

STAP Project

SHORT TERM ACTION PLAN – COMESA PRIORITISATION

ITEM	PROJECT	SECTOR	TYPE	STATUS	CATEGORY	PRIORITY
1	Global Navigation Satellite System	AIR TRANSPORT	FACILITATION	STAP	CONTINENTAL	MEDIUM
2	Cooperative Development of Operational and Continuing Airworthiness Programme (COSCAP)	AIR TRANSPORT	FACILITATION	STAP	CONTINENTAL	MEDIUM
3	Institutional Support for the Implementation of the Yamoussoukro Decision	AIR TRANSPORT	FACILITATION	STAP	CONTINENTAL	ND
4	Study on the Upper Space Control Centres	AIR TRANSPORT	STUDY	STAP	REC	MEDIUM
5	COMTEL	ICT	INVESTMENT	STAP	PRIVATE SECTOR	HIGH
6	Continental Umbrella Initiative to Facilitate the Utilization and exploitation of ICTs in African Countries	ICT	FACILITATION	STAP	CONTINENTAL	LOW
7	ICT Policy and Regulatory Framework at Regional Level	ICT	FACILITATION	STAP	CONTINENTAL	HIGH
8	Safe Navigation on Lakes Tanganyika and Malawi/Niassa/Nyasa	MARITIME TRANS.	FACILITATION	STAP	REC	ND
9	COMESA/SADC Uniform Customs Document and Bond Guarantee	ROAD TRANSPORT	FACILITATION	STAP	REC	High
10	Establishing One-stop Border Posts	ROAD TRANSPORT	FACILITATION	STAP	REC	High
11	Implementation of Overload Control Along Road Corridors	ROAD TRANSPORT	FACILITATION	STAP	REC	High
12	Road Safety	ROAD TRANSPORT	FACILITATION	NEW	REC	ND
13	Strengthening Stakeholder Associations for Trade Facilitation	ROAD TRANSPORT	CAPACITY BUILDING	STAP		REC Not determined
14	Adoption of SDI Framework in the COMESA Infrastructure Projects	SDI	FACILITATION	NEW	REC	ND
15	NILE BASIN INITIATIVE	WATER	FACILITATION	STAP	Multicountry, non-REC	High



SHORT TERM ACTION PLAN – EAC PRIORITISATION

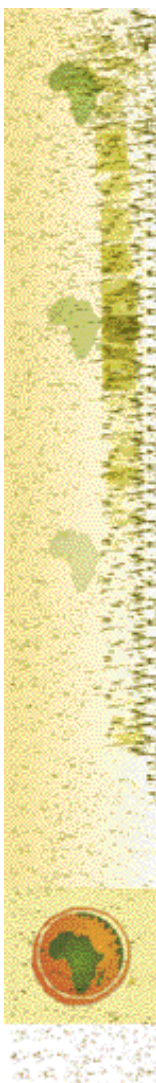
ITEM	PROJECT	SECTOR	TYPE	STATUS	CATEGORY	PRIORITY
1	Kenya-Uganda Oil pipeline	ENERGY	INVESTMENT	STAP	COUNTRY-TO-COUNTRY	HIGH
2	Safe navigation on. L. Victoria	MARITIME TRANSPORT	FACILITATION	STAP	REC	HIGH
3	Upgrading of container handling facilities at the port of Mombasa	MARITIME TRANSPORT	INVESTMENT	STAP	COUNTRY-TO-COUNTRY	MEDIUM
4	Institutional support for Kenya, Uganda, Tanzania, and TAZARA Railways	RAILWAY TRANSPORT	CAPACITY BUILDING	STAP	REC	HIGH
5	Rehabilitation of selected E.A. and SADC railways in support of concessioning	RAILWAY TRANSPORT	INVESTMENT	STAP	REC	ND
6	EAC Central corridor	ROAD TRANSPORT	INVESTMENT	STAP	REC	
7	EAC Northern Alternative	ROAD TRANSPORT	INVESTMENT	STAP	COUNTRY TO-COUNTRY	LOW
8	EAC Northern Corridor.	ROAD TRANSPORT	INVESTMENT	STAP	REC	HIGH
9	Establishment of one-stop border posts	ROAD TRANSPORT	FACILITATION	STAP	REC	HIGH
10	Implementation of East African road network	ROAD TRANSPORT	INVESTMENT	NEW	REC	ND
11	Mombasa –Nairobi-Addis	ROAD TRANSPORT	INVESTMENT	STAP	REC	
12	Strengthening stake holders associations for trade facilitation	ROAD TRANSPORT	CAPACITY BUILDING	STAP	REC	MED.

SHORT TERM ACTION PLAN – ECCAS PRIORITISATION

ITEM	PROJECT	SECTOR	TYPE	STATUS	CATEGORY	PRIORITY
1	Global Navigation Satellite System	AIR TRANSPORT	FACILITATION	STAP	CONTINENTAL	MEDIUM
2	Cooperative Development of Operational and Continuing Airworthiness Programme (COSCAP)	AIR TRANSPORT	FACILITATION	STAP	CONTINENTAL	HIGH
3	Institutional Support for the Implementation of the Yamoussoukro Decision	AIR TRANSPORT	FACILITATION	STAP	CONTINENTAL	HIGH
4	Study on the Upper Space Control Centres	AIR TRANSPORT	STUDY	STAP	CONTINENTAL	MEDIUM
5	Capacity Building Project	ENERGY	CAPACITY BUILDING	STAP	CONTINENTAL	MEDIUM
6	DRC - Grand Inga Integrator Study	ENERGY	STUDY	STAP	CONTINENTAL	HIGH
7	Energy facilitation Project	ENERGY	FACILITATION	STAP	CONTINENTAL	MEDIUM
8	Institutional Support to Central African Power Pool	ENERGY	CAPACITY BUILDING	NEW	REC	ND
9	Master Plan for Sub-regional interconnection	ENERGY	STUDY	STAP	REC	HIGH
10	ICT Policy and Regulatory Framework at Regional Level	ICT	FACILITATION	STAP	CONTINENTAL	HIGH
11	Regional African Satellite Communications Organization (RASCOM) Project	ICT	INVESTMENT	STAP	CONTINENTAL	HIGH
12	SAT-3/WASC/SAFE-Utilization to Improve Interconnectivity	ICT	INVESTMENT	STAP	PRIVATE INITIATIVE	MEDIUM
13	Continental Umbrella Initiative to Facilitate the Utilization and exploitation of ICTs in African Countries	ICT	FACILITATION	STAP	CONTINENTAL	MEDIUM
14	Development of Telecommunications Equipment Manufacturing in Africa	ICT	INVESTMENT	STAP	PRIVATE INITIATIVE	LOW
15	ICT Human Resources Capacity Development Initiative for Africa	ICT	CAPACITY BUILDING	STAP	CONTINENTAL	MEDIUM
16	Programme to Broaden and Enhance Africa's Participation in the Global ICT Policy and Decision Making For a	ICT	CAPACITY BUILDING	STAP	CONTINENTAL	LOW
17	Strengthening of African Telecommunications and ICT Institutions	ICT	CAPACITY BUILDING	STAP	CONTINENTAL	MEDIUM
18	Feasibility Study of	MARITIME	STUDY	NEW	COUNTRY-	HIGH



	the Port of Mayumba				COUNTRY	
19	Rail Inter-Connection Feasibility Study for Central African Countries	RAIL TRANSPORT	STUDY	STAP	REC	HIGH
20	Facilitation of Road Transit	ROAD TRANSPORT	FACILITATION	STAP	REC	HIGH
21	Feasibility Study of the Doussala/ Gabon Border – Brazzaville	ROAD TRANSPORT	STUDY	NEW	COUNTRY-COUNTRY	HIGH
22	Fougamou – Doussala Road Project	ROAD TRANSPORT	INVESTMENT	NEW	COUNTRY-TO-COUNTRY	HIGH
23	Implementation of Overload Control Along Road Corridors	ROAD TRANSPORT	FACILITATION	STAP	REC	HIGH
24	Strengthening stake holders associations for trade facilitation	ROAD TRANSPORT	CAPACITY BUILDING	STAP	REC	HIGH
25	Feasibility Study of Rail/Road Bridge Brazzaville – Kinshasa	ROAD/RAILWAY TRANSPORT	STUDY	STAP	REC	HIGH
26	Rehabilitation of Transport Infrastructure in Angola and DRC	TRANSPORT	STUDY	STAP	COUNTRY-COUNTRY	ND
27	Support for the management of water resources in Central Africa	WATER	CAPACITY BUILDING	STAP	REC	LOW

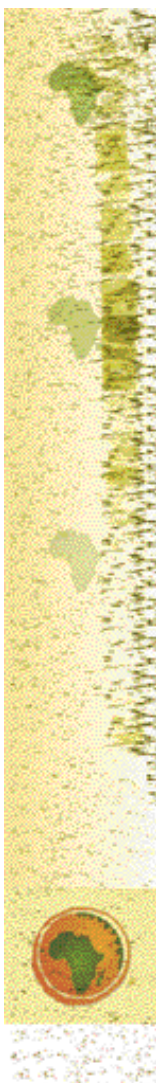


SHORT TERM ACTION PLAN – ECOWAS PRIORITISATION

ITEM	PROJECT	SECTOR	TYPE	STATUS	CATEGORY	PRIORITY
1	Project for Air Transport Liberalisation for West and Central Africa	AIR TRANSPORT	FACILITATION	STAP	CONTINENTAL	HIGH
2	Study on the Upper Space Control Centres	AIR TRANSPORT	STUDY	STAP	CONTINENTAL	LOW
3	Capacity Building Project	ENERGY	CAPACITY BUILDING	STAP	CONTINENTAL	HIGH
4	Facilitation Project	ENERGY	FACILITATION	STAP	CONTINENTAL	HIGH
5	Master Plan for Sub-regional Inter-Connections (East, West & Central)	ENERGY	STUDY	STAP	REC	HIGH
6	West Africa Power Pool (WAPP)	ENERGY	FACILITATION	STAP	REC	HIGH
7	West African Gas Pipeline (WAGP) Project	ENERGY	INVESTMENT	STAP	PRIVATE INITIATIVE	HIGH
8	ICT Policy and Regulatory Framework at Regional Level	ICT	FACILITATION	STAP	REC	MEDIUM
9	Regional African Satellite Communications Organization (RASCOM) Project	ICT	INVESTMENT	STAP	CONTINENTAL	LOW
10	SAT-3/WASC/SAFE-Utilization to Improve Interconnectivity	ICT	INVESTMENT	STAP	PRIVATE INITIATIVE	LOW
11	Continental Umbrella Initiative to Facilitate the Utilization and exploitation of ICTs in African Countries	ICT	FACILITATION	STAP	CONTINENTAL	LOW
12	Development of Telecomm Equipment Manufacturing in Africa	ICT	INVESTMENT	STAP	CONTINENTAL	LOW
13	ICT Human Resources Capacity Development Initiative for Africa	ICT	CAPACITY BUILDING	STAP	CONTINENTAL	MEDIUM
14	Programme to Broaden and Enhance Africa's Participation in the Global ICT Policy and Decision Making Fora	ICT	CAPACITY BUILDING	STAP	CONTINENTAL	MEDIUM
15	Strengthening of African Telecommunications and ICT Institutions	ICT	CAPACITY BUILDING	STAP	CONTINENTAL	LOW
16	Maritime Pollution	MARITIME	FACILITATION	STAP	CONTINENTAL	LOW
17	Maritime Security and Facilitation of Maritime Traffic	MARITIME	FACILITATION	STAP	CONTINENTAL	MEDIUM
18	Rail Inter-Connection Feasibility Study for ECOWAS Countries	RAIL TRANSPORT	STUDY	STAP	REC	HIGH
19	Agades-Zinder, 130 km upgrading	ROAD TRANSPORT	INVESTMENT	STAP	COUNTRY-	MEDIUM



					COUNTRY	
20	Akatsi-Dzodze-Noepe; 31 km upgrading	ROAD TRANSPORT	INVESTMENT	STAP	COUNTRY- COUNTRY	
21	Boke- Quebo; 206 km construction	ROAD TRANSPORT	INVESTMENT	STAP	COUNTRY- COUNTRY	ND
22	Kante (Togo)-Burkina Faso border; 194 km rehabilitation	ROAD TRANSPORT	INVESTMENT	STAP	COUNTRY- COUNTRY	MEDIUM
23	Kati-Kita (Mali) – Saraya (Senegal); 345 km upgrading	ROAD TRANSPORT	INVESTMENT	STAP	COUNTRY- COUNTRY	HIGH
24	Mumfe-Ekok (Cameroon) Abakaliki (Enugu, Nigeria), 161 km upgrading in Cameroon and rehabilitation in Nigeria	ROAD TRANSPORT	INVESTMENT	STAP	COUNTRY- COUNTRY	MEDIUM
25	Road Transport Facilitation Action Plan	ROAD TRANSPORT	FACILITATION	STAP	REC	HIGH
26	Zinder-Nigeria border, 110 km rehabilitation	ROAD TRANSPORT	INVESTMENT	STAP	COUNTRY- COUNTRY	
27	Action Plan for integrated Water Res Management in West Africa	WATER	STUDY	STAP	REC	LOW
28	Strengthening of the Niger River Basin Authority Inter-State Forecast Centre (CIP) & Support of other new & Existing River Basin Organizations	WATER	CAPACITY BUILDING	STAP	Non-REC	MEDIUM



SHORT TERM ACTION PLAN – IGAD PRIORITISATION

ITEM	PROJECT	SECTOR	TYPE	STATUS	CATEGORY	PRIORITY
1	Port of Djibouti and dry Port at Addis	MARITIME TRANSPORT	INVESTMENT	STAP	REC	HIGH
2	Djibouti-Addis (North)	ROAD TRANSPORT	INVESTMENT	STAP	COUNTRY-TO-COUNTRY	HIGH
3	Implementation of the overload control	ROAD TRANSPORT	FACILITATION	STAP	REC	HIGH
4	Strengthening of stakeholders Association for Trade Facilitation	ROAD TRANSPORT	CAPACITY BUILDING	STAP	REC	MED.
5	IGAD Hydrological Cycle	WATER	FACILITATION	STAP	REC	HIGH

SHORT TERM ACTION PLAN – SADC PRIORITISATION

ITEM	PROJECT	SECTOR	TYPE	STATUS	CATEGORY	PRIORITY
1	Global Navigation Satellite System	AIR TRANSPORT	FACILITATION	STAP	CONTINENTAL	MEDIUM
2	Cooperative Development of Operational and Continuing Airworthiness Programme (COSCAP)	AIR TRANSPORT	FACILITATION	STAP	CONTINENTAL	HIGH
3	Institutional Support for the Implementation of the Yamoussoukro Decision	AIR TRANSPORT	FACILITATION	STAP	CONTINENTAL	HIGH
4	Sub-regional Upper Space Control Centre	AIR TRANSPORT	INVESTMENT	STAP	CONTINENTAL	MEDIUM
5	DRC – Angola – Namibia (DRCANSA) Interconnection Study	ENERGY	STUDY	STAP	COUNTRY-COUNTRY	HIGH
6	DRC – Grand Inga Integrator Study	ENERGY	STUDY	STAP	CONTINENTAL	HIGH
7	Mepanda Uncua Hydropower Project	ENERGY	INVESTMENT	STAP	COUNTRY-COUNTRY	MEDIUM
8	Mozambique-Malawi Interconnection Project	ENERGY	INVESTMENT	STAP	COUNTRY-COUNTRY	MEDIUM
9	Southern Africa Power Pool (SAPP)	ENERGY	FACILITATION	STAP	REC	HIGH
10	Continental Umbrella Initiative to Facilitate the Utilization and Exploitation of ICTs in African Countries	ICT	FACILITATION	STAP	CONTINENTAL	MEDIUM
11	ICT Policy and Regulatory Framework at Regional Level	ICT	FACILITATION	STAP	CONTINENTAL	HIGH
12	SADC Region Information	ICT	INVESTMENT	STAP	REC	HIGH



Infrastructure (SRII) Project						
13	Advisory Services for Maritime Affairs	MARITIME	FACILITATION	STAP	REC	LOW
14	Maritime Safety and Facilitation of Maritime Traffic	MARITIME	FACILITATION	STAP	REC	LOW
15	Nacala Port (Mozambique) Rehabilitation	MARITIME	INVESTMENT	STAP	Non-REC	HIGH
16	Regional Strategy for Ship Waste Reception Facilities	MARITIME	FACILITATION	STAP	REC	LOW
17	Safe Navigation on the Tanganyika and Malawi/Niassa/Nyasa Lakes	MARITIME TRANS	FACILITATION	STAP	COUNTRY-COUNTRY	HIGH
18	Institutional Support for the Concessioning of Railways	RAIL TRANSPORT	CAPACITY BUILDING	STAP	REC	MEDIUM
19	COMESA/SADC Uniform Custom Document and Bond Guarantee Scheme	ROAD TRANSPORT	FACILITATION	STAP	REC	HIGH
20	Establishing One-Stop Border Posts	ROAD TRANSPORT	FACILITATION	STAP	REC	HIGH
21	Implementation of Overload Control along Road Corridors	ROAD TRANSPORT	FACILITATION	STAP	REC	HIGH
22	Strengthening Stakeholders Associations for Trade Facilitation	ROAD TRANSPORT	CAPACITY BUILDING	STAP	REC	LOW
23	Assessment of Surface Water Resources	WATER	FACILITATION	STAP	REC	
24	Expansion and Implementation of SADC Hydrological Cycle Observation System (SADC HYCOS)	WATER	FACILITATION	STAP	REC	HIGH
25	Ground Water Management Programme for the SADC Region	WATER	FACILITATION	STAP	REC	HIGH
26	Guidelines and Support for National Water Sector Policy and Strategy Formulation or Review in Member States	WATER	FACILITATION	STAP	REC	MEDIUM

SHORT TERM ACTION PLAN – UMA PRIORITISATION

ITEM	PROJECT	SECTOR	TYPE	STATUS	CATEGORY	PRIORITY
1	Implementation of a Global Navigation Satellite System (GNSS)	AIR TRANSPORT	FACILITATION	STAP	CONTINENTAL	LOW
2	Institutional Support for the Implementation of the Yamoussoukro Decision concerning the Liberalisation of Air Transport in Africa	AIR TRANSPORT	FACILITATION	STAP	CONTINENTAL	HIGH
3	Algeria Gas-Fired Power Station and Algeria-Spain Interconnection Project	ENERGY	INVESTMENT	STAP	COUNTRY-TO-COUNTRY	HIGH
4	Nigeria-Algeria Gas Pipeline Study	ENERGY	STUDY	STAP	COUNTRY-TO-COUNTRY	LOW
5	Strengthening of the Algeria-Morocco-Spain Interconnection Project	ENERGY	INVESTMENT	STAP	COUNTRY-TO-COUNTRY	HIGH
6	Tunisia-Libya Gas Pipeline Project	ENERGY	INVESTMENT	STAP	COUNTRY-TO-COUNTRY	MEDIUM
7	ICT Policy and Regulatory Framework at the Regional Level	ICT	FACILITATION	STAP	CONTINENTAL	MEDIUM
8	Maghreb Fibre Optic Telecommunications Interconnection Project	ICT	INVESTMENT	NEW	REC	HIGH
9	Feasibility Study of the Trans Maghreb Railway	RAILWAY TRANSPORT	STUDY	STAP	REC	HIGH
10	Feasibility Study of the Trans-Maghreb (High Speed) Railway System	RAILWAY TRANSPORT	STUDY	NEW	REC	HIGH
11	Maghreb Highway Project	ROAD TRANSPORT	INVESTMENT	NEW	REC	HIGH



An Example of REC Capacity Building for NEPAD: The ECOWAS Institutional Capacity Building Programme Short-term Action Plan

1 Background

The Economic Community of West African States (ECOWAS) was established in May 1975 by a Treaty, which was subsequently revised in 1993, with the objective of creating a common market among member countries. It called for a phased elimination of tariffs and non-tariff barriers on intra-community products; the establishment of a common external tariff; fiscal and monetary harmonisation; the creation of a single monetary zone and close cooperation in all areas of economic activity. It comprises 15 countries – Benin, Burkina Faso, Cape Verde, Gambia, Ghana, Guinea, Guinea Bissau, Côte d'Ivoire, Liberia, Mali, Niger, Nigeria, Senegal, Sierra Leone, and Togo – and represented a population of 236 million and a total GDP of US\$?? million in 2000.

ECOWAS has devoted considerable attention to playing a key role in conflict prevention and resolution in the region and has had a number of successes in avoiding and resolving conflict. Recent events in Côte d'Ivoire demonstrate the extent to which ECOWAS continues to play a crucial role in this area.

In the realm of regional integration, considerable progress has been made within the subset of eight ECOWAS countries that make up UEMOA. Building on the existing monetary union, these countries have established a customs union with a common external tariff and reduced tariffs across the board. UEMOA has also made progress on questions of economic convergence and is beginning to move forward on economic policy harmonisation in areas such as a common investment code.

The challenge facing ECOWAS more widely is to build on the success of UEMOA and apply the lessons learned there to the creation of an ECOWAS-wide customs and monetary union, supported by policy harmonisation in both economic and other areas such as infrastructure and agriculture.

Prospects for this have begun to improve in recent years, particularly since the late 1990s, with Governments reaffirming their political commitment to ECOWAS and Nigeria, the largest country in the region, showing signs of assuming a more prominent leadership role. Segments of the private sector are taking a more active stance in favour of integration and representatives of civil society are beginning to have a voice in the debate.

Despite these efforts, much remains to be done to achieve deep integration, to build the physical infrastructure required to promote greater internal trade and to remove constraints that would make the region more competitive vis-à-vis the rest of the world. In this context, substantial demands are being placed on the Executive Secretariat, the key administrative institution in charge of

meeting the challenges of tomorrow by executing the decisions taken by the Conference of Heads of State and Government and applying the regulations of the Council of Ministers.

2 Objectives of the ECOWAS Secretariat

The long-term objective of ECOWAS is to secure peace and prosperity in West Africa's 15 member states, through programmes aimed at creating a developed and integrated regional economy. These programmes either contribute directly to establishing a common market and a monetary union or to creating the conditions and environment necessary for the smooth functioning of the economic and monetary union.

ECOWAS programmes fall into three interlinked strategic areas that have been identified as priorities: conflict resolution, infrastructural and sectoral programming, and regional economic integration. Each area is managed by one of the three technical branches of the ECOWAS Secretariat: Political Affairs, Defence and Security and Peacekeeping, Integration Programmes, and Policies Harmonisation. Each branch is headed by a Deputy Executive Secretary.

2.1 Political Affairs, Defence and Security

This branch contributes to the basic strategy of political stability in the region. Conflict resolution, good governance and the rule of law are necessary pre-conditions for poverty reduction, security and welfare.

Political stability and regional peace is being pursued through various ECOWAS regional programmes and instruments such as the mechanism for conflict prevention, management and resolution, peace-keeping and security, the moratorium on the importation, exportation and manufacture of light weapons, the protocol on democracy and good governance, and the protocols on the fight against corruption and child protection. These programmes aim to entrench democracy and the rule of law, to improve upon regional peace and security through an early warning system, peer review and preventive diplomacy and to eliminate trans-border criminal activities.

2.2 Integration Programmes

Region-wide, integrated programmes in infrastructure (energy, transport, and communications) and education, agriculture and industry are necessary to create an enabling environment for the private sector, by reducing the costs of factors of production and increasing competitiveness. Regarding infrastructures the programme objectives are to develop a modern regional network of infrastructural facilities and to evolve a liberalised regional market in these sectors through the harmonisation of the regulatory and legal framework, as well as facilitation measures for enhancing service delivery.

Examples of the kinds of programmes being implemented include the West African Power Pool, the West African Gas Pipeline project, telecommunications harmonisation, liberalisation of air transport and the facilitation of road transport – all with the support of a variety of funding agencies.



In the field of production, the programmes aim at a regional orientation of the development of agricultural and industrial activities through the adoption of common sectoral policies. Sectoral objectives being pursued include the achievement of regional food security, rational and integrated management of shared water resources, sustainable development of other natural resources and enhancement of ecological balance, and production diversification through resource-based industrial development.

2.3 Policy Harmonisation

Customs and monetary union is being achieved through the customs, trade and economic policy harmonisation programmes. Customs programmes are to achieve free movement of goods within ECOWAS and a common external trade policy regime. The objectives include the creation of a free trade area through the ECOWAS trade liberalisation scheme, harmonisation of internal indirect taxation, adoption of common customs documents and procedures, and the adoption of a common external tariff. Trade facilitation and enhancement of the capacity of Member States to negotiate international trade agreements are included in these programmes.

Monetary union is being approached through the macro-economic policy convergence programme. It involves a multilateral surveillance mechanism that monitor countries for the achievement of sound performance of economic aggregates such as GDP, budget balance, price stability (inflation rate, interest rate, exchange rate), and foreign reserves.

3 NEPAD

The poverty and underdevelopment that characterise Africa are unique in their scope and call for special attention. The New Partnership for Africa's Development (NEPAD) includes a comprehensive review of Africa's current situation and a detailed plan to meet the social, political and economic challenges faced by Africa's peoples. It is an integrated strategic plan developed by some of Africa's more progressive leaders and emphasizes Africa's own key role in reducing poverty, bolstering sustainable growth and development, and actively participating in the world economy and body politic.

The NEPAD programme is built around regional integration, good governance, public-private partnership and conflict prevention; all these objectives are congruent with the ECOWAS programmes. Equally, ECOWAS programmes are intimately related to NEPAD Africa-wide programme implementation, because they aim to improve the socio-economic environment through regional integration, good governance and improved public-private partnership in West Africa. In short, the ECOWAS programmes constitute the expression of the NEPAD objectives in West Africa.

4 Implementing the NEPAD Initiative

It is within this context that the ECOWAS Heads of State organized a summit in Yamoussoukro (Côte d'Ivoire) in May 2002 on the implementation of NEPAD in West Africa. The Heads of State of West Africa decided to call a specific summit to drive forward the NEPAD agenda in West Africa, thus demonstrating the support that exists for NEPAD in West Africa.



At the summit, the issue of how to implement the NEPAD agenda in West Africa was discussed and the Heads of State issued a declaration in which they:

- Designated ECOWAS to coordinate and monitor the implementation of NEPAD programmes and agreed to provide ECOWAS with the appropriate resources;
- Decided to create a NEPAD Focal Point within the ECOWAS Executive Secretariat;
- Invited each State to create a NEPAD Focal Point; and
- Established an ad hoc Inter-ministerial Committee to oversee implementation.

The importance of this decision was underlined by the events that took place at the G8 meeting on June 26-27, 2002, in Kananaskis, Canada. The G8 Leaders adopted the Africa Action Plan as a framework for action in support of NEPAD. The Presidents of Nigeria, Algeria, Senegal and South Africa participated in the discussion of the challenges faced by Africa and the G8's response to NEPAD. While the G8 Africa Action Plan is a political response to a political initiative, rather than a pledging document, G8 Leaders recognized that additional resources are needed to help give effect to NEPAD.

These events encouraged the donor community to examine further how it might support ECOWAS in playing its expanded and critical role with respect to NEPAD.

5 Institutional Issues Facing the ECOWAS Secretariat

Even though many of the NEPAD priority areas are already being covered by ECOWAS programmes, the ECOWAS Heads of state mandate making the Secretariat the regional focal point for the implementation of NEPAD entails an increase in the activities of the Secretariat. As the NEPAD focal point, the Secretariat will be called upon to participate in NEPAD activities organised at the continental level, particularly to ensure that the West African components are properly covered. The Secretariat will have to mount activities to promote West African ownership and participation in the NEPAD initiative if the different segments of both the private and public sectors are to be involved in the formulation and implementation of the relevant NEPAD programmes for West Africa. Given the diversity of the coverage of NEPAD and the multiplicity of actors, the Secretariat will have to plan and ensure effective coordination of NEPAD programmes. Finally, the Secretariat should involve itself in the mobilisation and efficient utilisation of NEPAD resources.

This means that the Yamoussoukro Heads of State Declaration places ECOWAS at the centre of the NEPAD agenda in West Africa. However, the ECOWAS Secretariat recognises that it currently lacks the institutional capacity to carry out the role that has been assigned to it. Due to financial constraints – largely as a result of late payments by member states before the introduction of the Community Levy, ECOWAS had been the object of a hiring freeze, with the result that the Secretariat is currently seriously understaffed. A new financing system based on a 0.5% levy on imports to provide ECOWAS's funding is intended to become fully operational as of January 2003. ECOWAS should then be in a stronger position financially and, with the gradual build-up of the proceeds from the levy, is expected to be financially self-sustaining by the end of 2005.

The ECOWAS Secretariat initiated a major restructuring action plan in 1999, which led to the establishment of four Deputy Executive Secretary positions and an assessment of the existing



professional staff and staffing needs by the consulting firm Ernst and Young. The result of this assessment is a staffing plan (see Table 1) indicating a need to hire (a) 35 staff members to fill vacant positions and bring its staffing strength back to the 1999 pre-freeze authorised level and (b) a further 50 staff members by 2005 if the institution is to fill the mandate given by the Heads of States.

The first round of hiring has already been approved by the ECOWAS Council of Ministers; the second proposal has not yet been authorised by the Council of Ministers who have asked for further justification.

Nonetheless, even if the full 50 positions are not authorised, it is evident that some new positions will be required to assist with programme management, to support on-going programmes and to develop programmes in sectors that are lagging behind.

TABLE 1
PROFESSIONAL POSITIONS IN ECOWAS SECRETARIAT

Administrative Unit	Approved Organisation Chart (1999)	Current Staff (2002)	Proposed Organisation Chart (2005)	Donor Funded Consultants
1 Cabinet	1	1	1	2
2 Legal	3	1	4	0
3 Internal Audit	2	1	3	0
4 Communications	3	2	4	0
5 Administration	21	10	26	0
6 Finance	4	4	8	0
7 Agric./Rural Development	7	4	12	1
8 Infrastructure and Industry	5	7	12	3
9 Human Development	4	1	7	1
10 Computer Centre	5	5	12	0
11 Trade and Customs	6	5	10	1
12 Economic Policy	8	4	14	1
13 Political Affairs	3	0	3	1
14 Humanitarian Affairs	3	0	3	0
15 Defence and Security	4	0	4	0
16 Monitoring Centre	7	5	10	0
17 Financial Controller	0	0	2	0
TOTAL	86	50	135	10

6 Request to the Donor Community

The ECOWAS Secretariat, in the context of the ECOWAS-European Commission Meeting in Dakar in June, 2002, approached the donor community to seek short to medium-term assistance over the period of the next 3-4 years to strengthen its capacity to manage the NEPAD programme and reinforce its own programmes that are complementary to the NEPAD programmes. The

funding agencies present agreed in principle to provide assistance, but requested that the Secretariat carry out a more holistic review of its needs so that the funding agencies could have a better idea of the overall institutional programmes, the resource requirements compared with what is currently available and the gaps that required financing. This report responds to the desire of the funding agencies.

For ECOWAS to meet its new challenges and become a performing institution, it needs to take a number of substantive actions to address critical issues, including:

- Consolidating its internal structure and simplifying the numbers of layers of decision;
- Strengthening the Office of the Executive Secretary in order to better define the institution's corporate strategy, business plan and corporate priorities and to align its programmes systematically with the NEPAD programme so as to have a systematic corporate view of the institution's activities and key performance indicators;
- Developing an efficient information system, which requires equipment, new software but more importantly a corporate framework to ensure that the sub-systems are coherent and communicate easily to each other;
- Enhancing ECOWAS's communications capacity to inform civil society in the member states regarding the content and implementation of NEPAD;
- Developing more transparent and streamlined administrative and financial procedures;
- Developing a new management culture that will be action – and result-oriented; and
- Revising the incentives and staff evaluation systems.

ECOWAS realises that this is an ambitious programme that will need to be executed over a period of years and has developed an action plan for the short term, i.e., the next three years. The Short-term Action Plan covers priority staffing needs to complement ECOWAS's own hiring plan, critical needs in terms of studies and equipment and studies aimed at detailing activities that will be carried out in the future, such as the up-grading of the ECOWAS computer and Intranet system.

It is for these short-term needs, which are detailed below, that ECOWAS is soliciting financial support from the donor community at the meeting on November 5, 2002.

7 Short-Term Action Plan for Capacity Building

7.1 Institutional Support to the Office of the Executive Secretary

7.1.1 NEPAD Focal Point in the ECOWAS Secretariat

The ECOWAS Secretariat intends to create the position of NEPAD Focal Point in the Office of the Executive Secretary. Given the fact that the ECOWAS and NEPAD programmes are congruent, the actual execution of the ECOWAS/NEPAD programme will be carried out by the member states with the support of the relevant Secretariat departments. The appointment of a NEPAD Focal Point in the Office of the Executive Secretary will send a clear signal to Secretariat staff and to the member states that ECOWAS considers NEPAD to be a top priority, as endorsed by the Heads of State. The NEPAD Focal Point would perform the following functions:

⁶ EC, World Bank, Canada, the UK, the USA, France and the African Development Bank.



- Harmonisation/streamlining of NEPAD and ECOWAS programmes and coordination of their implementation;
- Monitoring of the activities of the national focal points;
- Participation in technical NEPAD meetings with the NEPAD Secretariat and the lead agencies to ensure consistency with the continent-wide options; and
- Identification of resources for the NEPAD programmes in close collaboration with the Finance Department.

The cost of the Coordinator for three years, including allowances, support and travel is estimated to cost US\$ 240,000.

7.1.2 Study of ECOWAS/NEPAD Focal Points in the Member States

The ECOWAS Secretariat believes that there is a need to revisit the way in which both regional integration and NEPAD programmes are managed in member states. All ECOWAS member states have National Units whose responsibility is to coordinate and follow up on Community activities. Despite the apparent importance accorded to the National Units, as demonstrated by the number of Decisions dealing with it, performance of the National Units has been, at best, mixed. Harmonising and/or synchronising the functions and locations of the ECOWAS National Units and the NEPAD Focal Points could enhance efficiency and improve the management of the regional integration agenda in member states in the sense that regional policies are properly translated into national legislation/policies and that appropriate national resources are allocated to regional programmes.

A study will be conducted of the functions that the NEPAD Focal Points would be expected to perform and the likelihood that the ECOWAS National Units (strengthened, if necessary) could do the job and at the same time enhance the prospects for harmonising or merging ECOWAS National Units with the planned NEPAD Focal Points in member countries. Consultants would be hired to:

- Review the institutional framework in member states;
- Review the performance of national ECOWAS units in translating the regional agenda into national policies and programmes;
- Examine options for strengthening or restructuring the National Units; and
- Examine the potential for harmonizing the ECOWAS National Units and the NEPAD Focal Points;
- It is expected that the study will cost US\$ 123,000.

7.1.3 Supporting the NEPAD ad hoc Inter-Ministerial Committee

The Yamoussoukro Action Plan calls for the establishment of an ad hoc Inter-ministerial Committee to assess capacities and to formulate a plan of action for improving the institutional and regulatory framework. As part of its mandate, the Committee should be informed, briefed and its support solicited for the proposed study on the establishment of the ECOWAS and national focal points and more specifically to review the options prior to their submission to a Heads of State Summit. Logistic support to cover travel and subsistence for the committee meetings is required in the amount of US\$ 56,000.

7.1.4 Corporate Strategic Planner

ECOWAS needs to develop a new prioritised work programme to reflect the demands of NEPAD and to strategise effectively in the context of a multi-sectoral, multi-country programme that the Executive Secretariat coordinates, but which is executed by the Member States. It has to do this in a challenging bureaucratic environment.

The Executive Secretary requires assistance to carry out these improvements and proposes to install a Corporate Strategic Planner (CSP) in the Office of the Executive Secretary for a period of three years. This person would work with the Executive Secretary's Chief of Staff (Director of Cabinet) to set priorities in terms of work activities to keep the staff focused on priority NEPAD work. The CSP would work with management and staff to focus work plans and eliminate distractions, such as meetings and other activities that do not contribute to the critical NEPAD mission. The CSP would also work with technical staff and management to cull out wasteful and time-consuming procedures, to modernise systems, especially in the financial sections and to bring up-to-date the ECOWAS computer and communications systems. The Corporate Planner will work closely with the NEPAD Coordinator. The cost of the Corporate Planner over three years is estimated to be US\$ 240,000.

7.1.5 Management Training

Following up on the work of the Corporate Planner, it will be necessary to provide management training in the ECOWAS Secretariat to make sure that all managers are able to understand the corporate priorities and to plan and manage the work of their departments and divisions in order to support the work priorities. The ECOWAS Secretariat will also have to set up systems to ensure that all activities, including work assignments and travel approvals, respond to the established priorities. This training would be carried out in a series of training modules to be undertaken over a period of one year. The estimated cost of this training is US\$ 100,000.

7.1.6 Coordination with UEMOA

Bringing the policies and activities of ECOWAS and UEMOA into line with each other requires an improved level of coordination between the two programmes, through greater communications and working in joint teams. The two organisations have decided to hold a coordination meeting every six months. Logistical support is needed so that ECOWAS can participate in these meetings. The estimated cost of this support is US\$ 78,000.

7.2 Support to ECOWAS Technical Departments

ECOWAS believes that eight positions, to be filled by consultants on three-year contracts, are required to support programme areas that are critical to its NEPAD mission. (Terms of Reference for the consultants are presented in Annex 1.)



7.2.1 Policy Harmonisation Department

Two of the priority programmes in this department that are critical to the regional economic integration agenda are the establishment of the customs union and deepening the process of economic convergence. The Secretariat is badly understaffed in these areas and is requesting that the funding agencies fund two positions: one trade economist to support the development of the customs union and one macro-economist to support the process of economic convergence. It is estimated that each of these experts will cost US\$ 240,000 for three years.

7.2.2 Integration Programmes Department

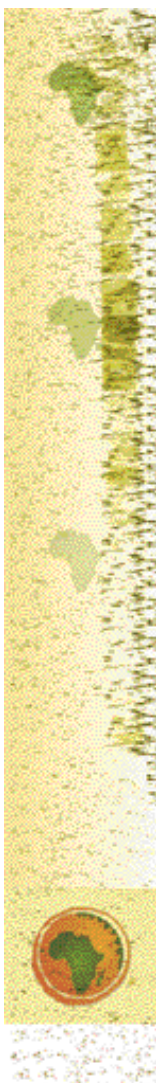
Good progress is being made on a number of integration programmes in the infrastructure sector, notably energy, telecommunications, road transport and air transport. These sectors are particularly important since they can often produce the most tangible expressions of progress for the populations concerned in the region. The energy, and air transport sub-sectors are already receiving substantial support from the donor community so no additional resources are being requested at this time.

In telecommunications, good progress has been made on the physical aspects of regional integration, notably on the upgrading and harmonisation of equipment. The next step is to move towards the harmonisation of telecommunications policies as a precursor to the creation of a regional telecommunications market. The Secretariat does not have the capacity to undertake this work and is requesting funding for a telecommunications policy and market expert for two years to lead this effort. Since it is likely that this expert may need to be recruited internationally, the estimated cost contains a budget provision of US\$ 450,000 for two years⁷.

In addition, the ECOWAS Secretariat would like to take advantage of the new momentum created by NEPAD to improve the process of harmonizing telecommunications reforms and developing a regional policy at the ECOWAS-wide level. The ECOWAS Secretariat (under a PPIAF grant of \$ 279,000) is carrying out a study on the harmonization of sector policies and regulatory framework in the telecommunications sector. Preliminary study reports have been circulated and discussed with international stakeholders (African Connection, International Telecommunications Union, European Union, and the World Bank). The next step is to discuss the findings with representatives of the Member States.

ECOWAS believes that holding workshops to discuss, amend and approve the study findings will be critical to ensure effective implementation of the regional telecommunications policy after the study is completed. The workshops will contribute to educating leaders and stakeholders on issues in the telecommunications sector and to building consensus on harmonization of telecom rules and market structures with a view to establishing a regional telecomm common market by 2007. The estimated cost of two workshops plus the additional costs of the consultants who will prepare the workshop is US\$ 63,000. The second area in which support is requested is that of road transport facilitation. Road transport in West Africa is severely hampered by a number of obstacles to the movement

⁷ To cover the possibility that one of the other experts might need to be recruited outside Africa, a contingency of US\$ 145,000 per year has been added to the budget to ensure that this would not cause a budget problem.



of people and goods, ranging from the failure to harmonise documentation for insurance and customs to the persistent existence of formal and informal roadblocks. ECOWAS has joined with UEMOA to undertake a programme of observations along key corridors – Lagos-Abidjan, in the case of ECOWAS – to collect data and hard evidence that can be taken to the political authorities to support them in their efforts to remove obstacles to road transport. The Secretariat requires an expert in road transport facilitation to carry this effort forward. The estimated cost of an African expert to fill this position for three years is US\$ 240,000.

In contrast to the infrastructure programmes, the ECOWAS programmes in agriculture and human resource development are less developed. The Secretariat requires one expert in agricultural policy and programme development and one expert in human resource development for three years to help them develop coherent programmes that are supportive of NEPAD objectives. In agriculture, it is important that the programme reflect the NEPAD objective of increasing competitiveness and reducing economic marginalisation; this means focusing on the role of the private sector in production and the importance of identifying markets as a prerequisite to progress in the sector. In Human Resource development, it will be important to address issues of regional integration of higher education and of increasing school enrolment rates in ECOWAS countries, some of which feature among the world's worst performers in this area. The estimated cost of these two experts for three years is US\$ 240,000 each.

Finally, there is an urgent need for all ECOWAS programmes to be revisited from the point of view of the NEPAD objective of making better use of the private sector. This is particularly important in infrastructure where private sector actors are often both the providers and the consumers of infrastructure services. It is also important in macroeconomic policy where ECOWAS is seeking a helpful economic environment for the private sector, in the agricultural sector where virtually all production is done by the private sector in response to the policy environment and even in the human resource sector where there is potential for the private sector to play a much bigger role.

ECOWAS wants to hire a private sector expert who would work with all ECOWAS departments to ensure that the programmes being developed and implemented take account of the needs and potential of the private sector. Although this person would be located in the Industry Division, he/she would be expected to spend half of their time on industry division activities and half working with other divisions and departments to help them devise programmes that better incorporate the needs of the private sector. This work would be closely coordinated with the NEPAD coordinator. The cost of this expert is estimated at US\$ 240,000 for three years.

7.2.3 Political Affairs, Defence and Security Department

A key NEPAD objective is to promote good governance. An important part of this is to ensure that ECOWAS Community decisions are implemented in the member states, to strengthen the rule of law and legal systems and to increase the participation of civil stakeholders. ECOWAS is seeking funding to hire an expert in political governance in order to give this activity greater prominence in ECOWAS activities. Like the private sector expert, this expert would be expected to work across the organisation. In particular, he/she would work closely with the Legal Department. The cost of this expert is estimated to be US\$ 240,000 for three years.



7.2.4 Support for the Consultants

In order to make sure that the work of the consultants is not hindered by a lack of support. ECOWAS intends to create a Support Unit of three staff, which would provide secretarial and office support – fax, photocopy, etc. – to the consultants. The estimated cost of the Unit would be US\$ 180,000 staff costs for three years and an initial equipment cost of US\$ 30,000. Each consultant would also be provided with the necessary computer equipment, estimated to cost US\$ 10,000 per consultant.

7.2.5 Linkages with ECOWAS Staff

Technical assistance to institutions can fail if staff in the institution are not involved enough in the work of the consultant, sometimes because they simply lack the means to follow the work because they do not have the equipment or the training to keep up with the consultant. To avoid this in the Short-term Action Plan for Capacity Building, the Secretariat proposes to create a technical nucleus around each consultant, including the technical and management staff that the expert will work with. This is expected to involve around 20 Secretariat staff members. Each of these staff members would receive a new computer, which would be networked within the nucleus, and training in basic computer usage, including Word, Excel, PowerPoint, email and Internet. The estimated cost of this activity is US\$ 200,000 for equipment and US\$ 40,000 for training.

7.2.5 Communications Department

Communication is a vital, if neglected, element of the ECOWAS programme and it will only grow in importance and difficulty now that ECOWAS has taken on the implementation of the NEPAD programme about which little is known in the region. ECOWAS has recognized this by increasing the staff complement of the communications unit by making one temporary position permanent and by authorizing three new positions. This takes care of the immediate staff needs of the unit. There is, however, a strong need for additional equipment. Communications is an area that requires powerful, up-to-date computer for desktop publishing and audio/video editing; the unit's equipment in this regard is severely out of date. Funding is sought for two computers, monitors and software, two professional printers, still and video digital cameras and digital editing equipment at a total estimated cost of US\$ 20,000.

7.3 System Strengthening

The Secretariat would also like to build up its key systems in order to improve its computer and information systems, administrative procedures and enhance the quality of its financial accounting, management and reporting. These are ambitious projects that can only be carried out over time. In the short-term, it will be necessary to carry out studies in the areas of (a) modernising computer systems, including the Intranet and Internet access and (b) modernising administrative systems, including personnel management – recruiting, evaluating and rewarding staff. The objective of each study will be to produce a costed, well-designed modernisation plan for each area. The estimated cost of each of the two studies is US\$ 50,000.

In addition, there is an urgent need to modernise the Secretariat's financial systems, including introducing computerised financial accounting, management and reporting systems. It is estimated that US\$ 20,000 will be required to analyse the situation and draw up a modernisation plan, US\$ 25,000 for computers and software and US\$ 20,000 for training. Since it is likely that other ad hoc short-term consultancies may be required that have not currently been identified, a contingency of US\$ 50,000 per year has been included in the budget for short-term consultancies. In addition, another US\$ 30,000 is included as a contingency for other equipment.

8 Action plan Management

Implementing the Short-term Action Plan will involve the coordination of a large number of activities, each carried out by a different ECOWAS management team and, perhaps, supported by different funding agencies. It is, therefore, important to harmonise procedures as much as possible. The objective is to streamline and simplify as much as possible the procedures associated with the implementation of the Action Plan.

8.1 Reporting

The easiest place to harmonise procedures is in reporting. It is proposed that a single consolidated report on progress in implementing the Action Plan be produced and submitted to all the funding agencies. The content would be agreed with all the agencies at the beginning to ensure that each agency receives the information that it needs. After that, the Director of Cabinet of the Executive Secretary would be responsible for coordinating the consolidated report every six months. Each expert consultant would submit a quarterly progress report. These reports would be placed on a website so that they are available to all funding agencies.

8.2 Meetings

A meeting with funding agencies would be held every year to review progress and funding. To make sure that all funding agencies can express their views on the implementation of the programme as often as they wish without having to meet, the website where the reports will be placed will have the facility to allow funding agencies and managers to have a dialogue on an on-going basis. This will maximise communication while avoiding costly meetings. The estimated cost of this facility is US\$ 50,000 per year.

8.3 Procurement

It is essential that procurement procedures be harmonised as much as possible. ECOWAS would agree to a single set of procurement procedures for goods and services with the funding agencies that would include advertising, clear qualifications and experience statements, an evaluation system and criteria for the attribution of contracts. Once agreement had been reached, ECOWAS would operate the system without prior donor review.



8.4 Financial Management

ECOWAS and several funding agencies have expressed the desire to channel funds for the Short-term Action Plan through a special fund; the objective is to streamline procedures and to avoid ECOWAS having to deal with multiple funding agencies with multiple procedures.

The participating funding agencies would agree on the programme activities that would be covered by the Fund and the uses to which the money in the Fund could be put, as well as the procedures for both disbursing from the Fund and replenishing the Fund. Any changes to programme activities would be discussed at the annual donor meeting.

Disbursements will be decided by ECOWAS and proceed according to rules for hiring of experts and procurement of equipment, in accordance with best international competitive practices, as agreed with the funding agencies. Daily operations will be executed by personnel of the ECOWAS Secretariat.

The resources of the Fund shall at all times be held, utilized, committed and disbursed completely independently from any other resources committed to the Secretariat. The Fund shall be kept in such currency and in such special bank account as may be agreed by the funding agencies. Independent accounts will be kept to permit identification of revenue, assets, costs and expenses pertaining to the Fund independent of all other operations of the Secretariat. These accounting arrangements would ensure that the resources contributed to the Fund by each donor could be identified. Because resources would be co-mingled, it will not be possible to identify the specific contracts that would be supported by each donor's money. Rather, each participating donor would finance a pre-agreed percentage of the total costs of the activities financed by the Fund.

ECOWAS realises that some funding agencies may, for procedural reasons, be unable to participate in such a Fund. Nevertheless, it encourages as many funding agencies as possible to join the Fund.

9 Summary of Funding Requests

The budget requests described above are summarised in the following budget table. For ease of reference, activities are classified by type of expenditure.

10 Funding Already Confirmed

The World Bank has already approved an Institutional Development Grant that will cover the NEPAD Coordinator for two years, the study of NEPAD focal points, logistical support for the ad hoc Inter-ministerial Committee, support for liaison with UEMOA, Telecommunications Policy Workshops and equipment for the Communications Department.

Canada, as an interim measure, has also approved a contribution of CA\$ 500,000 to cover the first year funding of three consultants. France has also indicated its willingness to make a contribution of Euros 100-500,000.

