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Communications Decade in Africa, 1991-2000Progress report of the Secretary-General

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I. INTRODUCTION

1. On 20 December 1988, the General Assembly adopted resolution 43/179, which declares the period 1991-2000 the Second Transport and Communications Decade in Africa. That resolution represented a culmination of the efforts made by the African Governments in support of the decision taken by the Conference of African Ministers of Transport, Communications and Planning at its sixth meeting in March 1988, held at Kinshasa, Zaire and which was expressed in its resolution 88/73, following an in-depth evaluation of the results and impact of the programme of the first Decade on the economic development of Africa, in general, and on the development of transport and communications, in particular.
2. It will be recalled that the Transport and Communications Decade in Africa was proclaimed by the General Assembly in its resolution 32/160 of 19 December 1977 upon the request of the Conference of Ministers of the Economic Commission for Africa (ECA), expressed in Commission resolution 291 (XIII), adopted in February 1977 at Kinshasa, in order to highlight Africa's special needs in these sectors. The first meeting of the Conference of African Ministers of Transport, Communications and Planning, held in May 1979, adopted the objectives and strategy of the Decade. The global objective was the establishment of an integrated transport and communications network 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 industry, agriculture and trade. These objectives were to be realized at regional, subregional and national levels with the main burden being borne by the African countries themselves.
3. The evaluation of the first Decade showed that 10 years was hardly sufficient time to complete so gigantic a task as was envisaged during the Decade. As a consequence, a great deal of work will have to be continued beyond the end of the first Decade. Furthermore, new challenges, including those arising from technological change, some of which were not foreseen at the time of the launching of the first Decade, have emerged and will also need attention in the years to come.
4. General Assembly resolution 43/179 also requests the Secretary-General, in consultation with the Organization of African Unity (OAU) and existing African regional and subregional economic groups, to undertake the necessary preparatory arrangements and to submit to the General Assembly, through the Economic and Social Council, a progress report at its forty-fourth session and a final report at its forty-fifth session.
5. Even before the adoption of General Assembly resolution 43/179, spurred on by the outcome of the Kinshasa meeting, ECA commenced activities towards the preparation of the programme. On one front, resolution 88/73 adopted at Kinshasa was presented to the ECA Conference of Ministers meeting at Niamey, Niger, in April 1988, which endorsed it by adopting Commission resolution 639 (XXIII). In turn, this was endorsed by the Economic and Social Council in its resolution 1988/67 of 28 July 1988 and by the General Assembly in its resolution 43/179.

6. Meanwhile, the secretariat prepared a position paper on the global objectives and strategy for the second Decade and circulated it in October 1988 to all the members of the Inter-Agency Co-ordinating Committee (IACC) of the programme of the Decade as a basis for preparing the programme of the Second Decade. Subsequently, the secretariat of ECA organized the twelfth meeting of IACC at Addis Ababa, Ethiopia, from 14 to 17 March 1989, to begin formally the preparation of the programme of the second Decade.

7. It was agreed that the report of the IACC meeting, including the objectives, strategy and guidelines, would be examined again by each institution and that comments, if any, from IACC members would be sent to ECA on 17 May 1989 at the latest so as to allow ECA time to prepare an updated version of this document for distribution to member States and other organizations concerned in the preparation for the seventh meeting of the Conference of African Ministers of Transport, Communications and Planning. The draft policy document that resulted from the IACC meeting is summarized in section II of the present report.

8. Two further key meetings are scheduled for 1989: thirteenth meeting of IACC in June 1989 to finalize the draft policy document on the programme of the second Decade; and the seventh meeting of the Conference of African Ministers of Transport, Communications and Planning, to be held in November 1989 in Morocco, to review the draft policy document.

II. DRAFT POLICY DOCUMENT ON THE PROGRAMME OF THE SECOND TRANSPORT AND COMMUNICATIONS DECADE IN AFRICA

9. The draft policy document contains proposed global and sectoral objectives and strategy, as well as guidelines for the preparation of the programme. Except for the sectoral objectives, which were elaborated by the relevant agencies, the major items are summarized below.

A. Global objectives

10. There are a total of nine global objectives that were defined around themes which should contribute towards the attainment of the development objective as follows:

1. Development objective

To establish an integrated transport and communications system as a basis for the physical integration of Africa, improve efficiency and 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 for the Implementation of the Monrovia Strategy for the Economic Development of Africa (1980), Africa's Priority Programme for Economic Recovery (1985) and the United Nations Programme for African Economic Recovery and Development (1986).

2. Objective 1

To promote regional economic integration, trade and the movement of persons and information through phased and balanced programmes of infrastructure and capacity expansion, operational efficiency and service quality improvement.

(a) Long-term:

Steady expansion of intraregional networks, especially at the subregional levels, so as to permit the effective development of good present and potential production areas with consumption centres and export points on the basis of a nationally agreed programme.

(b) Areas of concentration in the short- and medium-term:

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

a. Early implementation of existing bilateral, subregional and regional agreements relating to technical standards, operating and documentation procedures, as well as joint financing arrangements;

b. Wider ratification and early application of relevant United Nations and other international agreements;

c. Development of new agreements where these are necessary and of priority;

(ii) Selected investments in expansion and upgrading of links in existing regional and subregional networks in order to realize the full potential of these networks, which are consistent with regional priority needs and resource availability.

3. Objective 2

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

(a) Long-term:

(i) Complete by the year 2000 the backlog of infrastructure rehabilitation and equipment replacement tasks that has built up over the past years;

(ii) Develop efficient and sustainable maintenance capacities and practices that make effective use of local skills, manufacturing capacities, contractors and, in the case of rural infrastructure networks, locally based organizations and institutions.

(b) Areas of concentration in the short- and medium-term:

- (i) Develop well-prepared national programmes of priority rehabilitation, upgrading and equipment replacement;
- (ii) Strengthen institutional arrangements for sound maintenance planning, budgeting, performance monitoring and practices;
- (iii) Increase efforts at resource mobilization from external and internal sources.

4. Objective 3

Human resource development and training: to improve the quality and availability of personnel at all levels for proper management and operations of transport and communications through training, enhanced motivation by establishing appropriate incentive schemes and proper utilization of local skills by improved recruitment procedures.

(a) Long-term:

- (i) Establish transport and communications management institutes for all regions;
- (ii) Develop local capabilities to plan, manage and operate transport and communications systems in Africa more efficiently.

(b) Areas of concentration in short- and medium-term:

- (i) Upgrading and maintaining the standards of existing national and regional training institutions;
- (ii) Establishment in each organization/enterprise of appropriate incentive schemes so as to motivate, develop and retain competent staff at all levels;
- (iii) Strengthen existing specialized African intergovernmental organizations so that they can better assist the African Governments in their development efforts;
- (iv) Increase in-house training in major transport organizations and enterprises;
- (v) Increase the number of "twinning" arrangements between African enterprises and transport and communications training institutions with more experienced organizations elsewhere;
- (vi) Establish centres for African transport and communications management studies for all regions.

5. Objective 4

Improvement of efficiency in transport and communications enterprises so as to improve their competitiveness and financial viability.

(a) Long-term:

- (i) Improvement of management efficiency and capacity;
- (ii) Development of legal framework for enterprises.

(b) Areas of concentration in the short- and medium-term:

- (i) Establish incentive schemes for personnel;
- (ii) Introduce cost reduction measures;
- (iii) Harmonization and application of tariffs, including preferential tariffs for large users;
- (iv) Develop alternative energy sources for transport and communications equipment;
- (v) Develop contract plans between enterprises and Governments, where appropriate, to allow greater managerial autonomy and accountability.

6. Objective 5

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

(a) Long-term:

Promote establishment of information systems directed at market demands, costs and conditions of infrastructure development.

(b) Areas of concentration in the medium- and short-term:

- (i) Establishment of a regional data bank on transport and communications development;
- (ii) Establishment of management information systems at enterprises and organizations to improve management.

7. Objective 6

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

(a) Long-term:

- (i) Encourage Member States to enact policies at the level of national and subregional economic groupings so as to create an enabling environment for investment (foreign, private, public) in manufacturing enterprises and transfer of technology that would transcend the limitations of national economies and benefit from the economies of scale of the subregional markets;
- (ii) Establish research and development centres (possibly at the regional training institutions or selected universities);
- (iii) Develop indigenous technology.

(b) Areas of concentration in short- and medium-term:

- (i) Undertake feasibility studies for manufacture of selected transport and communications components and equipment;
- (ii) Initiate basic research in selected areas and institutions;
- (iii) Carry out total survey and widely publicize the capacity and type of manufactures currently available in Afr. a.

8. Objective 7

Improved transport safety and environmental conditions to restrain the human, social and economic losses resulting from accidents and spillages of hazardous and polluting materials associated with the expected increases in passenger and freight transportation activities.

(a) Long-term:

- (i) Increase awareness of safety and environmental implications of projects during planning and design stages;
- (ii) Encourage African Governments to adhere to the international conventions;
- (iii) Produce and apply the African Highway Code.

(b) Areas of concentration in short- and medium-term:

- (i) Establish national traffic councils and provide them with adequate funding;
- (ii) Organize African regional/subregional seminars and workshops to exchange experience;
- (iii) Strengthen driver training and testing programmes;
- (iv) Improve vehicle testing facilities and methods.

9. Objective 8

Improvement of transport and communications in rural areas as the major national poles of economic growth.

(a) Long-term:

- (i) Develop more efficient and effective rural transport infrastructure and services through greater use of self-help and locally based solutions;
- (ii) Develop appropriate technology for non-motorized transport alternatives.

(b) Areas of concentration in the medium- and short-term:

- (i) Encourage national planners to accord priority to better planning, construction and maintenance of rural systems;
- (ii) Identify current and potential areas of economic production growth and develop plans to link them to the national transport and communications networks.

10. Objective 9

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

(a) Long term:

Increase the efficiency and financial viability of urban transport activities, including the provision of greater accessibility to employment opportunities for low income groups.

(b) Areas of concentration in the medium- and short-term:

- (i) Introduce measures to increase taxes on vehicle use and ownership;
- (ii) Introduce controls on traffic flow patterns;
- (iii) Develop better and effective traffic management measures.

B. Strategy

11. In drawing up the programme for the Second Transport and Communications Decade in Africa, full account should be taken of the macro-economic environment in which the programme fits. This environment defines the constraints within which the programme will be implemented. Thus, for the success of the programme, the following strategy is proposed.

1. Focus

The Programme should be focused on the key problem areas which require regional/subregional co-operation for their solution.

2. Flexibility

A reasonable flexibility should be built into the programme to allow correction and reorientation as needed during its implementation. It is proposed that a review of the programme be carried out every two or three years in addition to a mid-term in-depth evaluation in 1995.

3. Promotion of the programme

During the period of the Decade, a good promotion of the programme and its activities must be undertaken in order to publicize the Decade. It is suggested to use all means of communications: Union of National Radio and Television Organization of Africa; newsletters; publications; press conferences at launching; intergovernmental organizations; and United Nations Development Programme (UNDP) country offices.

4. Survey of transport and communications in Africa

Before the launching of the Decade, a general survey on transport and communications in Africa must be conducted in order to establish the reference point for the programme.

5. Annual report on transport and communications

An annual report must be issued on the progress of the programme.

6. Multisectoral approach

The programme must be designed to respond to specific development demands, for example, agriculture, mines, population and industry.

7. Resource mobilization

A committee on resource mobilization should be set up in order to facilitate resource mobilization. A study of the mobilization mechanisms of the first Decade and the results thereof should be undertaken. This study might indicate the degree to which financial additionality has occurred during the first Decade, as well as the extent to which financial additionality is a valid concept for the second Decade.

8. Steering Committee

A Steering Committee should be established to develop criteria for project selection and classification and determination of a core programme based on the principle of additionality. Composed of three high-level African professionals in the field, assisted by two recognized international advisers, the Committee will submit their proposals to IACC for approval by the Conference of Ministers.

9. National co-ordination machinery

National co-ordination machinery on the second Decade should be set up in each country (in the manner that was used for the Regional African Satellite Communication project where national co-ordinating committees were set up to define the country needs) in order to co-ordinate a national development programme between and within transport and communications sectors, and act as focal points for the regional/subregional programme. UNDP country representatives should participate in this committee.

10. Responsibility for projects

While the national Governments will have the responsibility to identify, formulate, negotiate finance and implement national projects in both investment and preinvestment needs, and while the intergovernmental organizations will have the same responsibilities in respect of selected subregional investment projects, more and more preinvestment subregional projects should be assigned to subregional intergovernmental specialized African organizations for implementation. This means, in practical terms, decentralization

11. Collection of information

Collection of information may be achieved by requiring that project submissions include statistics on sector development in the country, as well as information on related projects. Additionally, the national co-ordinators should be required to provide regular information on projects and statistics on development indicators.

C. Guidelines for the preparation of the programme

1. Criteria for the selection of projects

12. It is necessary to lay down criteria for the purpose, on the one hand, of serving as guidance for all concerned in initiating projects (Governments, subregiona¹ and regional organizations, as well as United Nations specialized agencies and other institutions) and, on the other hand, as a reference tool for ECA, the co-ordinator of the Decade, by which it will ensure that projects submitted for inclusion in the Decade programme conform to the global objectives and strategies of the Decade.

13. The main criterion for the selection of any project for inclusion in the Decade programme should be that it is in accord with national development strategies and contributes effectively to the implementation of the economic, socio-cultural and political objectives of the Lagos Plan of Action and the Final Act of Lagos. As such, projects should be expected to contribute to the economic, political and socio-cultural integration of Africa. To this end, the following criteria have been defined:

(a) National projects

- (i) Projects must be included in the National Development Plan or be approved and supported by the Government;
- (ii) All national projects which meet the themes of the Second Transport and Communications Decade in Africa, and particularly those dealing with human resource development maintenance, rehabilitation and modernization, should be included in the Decade programme;
- (iii) Projects should promote national socio-economic development and have direct or indirect impact with subregional or regional integration;
- (iv) For infrastructural projects, they must demonstrate social and economic feasibility and/or other demonstrable benefits;
- (v) Projects should generate local expertise and increased national capacity by using, as much as possible, local human and other resources;
- (vi) Projects must be institutionally sustainable;

- (vii) Projects should, as far as possible, involve the integration of women and youth in development;
- (viii) Projects must conform to environmental policies and programmes.

(b) Regional and subregional projects:

14. In addition to the criteria listed above for national projects, the following criteria shall apply to regional and subregional projects:

- (i) Projects must be included in the national plans of countries or be approved by the relevant subregional or regional intergovernmental organizations or be part of a programme adopted internationally for the benefit of African States;
- (ii) Projects must involve more than one country and promote subregional or regional co-operation and integration;
- (iii) In the case of infrastructural investment projects, pre-feasibility studies should have been done or required to be done and, if possible, be included along with project submission.

2. Mechanism for the transfer of projects from the programme of the first Decade to the programme of the second Decade

15. Existing programmes, policies and projects will be reviewed and oriented according to the new objectives and criteria. The ongoing projects should, in principle, be evaluated according to their respective provisions for evaluation and oriented according to the above criteria. Financial institutions involved in these projects should provide the necessary resources for evaluation and strengthening of the projects in order to maximize their contribution to the second Decade.

3. Roles of various actors

16. A programme such as the Transport and Communications Decade in Africa provides the African countries with a suitable framework for co-ordinating the development of transport and communications sectors. Africa does not as yet have a machinery for economic co-ordination at the regional level. However, there exists several subregional economic groupings which can form a basis for regional co-ordination. Such co-ordination must, therefore, necessarily involve several partners, each with a clearly defined role. This section seeks to define the role of each of the partners working towards the attainment of the objectives of the second Decade.

17. The report on the evaluation of the first Decade clearly pointed out that the subregional economic organizations, as well as the specialized African intergovernmental organizations, did not participate adequately in the conceptualization, planning or execution of the first Decade programme. The report recommended that all future programmes should clearly define a framework for

greater participation of these organizations, along with the relevant United Nations agencies and the African States. In view of the importance of intergovernmental organizations, it is expected that during the second Decade they will become a major source of projects and major partners in development.

18. In formulating the global strategy for the first Decade, an attempt was made to define the roles of some of the actors, notably ECA as the lead agency, the multinational programming and operational centres and the Inter-Agency Co-ordinating Committee. This attempt, however, was deficient on two grounds: first, except for ECA, the roles were vaguely defined and, second, it left out the roles of several other actors. It is, therefore, essential during the second Decade that there be a precise and comprehensive definition of the roles of the different parties involved. The following are the descriptions of these roles:

(a) Economic Commission for Africa - lead agency

19. ECA was appointed the lead agency for the Decade programme. This role has been reconfirmed by the Conference of African Ministers of Transport, Communications and Planning in its resolution 88/73, adopted at its sixth meeting at Kinshasa in March 1988. Accordingly, ECA should continue to carry out more functions for the programme of the second Decade. As the lead agency, ECA among other things, is "... responsible, in collaboration with other agencies, for the preparation of the Decade programme and for the harmonization, co-ordination and monitoring of all Decade activities ..."

20. Co-ordination implies familiarity with the content of the programmes that are to be co-ordinated. Such co-ordination can be obtained through contacts made with the other agencies involved in the implementation of the Decade programme, either through correspondence or attendance at their policy-making meetings. In particular, ECA as the lead agency will carry out the following activities:

- (i) Conceptualize and promote concerted plans for the orderly development of an integrated pan-African transport and communications network;
- (ii) Elaborate regional plans by integrating subregional plans where they exist, and where they do not exist (as in North Africa, for example), formulating them in collaboration with Governments and relevant members of IACC;
- (iii) Co-ordinate the individual efforts of United Nations specialized agencies and African intergovernmental organizations in order to reach rational and synchronized development of the networks at the least cost;
- (iv) Organize forums for discussion of the benefits accruing from co-operation among African Governments in constructing the network and from the removal of non-physical barriers to the free flow of traffic across frontiers;
- (v) Make proposals for concrete actions for the standardization of systems, where necessary;

- (vi) Make proposals for concrete action for the removal of non-physical barriers to inter-African transport services and promote the signing and ratification of conventions on facilitation of the movement of persons and goods across frontiers;
- (vii) Serve as a secretariat for sub-sectoral inter-agency meetings held to monitor and evaluate the progress of sub-sectoral regional programmes and to propose necessary follow-up action;
- (viii) Provide secretariat services for IACC and the Conference of Ministers;
- (ix) Serve as the secretariat of the Resource Mobilization Committee and be responsible for follow-up of the decisions of the Committee;
- (x) Render technical assistance to intergovernmental organizations that need such assistance.

(b) Subregional economic organizations

21. Closer consultations and co-ordination among the subregional organizations is necessary in order to co-ordinate subregional plans, programmes and activities in the field of transport and communications and, from these, a co-ordinated regional plan, programmes and activities can be developed. Such co-ordination would facilitate the sharing of experiences among the various subregions. Through these subregional organizations, efforts to develop workable systems can be co-ordinated by, for example, the promotion of conventions and agreements to remove non-physical barriers to transport and communications and the institution of mutually agreed tariffs within and between the various subregions.

22. In some subregions there is too much duplication of effort through too many suborganizations dealing with one or another aspect of transport and communications. This often leads to confusion and ineffectiveness. ECA should assist these organizations in streamlining their activities in the areas of transport and communications.

23. 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, and jointly work with these organizations in developing their respective programmes. ECA should, as a matter of principle, actively work with these organizations over and above attending their annual meetings.

24. Development plans of the various subregions should then be combined to form a coherent regional plan for development. The 10-year programme may then be developed in a similar manner.

(c) Sectoral African intergovernmental organizations and United Nations agencies

25. This group includes all African intergovernmental organizations 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 and communications.

26. Existing African intergovernmental organizations in this category include:

- (i) Pan-African Telecommunications Union (PATU) - telecommunications;
- (ii) Pan-African Postal Union (PAPU) - postal services;
- (iii) Union of National Radio and Television Organization of Africa (URTNA) - broadcasting;
- (iv) The Union of African Railways (UAR) - railways;
- (v) African Airlines Association (AFRAA) - air transport;
- (vi) African Civil Aviation Commission (AFCAC) - air transport;
- (vii) Port management associations (PMAESA, PMAWCA, PMANA) - ports.

27. The role that these African organizations played in the first Decade varied greatly. It has been recognized that they could have played even a greater role in co-ordinating and monitoring the projects of the Decades as well as the overall development in their sectors. However, most of these organizations lack the resources required to make them more effective.

28. In future, in order to increase their participation in the development programme, the existing organizations need to be strengthened, as called for in resolution 88/70, adopted by the Conference of African Ministers of Transport, Communications and Planning at its recent meeting at Kinshasa in 1988.

29. International organizations may initiate programmes, projects and policies in co-ordination with the States, subregional and regional organizations and in collaboration with ECA. These organizations should be responsible for drawing up sectoral programmes, as well as guidelines for project preparation and submissions, in accordance with the themes of the second Decade.

30. By virtue of its role as a regional economic commission of the United Nations, ECA is most suited to facilitate the co-ordination of the activities of these United Nations organizations in Africa, particularly in transport and communications where there is a need to co-ordinate the various subsectors to form an integrated system for the region. The major agencies and their areas of competence and/or interest are:

- (i) Roads and road transport: International Labour Organisation (ILO), Food and Agriculture Organization of the United Nations (FAO), World Bank;

- (ii) Railways: ILO, World Bank;
- (iii) Maritime transport: United Nations Conference on Trade and Development, International Maritime Organization, ILO, World Meteorological Organization (WMO);
- (iv) Air transport: International Civil Aviation Organization, WMO;
- (v) Telecommunications: International Telecommunication Union (ITU), WMO;
- (vi) Broadcasting: United Nations Educational, Scientific and Cultural Organization, ITU;
- (vii) Postal services: Universal Postal Union;
- (viii) Manufacturing: United Nations Industrial Development Organization.

31. The agencies, including financing institutions, engaged in various sectors should consult each other to initiate and implement actions and programmes in support of the themes of the Decade, in accordance with new guidelines and institutional arrangements.

32. At the centre of all United Nations development efforts is the United Nations Development Programme. In the first Decade, UNDP played a major role by providing the financing to establish the Decade Co-ordination Unit at ECA, in addition to directly financing several Decade projects. UNDP should continue to play this role in the second Decade and its field offices should assist the Co-ordination Unit in promoting the programme at the country level.

(d) Inter-Agency Co-ordinating Committee

33. The Inter-Agency Co-ordinating Committee (IACC) is the technical committee consisting of all relevant United Nations agencies and African intergovernmental organizations involved in the fields of transport and communications in Africa. It is IACC that makes recommendations to the Conference of Ministers through the intergovernmental meeting of experts.

34. In the first Decade, the roles of the various groups that made up IACC were not clearly defined, which resulted in some confusion and ineffectiveness in the execution of the Decade programme. It is therefore recommended that various sub-committees of IACC be created to deal with issues of each subsector or subregion.

(e) Resource Mobilization Committee

35. A Resource Mobilization Committee should be established, consisting of the African Development Bank (ADB), OAU, UNDP, the Arab Bank for Economic Development in Africa, World Bank and the European Economic Community (EEC) as members, with ECA providing secretariat services. (The terms of reference and strategy for this committee will be decided during its meeting, which should be held before the thirteenth meeting of IACC).

(f) The African States

36. There is no question but 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, the African Governments are expected to continue to accord a high priority to the development of transport and communications sectors and to allocate sufficient resources to the sectors, individually as well as collectively, through the programmes of relevant regional and subregional intergovernmental organizations and the subregional economic organizations.

37. African Governments, thus, have certain specific responsibilities, which are to:

- (i) Provide information as required by the lead agency;
- (ii) Assist the lead agency in resource mobilization by vigorously defending their projects at resource mobilization meetings;
- (iii) Ensure that regional and subregional Decade projects and programmes are included in national development plans and are brought to the attention of donors during bilateral assistance discussions. Ministers responsible for transport and communications should make sure that Ministers of Economic Planning and Development are aware of multilateral programmes and their implications for the national development plans;
- (iv) Ministers of Transport and Communications should brief their counterparts in planning, development or finance on decisions taken at their sectoral meetings which have implications for the latter's forums, e.g., ADB and World Bank Governors' meeting. In the past, the Ministers of Transport and Communications have made several appeals to ADB to assume the role of lead agency for the mobilization of resources without those appeals being endorsed by the Governors (Ministers of Finance) of the Bank;
- (v) Provide an enabling environment for mobilization of domestic resources (public and private) for the development of the transport and communication systems;
- (vi) Establish a national machinery for the co-ordination of the implementation of the Decade programme.

III. INSTITUTIONAL FRAMEWORK FOR THE IMPLEMENTATION OF THE
SECOND TRANSPORT AND COMMUNICATIONS DECADE IN AFRICA

38. The institutions established during the first Decade are adjudged to be still appropriate and should be continued during the second Decade.

A. The Conference of African Ministers of Transport,
Communications and Planning

39. The ministerial Conference should continue to be the permanent policy-making body for the conception, implementation and monitoring of the Decade programme.

B. The Inter-Agency Co-ordinating Committee

40. IACC, grouping United Nations bodies, African intergovernmental organizations and financial institutions, should, among other things, prepare the programmes to be submitted to the preparatory committees of national officials and subsequently to the ministerial Conference. It should meet at least once a year. The Resource Mobilization Committee should be a sub-committee of IACC. Other sectoral sub-committees may also be established as necessary.

C. The lead agency

41. ECA should, as decided by the General Assembly in its resolution 43/179, continue to be the lead agency for the Second Transport and Communications Decade in Africa as it was for the programme of the first Decade and should perform the functions enumerated above.
