assist African States to (a) improve their policy response to key sector issues; (b) help build up ability to develop, disseminate and implement policy reforms in the transport and communications sectors at the national, subregional and regional levels; (c) improve and develop the transport and communications network; and (d) ensure close co-ordination at regional and subregional levels and between African States and financial institutions.

195. Finally, the support from financing institutions is also vital to the success of the UNTACDA II programme. It is expected that these institutions will accord priority to the Decade projects in their lending programmes.

Annex

I. GUIDELINES AND PROCEDURES FOR SELECTING DECADE PROJECTS

A. Recalling the basic principles

1. The specific shortcomings in the UNTACDA programme planning and design included lack of stringent criteria and methods for identifying justifiable projects; absence of effective follow-up mechanisms, lack of precise goals, whether defined at the micro or at the macro level, to be attained during the Decade; absence of any order of priority between similar or competing projects to be definitely executed during the Decade; and failure to define clear and measurable development indicators in the transport sector.
2. Drawing on this evaluation, the seventh meeting of the Conference of African Ministers of Transport, Communications and Planning established guidelines for a systematic preparation of the second Decade. In addition to the global and subsectoral objectives, the guidelines defined strategies for preparing the programme and specified the criteria for selecting the projects.
3. Since the objectives defined for UNTACDA II had been too broad and general, the Conference of Ministers adopted resolution ECA/UNTACDA/Res. 89/82 in order to avoid inflating the number of projects in the programme. In fact, through that resolution the Conference of Ministers, bearing in mind the absolute need to implement the UNTACDA II programme by specifically placing emphasis on the broadest physical integration possible, decided to give the highest priority to subregional and regional projects, followed by national projects with subregional or regional impact.
4. The concern of the Conference of Ministers in establishing the priorities was once again reflected in the definition of the strategy for preparing the programme in which it was specified that it should stress the major problems whose solution requires regional or subregional co-operation.

B. Selecting projects for the UNTACDA II programme

5. On the basis of the decision taken by the Conference of Ministers in Tangier in the selection of projects, the following criteria have been established for selecting projects to be included in the Decade programme:
 - (a) They must contribute towards one or several objectives of UNTACDA II;
 - (b) They must be included in the national development plans or priority programmes, with highest priority given to subregional and regional projects, followed by national projects with subregional or regional impact.
 - (c) For capital projects, they must demonstrate social, economic and technical feasibility and/or other demonstrable benefits;
 - (d) Projects must conform to environmental policies and programmes;
 - (e) The existence of appropriate and adequate institutional capability to carry out the project must be demonstrated;
 - (f) Both recurrent costs and the local components of capital costs must be clearly established and their financing adequately provided for;
 - (g) In addition to the criteria listed above, which apply to both national and regional projects, the following criteria should also be applied to regional and subregional projects:

- (i) The project should be included in the work programme of an IGO, a United Nations specialized agency or other similar body and must demonstrate that the countries have been involved in its formulation and have expressed their commitment to its implementation and be supported by the subregional and regional economic groups or subsectoral working groups;
- (ii) The project must involve more than one country and promote subregional and regional co-operation and integration.

6. Compliance with the fundamental principles mentioned above would make it possible to draw up a minimum justified and reliable programme for UNTACDA II. For this reason, it is necessary to define, for each objective, projects that best satisfy these principles and therefore are likely to be included in the UNTACDA II programme.

Objective 1

Implementation of phased and balanced programme of development and management of transport and communications infrastructure, taking particularly into account the needs and requirements of island and land-locked countries.

7. In order to attain this objective, projects relating to the following should be approved:

- (a) All actions to facilitate inter-State traffic;
- (b) Study, construction or rehabilitation of transport and communications infrastructure on major corridors or networks for opening up each land-locked country.

Objective 2

Rehabilitation, upgrading and maintenance of the most critical elements of the existing infrastructure and equipment so as to improve their efficiency and capacity utilization, as well as prolong their economic life.

8. Maintenance of transport and communications infrastructure and equipment is indeed a national activity which should be financed mainly with the operating budgets of States. Therefore, those projects coming under this objective, and which may be approved should not only be national programmes for maintaining infrastructure but also and especially:

- (a) Those projects aimed at informing, sensitizing and assisting States to institutionalize their maintenance activities, at the regional or subregional level, that is, aimed at defining and implementing efficient methods of planning, financing with local resources, budgeting and execution;
- (b) Those projects for rehabilitating major transport and communications infrastructure and equipment which constitute the basis for the physical integration of the continent and for opening up land-locked areas.

Objective 3

Improvement of human resource planning, development and utilization in order to enhance the quality and availability of personnel at all levels for efficient management and operations of transport and communications systems.

9. To attain this objective, consideration should be given to those manpower planning and development projects concerning:

- (a) Assessment of regional or subregional training needs;
- (b) The expansion or strengthening of national training institutions into subregional or regional institutions;
- (c) The expansion, strengthening or upgrading of existing regional or subregional training institutions;
- (d) The study and promotion of new subregional or regional training institutions.

Objective 4

Improvement of operational efficiency, service quality and availability in transport and communications by implementing appropriate policies and administrative measures that will increase their competitiveness, productivity and profitability, while at the same time ensuring social and economic development.

10. To attain this objective, consideration should be given to those projects concerning:

- (a) Research into and development, at subregional or regional level, of alternative energy sources;
- (b) The development of community equipment financing agencies;
- (c) All those subregional and regional informational, sensitization and assistance activities in order to evolve an appropriate cost-effective management approach and to improve the efficiency of systems.

Objective 5

Establishment of information systems on transport and communications as a basis for analysis, better management and planning of investments.

11. To attain this objective, consideration should be given to those projects concerning:

- (a) The design of national data base models;
- (b) The creation of subregional and regional data bases.

Objective 6

Development of manufacturing capabilities in order to cope with the rapid changes in technology and conditions in the transport and communications market and to reduce cost and requirements for foreign exchange by local manufacture of some spare parts, components and equipment.

12. To attain this objective, consideration should be given to those projects concerning:

- (a) The study on subregional or regional equipment or spare part manufacturing industries;
- (b) Promoting the establishment of subregional or regional industries;

- (c) Research into the manufacture of transport and communications equipment;
- (d) The promotion at subregional and regional level of existing industries.

Objective 7

Improvement of transport safety and security as well as strengthening of transport-related environmental protection measures.

13. To attain this objective, consideration should be given not only to those national investment projects aimed at improving transport safety and security, but also those concerning:

- (a) Subregional and regional informational, sensitization and training activities carried out to ensure transport safety and security;
- (b) Harmonization at subregional and/or regional level of transport legislation.

Objective 8

Improvement of transport and communications in rural areas where the majority of the population live and the greatest percentage of economic production takes place.

14. This objective addresses concerns that are primarily national. In view of set priorities, the projects that deserve consideration in this regard and could be selected should concern:

- (a) Subregional and/or regional research into the techniques of building and maintaining rural transport and communications infrastructure at the least cost;
- (b) The use of labour-intensive techniques;
- (c) The promotion of such techniques and training in their use;
- (d) Provision of efficient modes of transport.

Objective 9

Improvement of urban transport to meet the needs of the rapidly growing urban population.

15. To attain this objective, consideration should be given to the projects concerning:

- (a) All those information and training activities being conducted at subregional and regional levels on modern techniques of urban transport planning and management;
- (b) Subregional or regional research into the manufacture of public transport facilities that are suited to Africa;
- (c) The study on industries for the manufacture of public transport facilities and the promotion of the establishment of such industries.

Objective 10

Establishment and strengthening of interregional liaisons in the field of transport and communications.

16. To attain this objective, consideration should be given to the projects concerning:
- (a) All those measures being taken to harmonize transport and communications policies and legislation;
 - (b) All those measures being taken at the subregional and regional levels to secure co-ordination and co-operation and management of national transport companies within the same subsector;
 - (c) All those studies, promotional and other activities aimed at establishing community transport companies.

C. Mechanisms for submission and screening of projects

17. The projects must of necessity conform to the strategies and priority action programmes worked out with a view to attaining Decade objectives in the various sectors.
18. The information which will be required for analysis of projects to be included in the Decade programme is shown in the following format for presentation of projects.
19. Projects which have already been submitted as well as those to be submitted before the end of February 1991 will be considered first by the Resource Mobilization Committee and then by the Inter-agency Co-ordinating Committee. Subsequently, the following procedure will apply for new projects:
- (a) All national projects should be submitted by the countries to their co-ordinating subregional organization (ECOWAS, PTA, ECCAS and the Maghreb Union);
 - (b) The subregional organizations will submit to the RMC, through ECA, the projects which they support;
 - (c) The projects of intergovernmental organizations, specialized agencies and subsectoral working groups will be submitted to the RMC in a similar manner;
 - (d) The RMC will examine these projects in accordance with the above criteria and submit the projects, with their recommendations, to the IACC for consideration by the Ministers;
 - (e) Projects should be submitted annually, but the first will be those projects that had been submitted before the end of February 1991.
20. Programme implementation will be evaluated every three years.

II. SELECTION CRITERIA FOR DECADE PROJECTS (NATIONAL AND REGIONAL)

1. Projects should meet one or several objectives of the UNTACDA II programme.
2. Projects should be included in the national development plans or programmes.
3. Projects should demonstrate social, economic and technical feasibility and/or other demonstrable benefits.
4. Projects should conform to environmental policies and programmes.
5. Existence of appropriate and adequate institutional capacity to carry out the project.
6. Establishment of recurrent and local costs and availability of adequate financing.
7. Inclusion of the project in the work programmes of intergovernmental organizations, international organizations or subsectoral working groups (applicable to regional and subregional projects).
8. Involvement or not, in the project, of more than one country to promote subregional or regional co-operation and integration (applicable to regional and subregional projects).
9. If the project contributes to the implementation of an important part of the strategy.

III. GENERAL FORMAT FOR PROJECT INFORMATION PROJECT BRIEF

1. Country:
2. Sector:
3. Subsector:
4. Name of project:
5. Executing agency:
6. Location of the project:
7. Objectives:
8. Priority of project in existing development plan/programme:
9. Description of the project:
10. Estimated total cost:

Local costs:

Foreign costs:

11. Financing:

Government, etc.:
Multilateral donors (specify):
Bilateral donors (specify):
Others:

12. Status of preparation:

(At what stage, i.e., studies/
detailed engineering, etc.):

13. Justification of the project
and expected benefits:

14. Issues:

Technical:
Financial:
Environmental:
Policy: