

## CHAPTER TWELVE

### SURVEY OF THE CAPACITY NEEDS OF THE COMMUNITY OF SAHEL-SAHARAN STATES - CEN-SAD

#### Summary

##### *Our opinion :*

*General Secretariat, (GS) performance in implementing the CEN-SAD Treaty is very satisfactory. But challenges are huge since drought and aridity are a global threat for Africa and the cost to valorise Sahara resource is out-to-reach. To accomplish the Vision of Libyan Leader of a knowledge based economic union in the Sahel-Sahara area, RECs stakeholders need to build a strategic partnership with GS and give support its 5 Years Capacity Building Program with US\$ 10 850 000 submitted through the ACBF, the leading agency.*

oooooooooooo

CEN- SAD is - with the African Union - one of the major initiatives of the Leader of Libya. The Community was established in 1999 with 5 countries and since this date, 17 others were admitted, making it as the flagship of African RECs, beyond linguistics, economic, geopolitical and sociocultural cleavages. The institutional device includes the Conference of the Heads of States and Leader, the Executive Council, the General Secretariat, the Development Bank, the Economic, Social and Cultural Council. The General Secretariat is based in Tripoli and its operations are entirely supported by Libya. Ten officials deployed between 2 Directions and about sixty people constitute the main part of the staff which works in the 3 languages of the African Union. The optimal structure is estimated at 160 persons including 30 high level staff.

The CEN-SAD was designed to establish between the African countries members a knowledge-based economic union, to face drought and aridity, two global threats whose ecological, socio-economic and political consequences are felt in all circum-Saharan space. Other risks come from the resources which the zone abounds, also longed but at the some time threatened by fossilization, as the water which is however abundant. All the countries currently members are directly attacked by the desert, just as 3 other Sahel-Saharan: Algeria, Mauritania and Ethiopia. But the most vulnerable targets to the attacks of the desert are still among the other African countries not yet members, taking into account their degree of development and their dependence to agriculture and agri-business. The causes of the turning into a desert of the Sahara still remain to be cleared up so much is large the ignorance of the role of the man in this space which was not always a desert.

Since its creation, CEN-SAD implements sectoral policies and programs making it possible to progress towards the creation of an Open Market and an Area of Freedom and Solidarity. Several legal and political instruments were designed: Mechanism of Prevention, Management and Resolution of the Conflicts; Convention of Co-operation and Security; Convention of Co-operation on Transport and Transit; Cooperation Agreement on Maritime Transport.

.../...

The economic focus of the program is infrastructures, transport, mines, energy, telecommunications, social sector, agriculture, environment, water and animal health. Special Funds for Solidarity is created and the drafting process of the Free Trade Area Treaty is on-going.

The performance of the GS in the implementation of CEN-SAD Treaty is **very satisfactory**, taking into account the exceptional level of the challenges with which the Community is confronted and which obliges it to innovate unceasingly, to continue to preserve its statute of first-mover and its integration capacity. The commitment of Libya for peace and security, the political will to fully assume the costs induced by organs activities and the leadership in the defence of the vital interests of Africa compensate gaps in implementation of policies against drought and for Sahara resources valorisation. It fully justifies - taking into account its attractiveness - a growing role at the continental level. Indeed the authorities of the African Union and the partners of Africa should be more closed with the CEN-SAD and its revolutionary approach by providing the additional resources which it needs to implement the vision of a Sahel-Saharan economic union based on knowledge, competences and capacities. These additional resources will make it possible to jump-start projects, action plans and policies of the GS and to integrate the gender perspective (see annex), through the following instruments:

**Right now**

1. Supply of short term experts and consultants services for Infrastructures and Energy Action Plans

**Short term**

2. Setting up:
  - a. Economic Analysis Think Tank at the GS, with 4 high level experts and a Coordinator for 3 years period
  - b. Policy Management Unit for Infrastructures and action plan with a high level coordinator and 4 sectoral experts (transport (land, sea, air) energy (water, electricity, gas) infrastructure networks and interconnections, ITC
  - c. Financial Partnerships Management and PPP Unit with an expert.

**Medium Term**

3. Setting up:
  - a. Networks to rebuild Sahara Infrastructures and Resources Knowledge
  - b. Co-operation and Linguistic Exchanges Program with other Cars
  - c. Digital Library.
4. Setting up Programs to embed aptitudes and the high level expertise such as outsourcing, of competence management, performance management and to attract and retain "best and brightest" high skilled staff and talent.
5. It is also recommended to extend these supports for other RECs, to facilitate the sharing of responsibility at the sub-regional level (ECOWAS, UEMOA, CEMAC, ECCAS, IGAD, and UMA).
6. In each one of these fields, the measures to be taken and the actions were identified in order to be submitted to the ACBF for advocacy to the partners and support. The program submitted to the ACBF amounts with **10 855 000 \$US** distributed as follows:

2006	2007	2008	2009	2010	Total
3 140 000	2 860 000	2 635 000	1 110 000	1 110 000	10 855 000

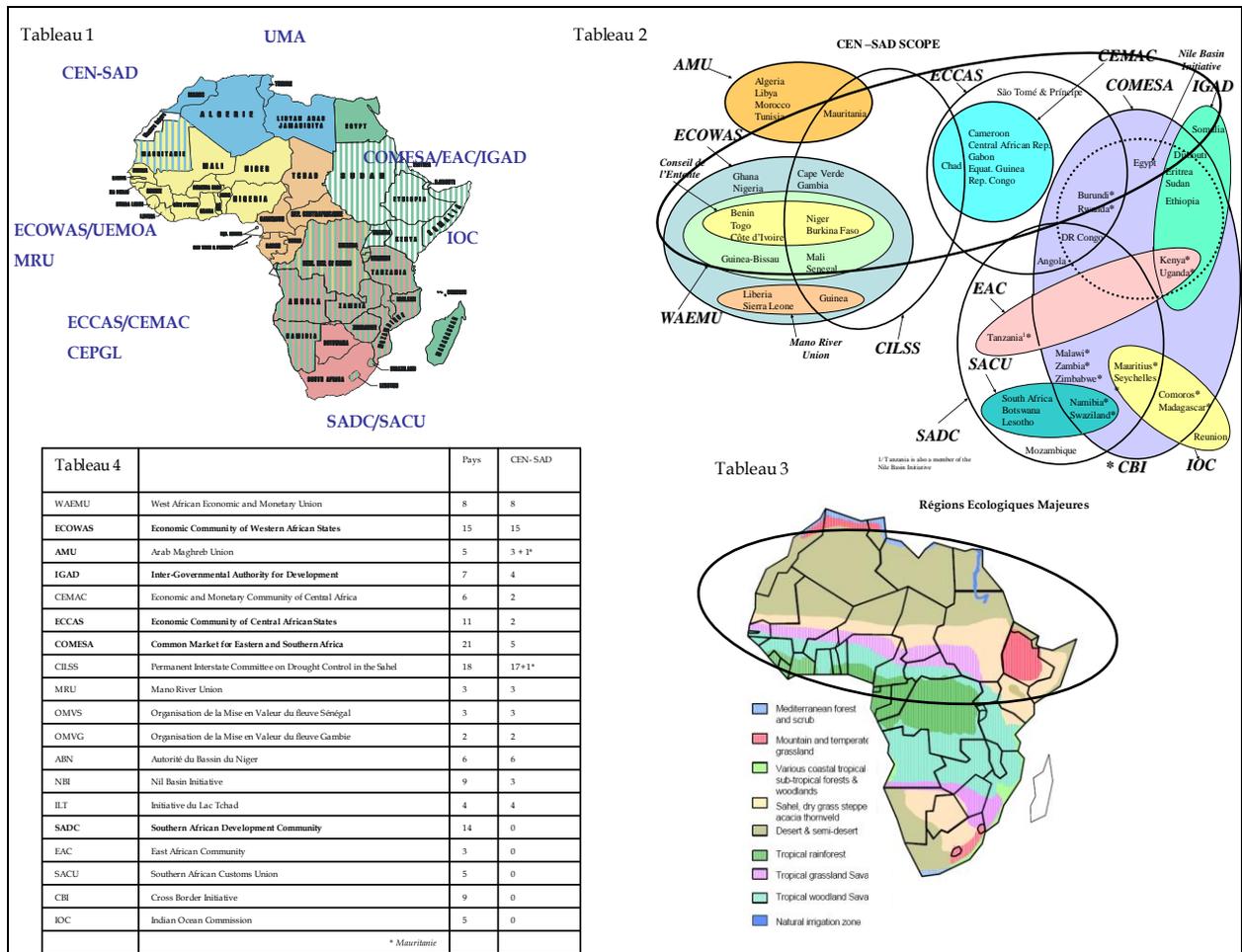
## BUDGET \$US

<b>I. CAPACITIES TO IMPLEMENT CORE FUNCTIONS</b>		<b>TOTAL</b>
1.	Short Term experts and consultants	1 995 000
2.	Think Tank for Policy Analysis and Design	1 140 000
3.	Policy Management Unit for Infrastructures and action plan (transport, energy, TIC)	1 140 000
4.	Financial Partnerships Management and PPP Unit	3.000.000
5.	Panel of Experts for the External Evaluation of the support for the operational activities	160 000
<b>II. CAPACITY TO REBUILD THE KNOWLEDGE BASE FOR INFRASTRUCTURES AND RESOURCES MANAGEMENT</b>		
6.	Trans-African Infrastructures Knowledge Networks for regional integration ( <i>all RECs</i> )	2.000.000
7.	Co-operation and Linguistic Exchanges Program with other RECs	480 000
8.	Virtual library	400 000
<b>III. CORE COMPETENCES TO MAINTAIN FIRST MOVER ROLE IN REGIONAL INTEGRATION</b>		
9.	Support Program for Outsourcing	180 000
10.	Support Program for Competences Management	180 000
11.	Support program for Performance Management	180 000
<b>TOTAL \$US</b>		<b>10.855.000</b>

# I. INTRODUCTION

## 1. Background

CEN- SAD was founded February 4, 1998 in Sirte by 6 countries: Libya, Burkina Faso, Mali, Niger, Sudan and Chad. The Community constitutes, with the African Union resulting from the Sirte Declaration on 9/9/1999, one of the greatest initiatives taken by the Leader of Libya to transform Africa in a strategic space which counts in the era of globalisation and benefit from the process. It rises from the need for linking the whole of the potentialities and resources available of the States of the Sahel and the Sahara in order to carry out common objectives. Also, as of July 2000 - few months after its creation - the UA had recognized the CEN-SAD as a full REC like 5 others which are used as building blocks of African Economic Community. Several countries which tended to yield in front of the centrifugal forces of globalisation and the sirens of the European Union begin again now, to take the way of African integration within the framework of the Community.



The CEN-SAD finds its justification in the fact that the geopolitical division of Africa produced one regional tangle not very understandable and in permanent search rationalization (table 1 & 2). In front of slowness RECs to be adapted to the news globalisation issues, the Community proposes a vision of the integration based on the extent of the challenges to take up, among which those appear at the top which affect circum-Saharan Africa. This depopulated desert space- the largest of the world- constitutes at the same time the greatest threat and the greatest opportunity for the continent, taking into account the ecological, socio-economic and geopolitical consequences which generate the drought and the aridity but also, the resources and potentialities as considerable as coveted in which it abounds. These challenges concern directly or indirectly almost the hole of the African countries, including the countries of Southern Africa attacked by the desert of Namibia and the few countries of the Central Africa still saved thanks to the equatorial green lung (table 4). Moreover, in fact the countries not yet touched by the drought are most vulnerable to the attacks of the desert.

The CEN-SAD gathers countries located in the middle and at the four cardinal points of the Sahara. These countries assert also a membership of one or more of the 6 RECs which are the UMA, ECOWAS, the ECCAS, the IGAD, the UMOA, the CEMAC (table 4) like with various political and cultural spaces which still structure the Continent in Africa Arabic, French, English and Portuguese-speaking people. With 23 Member States, the CEN-SAD constitutes today the vastest and more populated African space around the economic objective of union beyond ecological, geopolitical and linguistic cleavages. In addition to the 6 countries founders CEN- SAD counts like members the following countries : CAR, Eritrea (1999) ; Senegal, Djibouti, Gambia (2000) ; Benin, Ivory Coast, Gambia, Ghana, Guinea Bissau, Liberia, Sierra Leone, Togo, Tunisia, Morocco, Nigeria and Egypt. Mauritania starts steps to be the 24<sup>th</sup> member country.

The CEN-SAD is managed by 5 institutions, all are operational:

- the Conference of Heads of States and Leader, CHS
- the Executive Council, EC
- the General Secretariat, GS
- the Development Bank , SBCI
- the Economic, Social and Cultural Council, ESCC

The main part of the financial needs for the Community are still ensured by Libya, in spite of the significant number of Member States, the presence of regional powers and emerging economies, the extent of the challenges to cope in particular as regards infrastructures and the close ties with the AU. As a result, the capacity needs assessment will have to take account of this singular situation characterized by role of precursor played by the Leader of Libya due to the support an inclusive approach of regional integration.

## **2. Terms of reference and objectives of the mission**

The terms of reference are found in the appendices. The objective is to identify CEN-SAD's capacity building needs as far as regional economic integration. These needs span the fields of in-depth analysis, design, implementation, management, project financing and evaluating the advantages and costs of regional economic programmes. Over and above this aspect, the mission's objective is also to assess the Union's readiness for NEPAD's regional integration projects as well as the Commission's capacity to implement STAP, the Priority Infrastructure Plan of Action in the region.

The specific objectives are as follows:

- to express a professional opinion on the nature as well as the relevance and effectiveness of CEN-SAD's current vision, mission, mandate and objective;
- to provide a profile of the type of capacities that are currently available within the CEN-SAD;
- to identify CEN-SAD's needs in terms of generic and specific capacity and to advance these needs in order to facilitate the effective progression of the capacity building process...
- to evaluate the effectiveness of current and past capacity building programmes;
- to assess the extent to which CEN-SAD has access to and effectively uses global, regional and local knowledge and information;
- to make appropriate recommendations towards achieving a more effective contribution of stakeholders in building CEN-SAD's capacity.

The mission was led in the name of the ACBF by Sams Dine SY, Tam Leader, the 13 to May 17, 2006 in Tripoli. It was assisted by Elisabeth Amukugo whose comment on the "gender issue" is joined as a complementary document. The discussions were held in French. At the end of the discussions, a debriefing has been organized with the Assistant General Secretary during whom the mission exposed facts and findings of the survey as well as majors recommendations. The discussions which followed made it possible to enrich the recommendations presented and to specify the fields of capacity building.

## **3. AU, CEN-SAD, NEPAD and STAP**

The establishment of the CEN-SAD and its fast growth apart from the traditional framework of RECs was made possible by the advent of the African Union, which suggests the existence of a narrow continuity between the two organizations. But the principal originality of the CEN-SAD lies in the fact that it gathers the majority of the countries which are exposed to drought and aridity and their ecological and socio-economic consequences such as desertification, degradation of the grounds, impoverishment, the migration, the sedentarisation. The growing insecurity in this zone and the rise in the cost of the exploitation of the energy and mineral resources hidden in the desert zones and

which tend to fossilize, increase the vulnerability of the affected countries, which explains their keen interest in the Community.

The awareness of the drought and aridity as a worldwide threat constitute the principal vector of the growth of the CEN-SAD. The revalorization of the news RECs (UEMOA, CEMAC) and of sectoral RECs passed by the membership of the majority of the countries to the CEN-SAD, building its audience at the AU, when at the same time UMA is in lethargy.

In spite of the huge of the plagues to which the Member States of the CEN-SAD face, the Community is not yet formally implied in the PACT implementation. That results in the absence of initiatives and projects under its own label or in partnership with other REC, and beyond, by a petty implication in the NEPAD/PACT process. This situation is all the more paradoxical as the CEN-SAD weighs heavier than all other RECs joined together and than it covers space where the infrastructure investments are most vital for the survival of the continent.

#### **4. Sources of information and CEN-SAD expectations**

The mission collected the source data on the state of the capacities available within the Community. It auditioned the principal persons in charge for the directions (see appendix) and organized panels with the experts when they were available. Several documents were consulted:

- Texts governing the CEN-SAD: Treaty, Internal Regulations of the Organs, Decisions, Conventions
- Protocol relating to the mechanism of conflicts prevention, management and resolution
- Convention of co-operation and security
- Declaration of Niamey on the prevention of the conflicts and the peaceful resolution of the disputes
- Charter of Security.

For a critical assessment links between the CEN-SAD and the NEPAD, data collections were extended to the following sources:

- Reports of the CSSD on desertification issues available on line.
- The knowledge base (virtual library) of the Observatory of the Sahel and Sahara since on line
- Reports of AfDB relating to the PACT and NEPAD on line
- Reports of the World Bank Development Committee relating to Africa, the Infrastructures and the aid effectiveness, on line.
- The Sirte Declaration on Africa Union
- The strategic Plan of the AU.

At the time of the mission, CEN-SAD' GS expressed that they were eagerly waiting on ACBF and the Steering Committee for NEPAD's implementation to contribute resources to allow for its improved functioning, implementation of these projects identified in different from activities (infrastructures transport, telecommunications, environment and water, mines and energy, agriculture, animal health, social, security) and to build capacity in policy analysis for regional integration.

In a concrete way, CEN-SAD anticipates that this exercise will contribute effectively to cover the expressed needs in capacities, knowledge and competences to implement its sectoral investment plan. These needs are divided into:

- right now needs identified for the 6 next months;
- needs identified in the short run for the two next years in connection with the harmony and implementation of the sectoral investment Plan with the PACT-Infrastructures;
- medium-term needs.

## **II. THE INSTITUTIONAL AND ORGANISATIONAL FRAMEWORK**

### **1. Mission and mandate**

The vision of the CEN-SAD is stated in the Preamble to the Treaty signed by the 6 countries founders: to create the Community of complementarities, of peace, stability and security; to face up the endogenous and exogenous factors of economic stagnation, underdevelopment and instability and to achieve economic, political, cultural and social integration among Member States.

The principal objectives as defined by the Treaty are as follows:

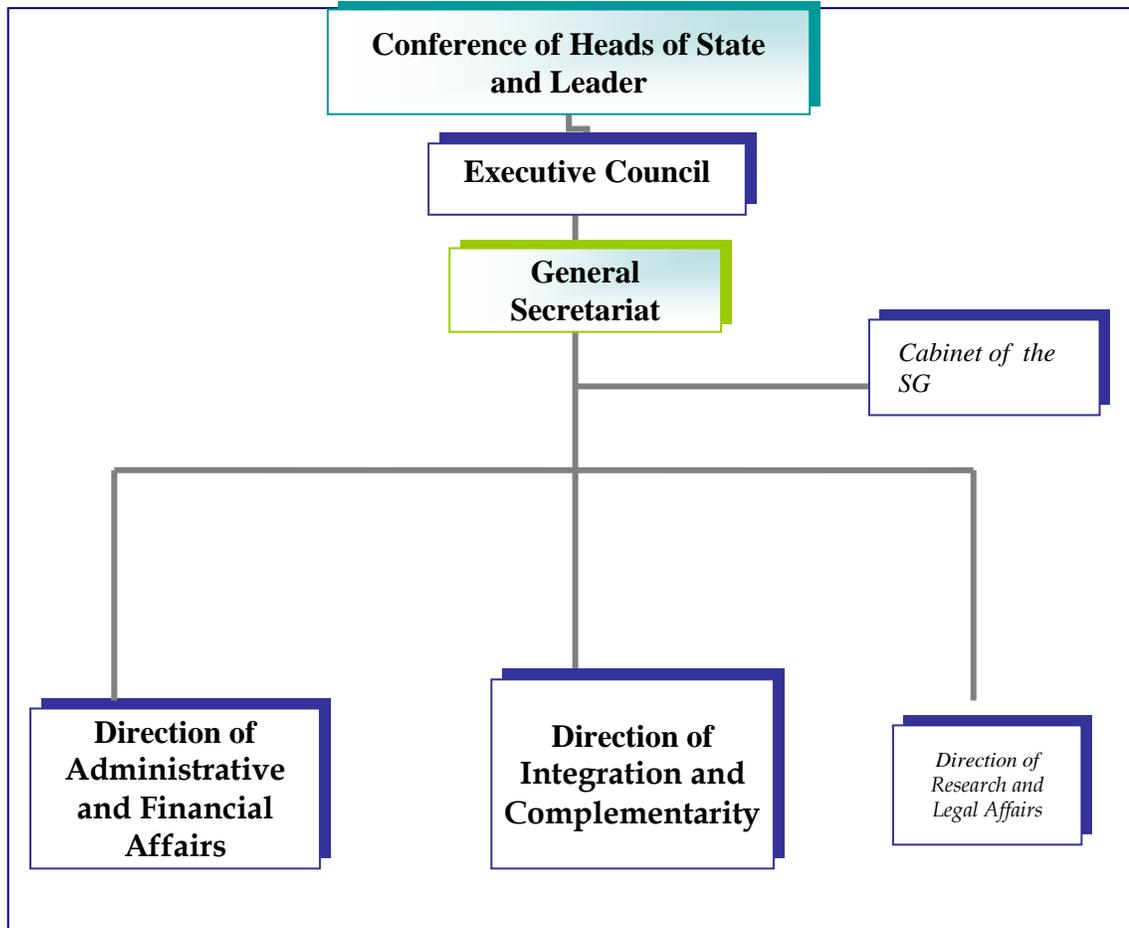
1. To establish a global economic union based on a strategy through a plan of development complementary to the national development plans of the countries concerned, embracing investment in the agricultural, industrial, energy, social and cultural fields.
2. To remove all the restrictions hampering economic freedom.
3. To promote external trade through an investment policy in the Member States.
4. To increase of means of lands, air, and maritime transport and communication among Member States through execution of common projects.
5. To grant nationals of the signatory countries the same rights, advantages and obligations granted to their own citizens.
6. To harmonize the educational pedagogical, scientific and cultural systems, in the different cycles of education.

The activities of the CEN-SAD are primarily devoted to the achievement of the objectives of regional integration, peace, stability and safety. These objectives are the same ones as those of the AU and other RECs.

## 2. Structures

The organigram of the CEN-SAD is presented as follows.

Graph1 : Gouvernance and Organisation de la CEN-SAD's GS



The Conference of Heads of State and Leader, CHS has the full authorities. It takes decisions, regulations and directives necessary to the implementation of the objectives and programs of the Community.

The Executive Council prepares the programs and the complementary plans, carries out the decisions of the CCEL, proposes the agenda and ratifies the recommendations and work of the specialized interdepartmental Committees.

The General Secretary, GS has as an exclusive mandate to monitor the implementation of the objectives of the Treaty and the decisions of the Conference of Heads of State and the

Executive Council and to jointly prepare the agenda with the Executive Council. In addition to this mandate, he is in charge of the administration of the General Secretariat. He is assisted by the Assistant of the GS and two Directors.

The operational Directorates are: Integration and Complementarity, DIC and the Administrative and Financial Affairs, DAF. Each directorate is subdivided in Departments, with which some are not provided yet officials. The SG recruits experts charged to work out the program of the Service while waiting for that the need to pack the personnel is felt.

The Directorate of Research and Legal Affairs, DRL exists yet only in the Rules of procedure.

### **Human resources**

GS's staff complements stands at 70 people including 2 members of the organs which are elected and 10 officials seconded by civil servants.

Among these two last appear respectively 2 and 64 women. The staff is comprised as follows:

- Senior Managers: 10
- Middle managers: *non available*
- Support staff: *non available*
- Consultants: 9 including 1 woman and 8 men
- Regional experts: 0.

The personnel gap remains considerable. The optimal number is estimated at 160 people including 30 high level officials.

Imbalance within the flow chart appears thus:

- Weak autonomy of the GS compared to the Executive Council and the CCEL
- Insufficiency of the high skilled staff
- Absence of services in charge of research
- Weak recourse to the external experts and consultants
- The quasi-absence of women in staff.

The capacity building needs are thus at all the levels.

There are no officials with Ph.D. All the staff controls at least one of the three working languages of the AU: Arab, English and French.

The spectrum of competences covered is restricted. The sectoral engineers, administrators, lawyers and economists are most numerous.

All the managers have proven experience in project management. They prepare the terms of reference, ensure monitoring and consultants' work represent GS in experts meetings and draw up technological or evaluation reports.

There is an important deficit of specific competences necessary to conduct of in-depth quantitative economic analyzes being able to be used as a basis for the development of the economic program of union recommended by the Treaty and for management systems policies and sectoral projects design in area such as, free trade, infrastructures, the trade, finances and training.

The staff devotes to more than 80% the achievement of the economic objectives.

As far as the appointment procedure for personnel, it is necessary to distinguish members of the organs from the others. The GS and Assistant GS are appointed by the Executive Council. The managerial staff generally come from the member states' national administration and is recruited following a request for applications. However, there is no gender quota.

Remuneration policies are based on those of international organizations. GS staff salaries are considerable higher than those of their national counterparts, though there is no competition with ECOWAS, AfDB or some members States. All personnel interviewed felt that the current remuneration policy is not an incentive.

#### **4. Research, documentation and network**

The Community does not have yet research centres, although that was envisaged by the Internal Regulations of the Organs, on the level of the Directorate of research and the legal affairs and the Directorate of Integration and Complementarity (Studies and Research Unit). This is compensated by use of external competences in research and of analysis of organizations such as AfDB, FAO, UNESCO, OSS and FIDA.

Interactions within the framework of formal and structured networks exist with other RECs whose countries are members, ECOWAS, UMA, UEMOA in particular. The relations with other RECs, are established at the level of the African Union, the ECA and the AfDB within the framework of the meetings organized on a continental scale.

The weakness of the access to the Internet does not support the information and data exchanges inside these networks.

#### **5. Capacities available**

The Community is officially structured in 3 Directorate to which the Cabinet of the SG is added. The services are sheltered in the same building whose 5 stages are lent by the City

hall of Tripoli. The building is modern and the offices allotted to the SG are roomy; some are still unoccupied.

The Treaty and the Internal Regulations of the Organs determine the mandate and the operation of the GS. A Decision fixes the functions, organization and headquarters office of the GS.

In the prospect of the installation of the Free Trade Area, FTA, an institutional and organisational audit is considered and the terms of reference are in process.

The vision insuflated by the Leader of Libya, the orientations laid down by the Treaty and specified at the time of the Conference of Heads of State, provide the framework policies and projects implementation monitoring. But there is not, strictly speaking strategic planning system.

A burning need is felt for the establishment of the priorities of action and an adequate organization to program on-going and identified projects as well as a precise and complete description of the operational processes.

Because of absence of a training policy and budget, the effort of the Community to improve competences of the personnel is limited.

A study carried out by FAO provides the statistical data necessary to the development of a data base for the trade of agricultural produce.

The CEN-SAD has its own Web site ([www.cen-sad.org](http://www.cen-sad.org)) which provides some basic information on the Community in Arabic, English and French. However, there is possibility to accede to technical documents (reports, publications, working papers) making it possible to quickly evaluate the capacity needs for analysis and knowledge management. In addition, the [www.africa-union.org](http://www.africa-union.org) comprises a link towards this site with some English information.

## **6. Available Capacity**

The CEN-SAD does not profit from the support of the majors partners of African countries: AfDB, European Union, the World Bank, and bilateral Co-operation. Some specific technical assistance missions were obtained or entrusted to the AfDB, FAO, OSS, FIDA, UNESCO, CILSS, OPA, AU, and ECA.

## **7. Alignment between the Missions and the Capacities Available the Community**

Alignment of the capacities available with CEN-SAD's mission comprises three dimensions:

- Alignment of the activities and of the organigramme with the strategic objectives;
- Existence of sufficient capacity to achieve strategic actions for regional integration;
- Capacity for decision-making, anticipation and rapid reaction.

The following assessment can be made of these three criteria.

There is no alignment of the activities carried out with the Commission and the objectives assigned to CEN-SAD:

- several objectives are not taken yet charges some by the organisational structure (Economic Union/FTA, single market of goods and services, programme of harmonization of the educational, pedagogical, scientific and cultural systems) ;
- several departments are not provided yet including level with the directorates.

The internal financial capacity is entirely provided by Libya and proves increasingly insufficient to plan in the long run.

## **8. Financial autonomy**

Adequate financial autonomy supposes the existence of the power to withdraw resources from customs revenue and allocate them to programmed activities: in an appropriate manner; in accordance with the mechanisms for guaranteeing transparency and precision through a balance of power (Parliament, Accounting Court, Observatory), competition procedures and anonymous markets.

According to the Treaty, the Community is a legal entity and has a budget financed by the State members. But the GS deplors in his 2006 report that " all the other countries have arrears of payment under the budget adopted... in spite of the multiple notes of recall... Certain countries never carried out payment since their adhesion".

The CEN-SAD in fact is entirely subsidized by Libya which fully assumes its leadership and the commitment to complete the union among the Member States.

The BSIC has installed Headquarter and 8 subsidiary companies established in the countries located at the South of the Sahara. Headquarter aims to contribute to the financing of large projects while the subsidiary companies should support the small local projects in the countries.

CEN-SAD also has Special Solidarity Funds whose vocation is food assistance and humanitarian emergency with the Member States. Four countries are voluntary contributors.

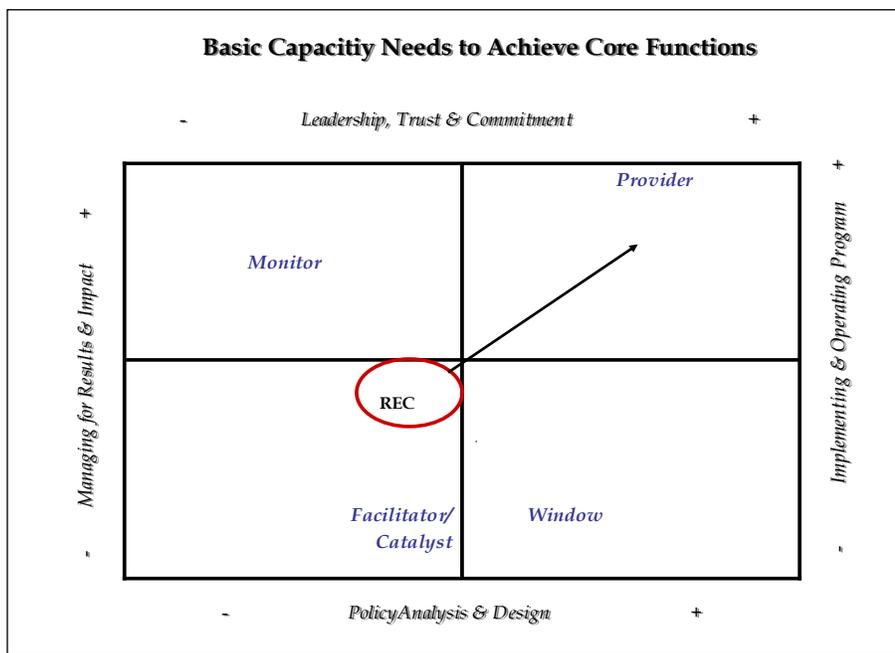
### III. PERFORMANCE EVALUATION OF THE CEN-SAD AND INSTITUTIONAL PROFILE

#### a) Performance Grid and Rating

Performance appraisal provides for CEN-SAD's institutional profile to be determined. In addition, it allows for an improved definition of the stages for its transformation into a REC that is sensitive to incentives and able to observe the principles for managing an organization that is modern and integrated.

The four areas for evaluation are:

Tableau 5



### Performance Grid and Rating

- Institutions and organisation for Result based management and impact:

- Performance of the institutional framework, financial, administrative, technological and organizational performance;
- **Analysis and design of economic programmes:**
  - Existence, quality and efficiency of the mechanism for analysis, forecasting and evaluation and for macroeconomic, financial, commercial and technical management, and of economic programme design and policy coordination; capacity to quantify the REC's contribution to reducing transaction costs, to growth, to reducing disparities, inequalities and poverty and dependence vis-a-vis external public aid by improving its effectiveness.
- **Implementation and Operationalisation:**
  - Performance in implementing strategic programmes and regional policies as defined by AU and NEPAD;
- **Commitment, Trust and Leadership:**
  - Existence and quality of leadership, commitment and political will at the highest level as regards regional economic integration.

For each of these points, the indicator relates to the level of performance or the existence of a mechanism as well as the quality and effectiveness of its implementation:

- Level of performance: rated from 1 to 4, with 4 being the highest rating, that is, excellent; 3: satisfactory; 2: poor; and 1: the lowest rating, that is, unacceptable.
- Existence of a mechanism and the quality and effectiveness of its implementation: rated from 0 to 4, with 4 being the highest rating, that is, excellent; 3 : satisfactory ; 2 : poor ; 1 : unacceptable ; and 0 : mechanism nonexistent.

The REC's profile is determined by the weighted performance of all these areas. This profile can be raised or lowered to take account of the factors that are not always easy to capture with the rating grid with qualifications such as « very », « more than », « moderately satisfactory », « less than ». Depending on its location in one of the quadrants in the table below, the REC is qualified as follows.

**Facilitator:**

The REC's performance is poor in all the areas. It makes considerable effort in carrying out activities such as meetings and consultations with uncertain results, it takes on numerous mandates without the required additional means, puts forward opinions and makes recommendations that are often ineffective, yet they serve as a recourse for every economic crisis that rocks a given member state. In reality, it does not have any exclusive skills even if the Treaty states otherwise. In terms of skills shared with member states, it has to negotiate on a case-by-case basis in order to have some room to maneuver.

**Monitor:**

The REC is successful in at least one area (analysis and design). It provides support to the regional integration process in the form of a follow-up mechanism, a periodic examination, preparing meetings of the bodies and supplying technical assistance to national administrations that have extensive skills in economic integration. In reality, the REC does not have any exclusive skills even if the Treaty states otherwise. It shares its skills with member states but must negotiate on a case-by-case basis in order to have some room to maneuver.

**Window:**

The REC has realized above average success in at least two areas that is analysis and design or implementing and management. It provides the stakeholders - the State, business, civil society organizations and economic players - with opportunities, thanks to the reduction of transaction costs in the region and the economies of scale permitted by the free trade area, as well as mechanisms for correcting regional disparities, inequalities and poverty. The REC has exclusive skills that are limited in number and extent.

**Provider:**

The REC has realized above average performance in the four areas and has basic capacities and skills. Within the context of exclusive and shared skills attributed to it, the REC provides member states with solutions to problems of economic policy and development that they are unable to resolve on their own: stability, efficient resource allocation, equity, access to credit, additional financial resources, multilateral surveillance, common policies, global public property, long term prospects, safeguarding vital interests ...

The locating of the REC in one of the quadrants allows for the improved targeting of the type of support required.

Profile	Type capacity building programme
Provider	Accompanying programme for enhancing the REC's institutions in order to set it up as a model and improve the added value and the quality of service provision to member states.
Window	Institutional and organizational capacity building programme in implementing and developing steps to be taken.
Monitor	Technical capacity building and programme management (contracting)
Catalyst/Facilitator	Programme to restructure and refocus activities (overall adjustment that can go as far as total transformation or dissolution)

## b) Performance of Institutional and Organisational Framework

As a Regional Economic Community, CEN-SAD's performance can be measured in terms of the following criteria:

1. clarity, legibility, flexibility, and the practical nature of the body's treaties and agreements degree of concentration of economic policy objectives: stability, efficiency, equity, long term viability;
2. feasibility of the information system and of coordination at political and technical levels;
3. presence of performance incentives in the form of attractive remuneration, rewards, programmes to improve skills and knowledge management;
4. quality of infrastructure and logistical and computer resources.

Institutional and organizational framework	The facts	Rating	Agregated
Clarity, flexibility, and practical nature of the body's treaties and agreements.	The Treaty states clearly that the mission of the CEN-SAD is to build an Economic Union The institutional architecture according the Treaty is complete. The CESOC must still work out its budget A reflection on the role of checks and balance is essential nevertheless The organisational structure is not yet aligned on the mission and the mandate of the CEN-SAD	4	3,31 More than Satisfactory
Feasibility of the information system and of coordination at political and technical levels	The information system functions correctly in spite of weakness in communication logistics with certain Member States and the continental Institutions	4	
Presence of performance incentives in the form of attractive remuneration,	The remuneration system is not performance based and is considered to be	2	

rewards, programmes to improve skills and knowledge management;	not very attractive. Competences and knowledge are still little developed.	
quality of infrastructure and logistical and computer resources	The building is modern and roomy All the officials have of a PC but not Lap Top. There are network Intranet and no access generalized the Internet	3,5

Rating grid reminder					
Indicator:	Excellent	Satisfactory	Poor	unacceptable	Mechanism non existent
of level of performance	4	3	2	1	
of existence and viability of a mechanism	4	3	2	1	0

### c) Performance in Economic Analysis and Design

As a think tank on economic policy analysis, evaluation and management, the performance of the CEN-SAD is measured using the following criteria:

1. Existence, of thorough analyzes of the situation ecological, socio-economic, political and social of the Community using of the models and the quantitative and qualitative methods; quality, rigor, relevance and effectiveness of the analyzes;
2. Existence of evaluation of the advantages and the costs of the programmes and the projects of integration and dialog with the recipients on their distribution; quality and appropriability of the results of the evaluations;
3. Existence of mechanisms and explicit rules of coordination of the policies; quality, rigor, relevance and effectiveness of the mechanisms and rules;
4. Existence of reinforcement and training schemes of the capacities of analysis of the policies and economic management.

Analyze and design Capacity	The facts	Rating	Aggregated
Existence of thorough analyzes of the economic and social situation of the Zone using of the models and the quantitative and qualitative methods	<p>The Community prepares a report submitted to the Executive Council.</p> <p>Within the FTA framework, a study undertaken with the BAD, on the commercial potentialities, the commercial legislation (national and regional) into force, the implications of the FTA for each members State. The preliminary draft on liberalization scheme is ready with a calendar to cut tariff barriers.</p> <p>In-depth analyzes on the Sahel-Saharan Zone are still the fact of other organizations. Examples :</p> <ul style="list-style-type: none"> <li>.Convention of the United Nations to fight desertification, CSSD Secretariat;</li> <li>.Establishment off operational and cost-effective Early Warning Systems (EWS) for drought and turning into a desert, CSSD</li> <li>.Indicators off Sustainable Development CSD ;</li> <li>.Réseau d'Observatoires de Surveillance Ecologique à Long Terme : acquis et regard prospectif (ROSELT/OSS) ; Virtual Library of OSS <a href="http://www.unesco.org/ossbv">www.unesco.org/ossbv</a></li> <li>.Monitoring and evaluation of the effects of the Drought and desertification : CIRAD/AGRHYMET ;</li> <li>.A multi-millennia one drought and implications for the future; CLIVAR/PAGES/IPCC (GIEC)</li> <li>.The Impact of Drought on Sub-Saharan African Economies: a Preliminary Examination; World Bank</li> </ul>	3	2,9 Satisfying
Existence of evaluations of advantages and costs of policies and the sectoral projects and policy dialog with stakeholders	<p>Documents produced by :</p> <ul style="list-style-type: none"> <li>- AfDB on FTA</li> <li>- OSS on Higher Council of Water and on the Sahel-Saharan Green Wall</li> <li>- FAO on the development of the 100 000 ha in Mali</li> </ul>	3	
Existence of mechanisms and explicit rules of coordination of the policies and procedures of benchmarking in particular for the international and regional negotiations	<p>The Treaty defined clearly the policy process. CEN-SAD is integrated into the African Union but relations with NEPAD are still weak.</p> <p>Presence in the regional integration networks is limited. Relationships with other African RECs and with international institutions are limited.</p> <p>A list of projects to implement is prepared and covers areas of peace and security, infrastructures, transport and communications, water and energy, environment, trade, animal wealth.</p>	3	
Existence of high level capacity building and training programs on policy analysis and economic management and data base management	<p>The CEN-SAD benefits from an important and regular support from Libya</p> <p>benefits from strong and regular support from external partners.</p> <p>Continuous training of managers is done on the job through seminars and international or continental</p>	3,5	

	conferences. There is neither plan nor budget fully dedicated to staff training.		
Existence of research and knowledge management system digital library	A knowledge base for water management of the transcum-Saharan zone is under examination	2	

Rating grid reminder					
Indicator :	Excellent	Satisfactory	Poor	Unacceptable	Mechanism inexistent
of level of performance	4	3	2	1	
of existence and feasibility of a mechanism	4	3	2	1	0

#### 4. Implementation and Operationalisation Capacity

As an implementing agency for regional policies and programmes, GS performance can be measured based on the following criteria:

1. Existence of framework documents in the form of medium term regional economic programme that reflects the priorities set by the bodies and shared by non-State actors;
2. Existence of priority plans of action in the areas deemed crucial for the regional economic integration of the Zone (for example PACT-Infrastructures);
3. Existence of mechanisms for including these programmes and projects on the national and regional agendas as well as those of the external financial partners;
4. Existence of a financial, accounting and legal system of norms and standards, together with a quality and reporting system to ensure adequate financing of programmes, their implementation and their appropriate management., as well as the respecting of obligations and sums owed;
5. Existence of internal capacity that can act as a support for technical assistance and for external partners (software companies and complex contracts).

Implementation and operationalisation Capacity	The facts	Rating	Agregated
Existence of framework documents in the form of a medium term regional economic programme reflecting the priorities set by the bodies and shared by non-State actors	<p>The objectives are defined by the Treaty. They are translated into annual program of activities submitted to the Executive Council and the CHS with an annual budget. A list “ projects under consideration by sector is available as well as the broad outline, for the following areas :</p> <ul style="list-style-type: none"> <li>- Peace and Security</li> <li>- Transport and Infrastructures</li> <li>- Agriculture</li> <li>- Mines and Energy</li> <li>- Telecommunications</li> <li>- Social</li> <li>- Economy and Trade</li> <li>- Environment and Water</li> <li>- Animal health.</li> </ul> <p>This list must be completed with a macroeconomic framework and impact assessment. BCIC would design financial strategy</p>	4	2,6 satisfactory
Existence of priority plans of action in the areas deemed crucial for regional economic integration of the Zone (for example PACT-Infrastructures)	The Action plan for the Development of transport and the infrastructures covers the infrastructures road, railway, airport and maritime as well as the services of transport	3	
Existence of mechanisms to include these programmes and projects in national and regional agendas as well as those of the external financial partners	The networks linking CEN-SAD to other partners of STAP are not structured and effective. This fact the Community has evil to position in the PACT/NEPAD	2	
Existence of a financial, accounting and legal system of norms and standards, with a quality and reporting system to ensure adequate financing of programmes, their implementation and their appropriate management., as well as accountability	One institutional and organisational audit is programmed	2	
Existence of internal capacity that can act as a support for technical assistance and for external partners (software companies and complex contracts)	<p>With 10 officials the CEN-SAD does not have the critical mass of necessary expertise to implement complex and large scale projects.</p> <p>Strong effort to diversify remains to be made.</p> <p>The priority area for capacity building is the recruitment of regional experts and consultants and permanent staff,</p> <p>A great effort of recruitment and diversification of the profiles still remains to be made</p>	2	

Rating grid reminder					
Indicator:	Excellent	Satisfactory	Poor	Unacceptable	Mechanism non available
of level of performance	4	3	2	1	
of existence and feasibility of a mechanism	4	3	2	1	0

## 5. Leadership, Trust and Commitment

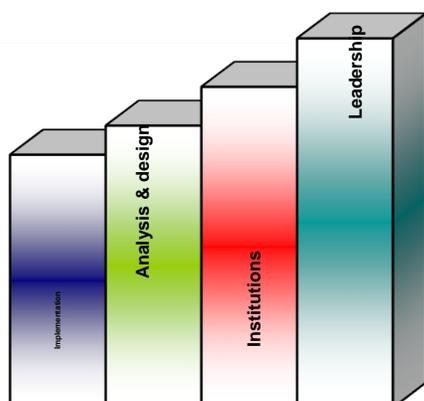
Commitment, trust and leadership at the highest level are measured by the member states' effort in delegating exclusive and shared competences to CEN-SAD for it to put in place the regional economic integration strategy and for it to reach the objectives of macroeconomic stabilization, resource allocation, distribution of costs and advantages and financial viability in the Zone.

	Facts	Rating	Aggregated
Existence of a regional economic integration strategy designed, at the request of the Governments, and by the internal expertise available within CEN-SAD, and retaining this expertise through appropriate incentives; relevance, coherence and feasibility of the strategy. Giving up sovereignty in strategic areas.	<p>The Libyan Leader plays an active part in the conflicts and the crises mediation in the Zone.</p> <p>Libya ensures the financing of the regular operation of the organs.</p> <p>The CEN-SAD Treaty explains the commitment of the States in favour of integration through the following instruments :</p> <ul style="list-style-type: none"> <li>- the CEN -SAD Bank and its subsidiary companies in the Member States</li> <li>- the Free Trade Area Project</li> <li>- the Mechanism of Conflicts Prevention, Management and Resolution;</li> <li>- the Co-operation and Security Convention;</li> <li>- the Transport and Transit Co-operation Convention;</li> <li>- the Cooperation Agreement on Maritime Transport.</li> </ul>	4	3,8 Excellent
Decision to implement all the approved financial mechanisms (Development Bank) and to fulfill the conditions agreed to with the external financial partners, the AU and NEPAD. Acceptance and approval of the revenue redistribution criteria drawn from the regional intra-trade	<p>The CEN -SAD Bank is operational.</p> <p>Creation of the Special Funds of Solidarity and financial support to Niger (100. 000 \$US) and Mali (50 000 \$US) to cope with the food crisis due to the invasion of the locusts and the bad pluviometry.</p> <p>Mali make available to the CEN-SAD a surface of 1000 ha for a farm</p>	4	
Existence of permanent dialogue with non-State actors so as to better share CEN-SAD's vision.	The dialog with the civil society (NGO, university, liberal professions, private sector and media) is regular at high level.	3	

	A structured framework still remains to be established.		
Decision to effectively implement the programmes at national level; to respect schedule	Growing numbers of membership and installation of the institutions and designation of the representatives by the countries in less than 6 years.	4	

Rating Grid Reminder					
Indicator :	Excellent	Satisfactory	Poor	Unacceptable	Mechanism non available
of level of performance	4	3	2	1	
of existence and feasibility of a mechanism	4	3	2	1	0

**g) Overall Evaluation of CEN-SAD's Performance and its Profile as a REC**



Leadership, trust and commitment	3,8	Excellent
Institutions and results based management capacity	3,3	More than satisfactory
Analysis et design capacity	2,9	Satisfactory
Programmes Implementation and Opérationnalisation Capacity	2,6	Satisfactory
	3,2	More than satisfactory

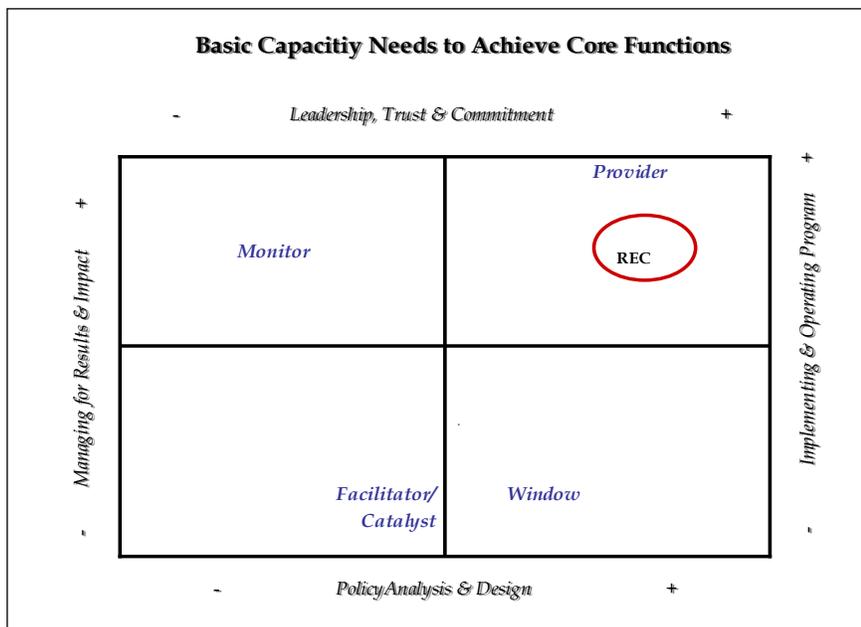
The performance of the CEN-SAD as REC is “ *more than satisfactory* ”.

This performance is all the more remarkable as the CEN-SAD is a young REC and that it copes with the largest plagues which strikes Africa: drought, aridity and their impact on desertification, impoverishment, migration, insecurity and the degradation of the economic potential of the Zone. The Vision which insufflates to him the Libyan Leader makes it possible to compensate other Member States failures, subjected to of the other older RECs requests. CEN-SAD overall performance must be assessed following a comparison of other RECs and then raised to the VERY SATISFACTORY level.

The exemplary support that Libya grants to organs should inspire the other regional powers and the emerging economies and make as much for other RECs which encounter difficulties of functioning normally.

The institutional raising of the CEN-SAD passes by the revalorization of its role in the installation of the African Union and by the installation of the Programme of Trans-Saharan infrastructures at the heart of the future AfDB Medium and Long Term Strategic Framework called to integrate the various components of the NEPAD and the STAP.

### Profile



### III. CAPACITY NEEDS

Since the starting of its activities in 1999, CEN-SAD knew a fast growth of the number of Member States thus showing the relevance of its approach focused on the concrete challenges countries face. These huge challenges, joined to the diversity of the situations of one country to the other and various and multiples obstacles increase CEN-SAD's responsibility in the success of the process of African Union starting from Sahel-Saharan space.

#### 1. Major challenges

##### 1.1 Drought and aridity and their implications for the infrastructures program

The principal originality of CEN-SAD lies in the fact that it bring gathers majority of the countries which are exposed to the drought and aridity. The growing insecurity in this zone and the rise in the cost of the exploitation of the energy and mineral resources hidden in the desert zones and which tend to fossilize increase the vulnerability of the countries concerned, which explains their keen interest for CEN- SAD.

CEN- SAD faces this challenge by accommodating without constraining conditions the countries seriously affected by drought and aridity. But it will have to show the validity of the option of knowledge-based economic union to cope with this challenge.

The fast growth of the number of countries poses complex problems of coordination. The problem is that, about half of the countries still non-member of the Community constitutes the most exposed target with the attacks of the desert. Among these countries all the economies appear having reached a certain degree of complexity and development. The awakening of the threat which the drought constitutes could in the long term lead them to knock on the door of the Community, provided that it displays visible results.

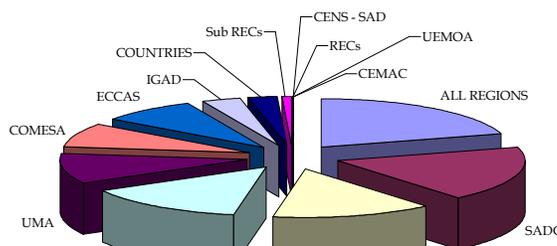
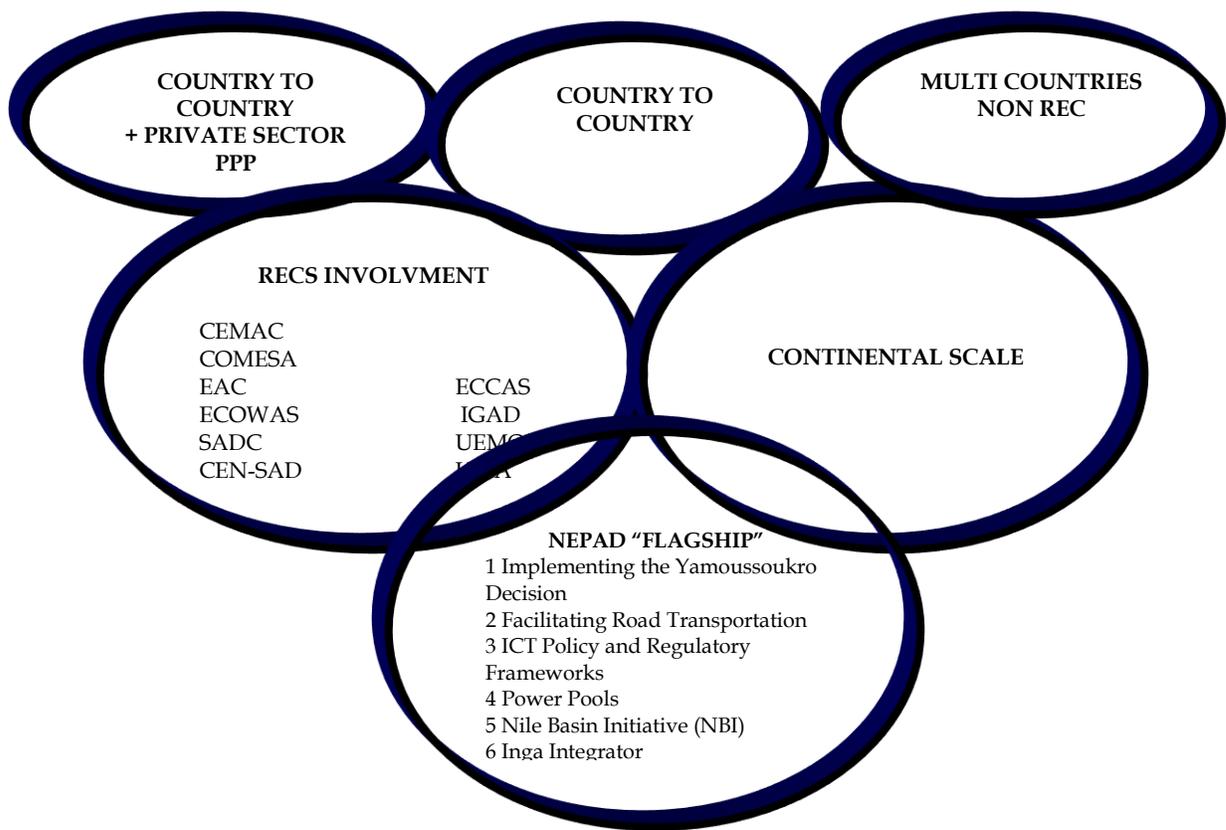
Capacity to coordinate and dynamize will be all the more crucial as these countries as some of the Communities of which they are members started to organize- through national and regional plans - within the framework of Conventions and other instruments UN/CSSD against desertification and for the environmental protection. The partners countries practically set up Action plan to contribute to it (EU and Member States in particular). Several institutions like the Observatory of the Sahel and the Sahara are already in place. In addition, the international Community organizes itself within the Global Partnership, the MDGs, G8, the World Bank, around Action Plans for Africa, to better fight against poverty by setting up support to African Union and NEPAD in the field of the good governance, conflicts prevention, health, education and the infrastructures.

In this last field, force is to note the difficulty of the Community to act as a regional player. It is the only major REC not to have been yet able to introduce projects under its own umbrella, which underestimates the needs for the zone. The comparison between the size

and the economic structure of the areas and the degree of activism of RECs in infrastructures lead to the over-representation of some of them and of certain types of projects.

In the “projects race” to be registered with the STAP, the implementation strategy and the selection criteria lead to moral hazard or the anti - selection attitude. Moreover the potential role of RECs is scrambled by the multiplicity of the actors and by the vague statute in projects monitoring and implementation (NEPAD Executive Secretariat, Countries, and Private Sector). The need for a reassessment of STAP strategy implies also to abandon the static and sectoral approach for a more dynamic approach.

### Classification of STAP Projects



Régions weght			
2003 Africa	Real GDP Growth rate	GDP %	Population %
West	4.0	15.3	28.3
North	4.7	38.8	21.9
East	2.6	8.0	23.5
Austral	2.2	32.1	14.3
Central	4.4	5.8	12.0

<b>Approach Characteristics</b>																														
<b>PACT/NEPAD</b>	<b>Systemic</b>																													
<table border="1"> <thead> <tr> <th style="text-align: center;"><b>Projects Static approach</b></th> </tr> </thead> <tbody> <tr> <td>Facilitation</td> </tr> <tr> <td>Capacity building-initiatives</td> </tr> <tr> <td>Investment in physical and capital projects</td> </tr> <tr> <td>Studies on future projects</td> </tr> </tbody> </table>	<b>Projects Static approach</b>	Facilitation	Capacity building-initiatives	Investment in physical and capital projects	Studies on future projects	<table border="1"> <thead> <tr> <th colspan="4" style="text-align: center;"><b>Projects Dynamic approach</b></th> </tr> <tr> <th style="text-align: center;">Type of infrastructures Projects</th> <th style="text-align: center;">Basic Infrastructures</th> <th style="text-align: center;">Industrial Infrastructures</th> <th style="text-align: center;">ITC Infrastructures</th> </tr> </thead> <tbody> <tr> <td>New</td> <td></td> <td></td> <td></td> </tr> <tr> <td>On going</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Maintenance and upgrading</td> <td></td> <td></td> <td></td> </tr> <tr> <td>To study</td> <td></td> <td></td> <td></td> </tr> </tbody> </table>	<b>Projects Dynamic approach</b>				Type of infrastructures Projects	Basic Infrastructures	Industrial Infrastructures	ITC Infrastructures	New				On going				Maintenance and upgrading				To study			
<b>Projects Static approach</b>																														
Facilitation																														
Capacity building-initiatives																														
Investment in physical and capital projects																														
Studies on future projects																														
<b>Projects Dynamic approach</b>																														
Type of infrastructures Projects	Basic Infrastructures	Industrial Infrastructures	ITC Infrastructures																											
New																														
On going																														
Maintenance and upgrading																														
To study																														
<table border="1"> <thead> <tr> <th style="text-align: center;"><b>Projects Sectoral approach</b></th> </tr> </thead> <tbody> <tr> <td>Transports</td> </tr> <tr> <td>Energy</td> </tr> <tr> <td>Water &amp; Sanitation</td> </tr> <tr> <td>ITC</td> </tr> </tbody> </table>	<b>Projects Sectoral approach</b>	Transports	Energy	Water & Sanitation	ITC	<table border="1"> <thead> <tr> <th colspan="3" style="text-align: center;"><b>Projects Systemic approach</b></th> </tr> <tr> <th style="text-align: center;">Market Orientation RECs involved</th> <th style="text-align: center;">Weak</th> <th style="text-align: center;">Strong</th> </tr> </thead> <tbody> <tr> <td>Mono REC</td> <td>Basic infrastructures</td> <td>Industrial infrastructures</td> </tr> <tr> <td>Multi RECs</td> <td>Strategic infrastructures Networks</td> <td>ITC infrastructures</td> </tr> </tbody> </table>	<b>Projects Systemic approach</b>			Market Orientation RECs involved	Weak	Strong	Mono REC	Basic infrastructures	Industrial infrastructures	Multi RECs	Strategic infrastructures Networks	ITC infrastructures												
<b>Projects Sectoral approach</b>																														
Transports																														
Energy																														
Water & Sanitation																														
ITC																														
<b>Projects Systemic approach</b>																														
Market Orientation RECs involved	Weak	Strong																												
Mono REC	Basic infrastructures	Industrial infrastructures																												
Multi RECs	Strategic infrastructures Networks	ITC infrastructures																												

The CEN-SAD must find its place in African integration to justify its ambition to be a strategic operator in Sahel-Saharan space and to give an impetus to the fight against the drought by the economic union.

Within this framework, several initiatives and projects are on-going, among which appear:

- the loans activities of the Development bank;
- the Mechanism of Conflicts Prevention, Management and Resolution;
- the Co-operation and Security Convention;
- the Co-operation Transport Transit Convention;

- the Cooperation Agreement on Maritime Transport;
- the Special Funds of Solidarity;
- the Seeds authority;
- the Sahara development Authority;
- the Free Trade Area Project
- the High Authority of Water (project);
- the Green Wall Project ;
- convention on the Fight against the illicit traffic of the narcotics and the psychotropic substances (draft);
- the convention on the re-admission of the illegal immigrants (draft);
- the convention on freedom of movement of the people in the CEN-SAD (draft);
- the convention on legal mutual aid (draft).

The Community must also benefit from the experiment of regional organizations confronted with a massive and brutal widening like the European Union and the SADC to avoid stagnation. Free Trade Area Project and Common Market among about half of the African countries is a huge challenge. Number of these countries has exiguous and fragmented markets when they are not exposed to natural and human disasters, while others obey to power logics or emerging economies. The risk of failure should not be excluded, if these questions are not treated at adequate level.

Other such complex questions also will arise in particular in the harmonization of the national and sub-regional strategies on poverty reduction and insecurity (human, food and social) and conflicts and crises management.

## **2.2 Active management of resources and potentialities and value chain**

But the imperative reason of the creation of the CEN-SAD is economic since it has the economic aim of union between the members to create a strategic space which counts at the era globalisation. The major stake is thus to control and exploit energy and mineral resources in which space abounds and who are coveted more and more on a worldwide scale : water, oil, gas, coal, iron, uranium, precious metals, cooper, prehistoric vestiges, fauna, flora, tourist sites...

The chain of value mastery is the strategic tool for resources ownership. However the progress report of the implementation of the PACT shows clearly that this one was not yet subject of in-depth analysis.

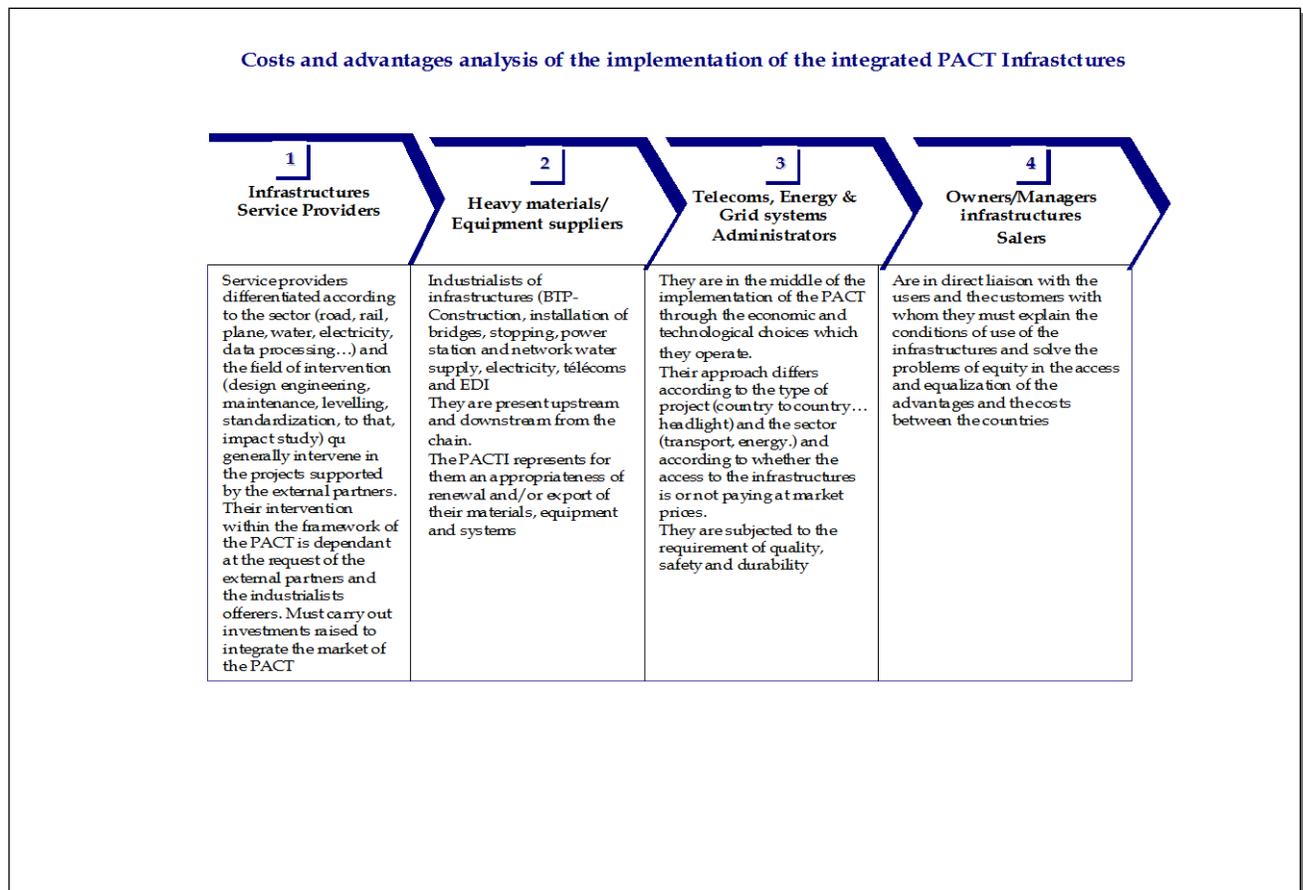
Taking into account the financial stake, estimated at nearly 20 Billion \$US from here 2020 and to the structure of the global infrastructures market, it is desirable to pre-empt certain risks:

- “crowding-out effect” for certain types of infrastructures accessible to the poor and the industrial infrastructures to valorise resources.

- “picking losers effect” by choosing operators losing speed elsewhere and who seek to reposition themselves on new markets.
- “locking-in effect” by losing flexibility blocking the choices on infrastructures technologies whose possibilities of development and/or ownership are limited even blocked.

It will be necessary to built African operators capacities to ensure itself of their presence in the chain, which is not the case for electricity, telephone, water and sanitation.

Vis-a-vis this challenge, the Community must continuously adapt its objectives and means of intervention and obtain the essential capacities, competences and knowledge to achieve its mandate.



<b>Majors players in the infrastructures value chain</b>						
Caters dominants	Electricity generation	Electricity distribution	Telephon fixed	Telephon mobile	Water	Assainissement
Africa	AES, ADF, UF, Intergen, PSEG	AES, EDF, EDP	France Télécom, SBC	France Télécom, SBC Telefonica de Esapna Vodafone	RWE, SAUR, ONDEO, VEOLIA, OPP	ONDEO, VEOLIA, OPP
Global	AEP, AES, CLP, Duke, E.ON, EDF,EDP, ENDESA,ENERGY, UF,HEG, Intergen,PSEG, Reliant,Southern, Tractabel	AEP, AES, CLP, E.ON, EDF, EDP, ENDESA,ENERGY, UF, HEG,PSEG, Southeast	Bell South, BT, Deutsche Telekom, France Telecom, SBC, Telecom Italia,Telefonica de España, Telstra, Verizon	Bell South, Deutsche Telekom, France Telecom, SBC, Telecom Italia, Telefonica de España, Telstra, Verizon and Vodafone	AWG, RWE, SAUR, SET, ONDEO, VEOLIA, UUT Others Private Providers (OPP)	AWG, RWE, SAUR, SET, ONDEO, VEOLIA, UUT Other Private Providers (OPP)
American Electric Power (AEP), Electricité de France (EDF), Electricidad de de Portugal (EDP), Union Fenosa (UF), Hong Kong Electric Group (HEG), Public Service Enterprise Group (PSEG), Southern Energy Company United Utilities (UUT), Anglian Waters (AWG), Severn Trent (SET) Other Private Providers" (OPP) United Utilities (UUT), Anglian Waters (AWG)						

The survey highlighted the existence of gaps to be filled in several fields:

- Global and sectoral analysis of stakes of the economic, monetary, industrial, commercial, agricultural and scientific situation of the zone.
- Infrastructures value chains analysis, especially in particular for energy and grid systems but also of the products and resources of space.
- Engineering of programs, conformity to the standards and specifications, maintenance and industrial and financial risk management.

- Organizational, knowledge and competences management.
- Accountability, reporting and corporate governance.
- Dialog and participation of the nonofficial actors, particular the ecological special interest groups and alterglobalists prompt to be opposed to large scale projects.
- Prospect kind.

### **3. Strength to be developed**

*The major strength of CEN-SAD resides in its capacity to affirm a strong and exemplary leadership on regional integration*

The CEN-SAD benefits from the exceptional support of the Libyan Leader of which commitment in regional integration is amply demonstrated by the creation of the AU. Based on this support, the Community will be able to obtain quickly support of the partners of Africa, insofar as Libyan is an important model as nations around the world.

The Development Bank confers an adequate financial instrument to support infrastructures projects and initiatives. A core of experts is already in place to advance on the most urgent projects of transport and agriculture.

The statutory organs function regularly and activities reports are ready in time.

The building is functional and the data-processing equipment, satisfactory.

### **4. Identified weaknesses**

The main weaknesses are at the level of the programs implementation and operationalisation capacity and in-depth policy analysis capacity.

Among the identified weaknesses appear:

- The weakness of the interactions between the Community and NEPAD;
- Low capacity in screening priorities and in sectoral programming;
- the weak use of the Internet and the Intranet;
- weak interest for training, research, and networking and for the knowledge management
- the remunerations are not attractive.
- The existing capacities for policy analysis and design do not make it possible to face the threat of desertification and risks related to the resources exploitation.

### **5. Axes of capacity building**

The principal mandate of the GS being to monitor the implementation and the operationalisation of the organs decisions, according AU vision, the capacity needs are ordered as follows:

### **5.1 Right Now**

1. Build Capacity for implementation and operationalisation of policies and projects:
  - The Declaration of Ndjama on the Development of infrastructures and transport services.
  - Recommendations to cope with the energy crisis.

### **5.2 Short Term**

2. Build Capacity for economic policy analysis and design for
  - the strategic management of resources: Energy, Water, Green Wall, Development of the Sahara
  - FTA Project
  - Peace, stability and security.
3. Build Capacity for monitoring the implementation of the economic, social and cultural programs:
  - FTA
  - Financing investment and trade
  - Rural development and food security
  - Solidarity and humanitarian food assistance
  - Fairs
  - Organization of Festival of Arts and Culture AZALAI
  - Enlargement of the Community
4. Build capacity for organisational and institutional results-based and impact management
  - Governance and organisational structure
  - Financing of the activities and the operations of the GS.

### **5.3 Medium-term**

5. Build Capacity for in-depth analysis:
  - setting up the Common Market and the economic union
  - mutual recognition with the nationals of the Member States of the same rights, advantages and obligations.
  - harmonization of the educational pedagogical, scientific and cultural systems in the various cycles of education.

## **IV. RECOMMENDATIONS**

#### 4.1 Recommendations for CEN-SAD's Partners

It is recommended to the partners of the Community to give the adequate support to face its needs, beyond the traditional supply of short term experts and consultants. In particular it is recommended to support the installation of Think Tank, Units and Capacity building programmes in the following fields:

1. short term experts and consultants for infrastructures programme
2. Economic Analysis Think Tank at the GS, with 4 high level experts and a Coordinator for 3 years period
3. Policy Management Unit for Infrastructures and action plan with a high level coordinator and 4 sectoral experts (transport (land, sea, air) energy (water, electricity, gas) infrastructure networks and interconnections, ITC
4. Financial Partnerships Management and PPP Unit with an expert.
5. Networks to rebuild Sahara Infrastructures and Resources Knowledge
6. Co-operation and Linguistic Exchanges Program with other RECs
7. Digital Library.
8. Programs to embed aptitudes and the high level expertise such as outsourcing, of competence management, performance management and to attract and retain "best and brightest" high skilled staff and talent.

It is also recommended to extend these supports for other RECs, to facilitate the sharing of responsibility at the sub-regional level (ECOWAS, UEMOA, CEMAC, ECCAS, IGAD, and UMA).

In each one of these fields, the measures to be taken and the actions are identified in the "Action Plan" in order to be submitted to the ACBF for advocacy to the partners and support. The program submitted to the ACBF amounts with 10 855 000 \$US distributed as follows:

2006	2007	2008	2009	2010	Total
3 140 000	2 860 000	2 635 000	1110000	1 110 000	10 855 000

#### 4.2 Recommendations to CEN-SAD

To design the detailed CEN-SAD's Capacity, Knowledge and Competences Building Action Plan to be submitted to the partners of the UA /NEPAD on the basis of broad outline of the Action plan attached (V).

4.3 Budget		Needs		RIGHT NOW	SHORT TERM		MEDIUM TERM		
	person	\$US	Duration	2006	2007	2008	2009	2010	TOTAL
I. CAPACITIES TO IMPLEMENT CORE FUNCTIONS									

<b>1 Short Term experts and consultants</b>									
Experts short term	57	15 000/month	3-6 months	400 000	300 000	155 000	0	0	855 000
Consultants	76	15 000/month	1 month	500 000	400 000	240 000			1 140 000
<b>2. Think Tank for Policy Analysis and Design</b>									
Coordinator	1	100.000/year	3 years	100 000	100 000	100 000	0	0	300 000
Experts	4	70.000/year	3 years	280 000	280 000	280 000	0	0	840 000
<b>3. Policy Management Unit for Infrastructures and action plan (transport, energy, TIC)</b>									
Coordinator	1	100 000/year	3 years	100 000	100 000	100 000	0	0	300 000
Permanent experts	4	70.000/year	3 years	280 000	280 000	280 000	0	0	840 000
<b>4. Financial Partnerships Management and PPP Unit</b>									
Coordinator	1	100.000/year	3 years	1.000.000	1.000.000	1.000.000	0	0	3.000.000
<b>5 Panel of Experts for the External Evaluation of the support for the operational activities</b>									
Pool of Consultants	2	40 000	3 Months	80 000		80 000	0	0	160 000
<b>II. CAPACITY TO REBUILD THE KNOWLEDGE BASE FOR INFRASTRUCTURES AND RESOURCES MANAGEMENT</b>									
<b>65. Trans-African Infrastructures Knowledge Networks for regional integration (all RECs)</b>									
Person Resources for Sahel-Sahara focus	20	20.000/year	5 years	400 000	400 000	400 000	400 000	400 000	2.000.000
<b>7. Co-operation and Linguistic Exchanges Program with other CERs</b>									
Coordinator	1	70 000/year	2 years	0	0	0	140 000	140 000	280 000
Task force	5	20.000/year	2 years	0	0	0	100 000	100 000	200 000
<b>8. Virtual library</b>									
Coordinator	1	100 000/year	2 years	0	0	0	100 000	100 000	200 000
Task force	5	20.000/year	2 years	0	0	0	100 000	100 000	200 000
<b>III. CORE COMPETENCES TO CONTINUE TO PLAY A FIRST MOVER ROLE IN REGIONAL INTEGRATION</b>									
<b>9. Support Program for Outsourcing</b>									
Expert/Facilitateur	1	10 000/Week	2 weeks				10 000	10 000	20 000
Experts CEN-SAD	2	4000/week	2 weeks	0	0	0	80 000	80 000	160 000
<b>10. Support Program for Competences Management</b>									
Expert/Facilitateur	1	10.000/week	2 weeks	0	0	0	10 000	10 000	20 000
Experts CEN-SAD	2	4.000/week	2 weeks	0	0	0	80 000	80 000	160 000
<b>11. Support program for Performance Management</b>									
Expert/Facilitateur	1	10.000/W	2 weeks	0	0	0	10 000	10 000	20 000
Experts CEN-SAD	2	20.000/W	2 weeks	0	0	0	80 000	80 000	160 000
<b>TOTAL</b>				3.140.000	2.860.000	2.635.000	1110000	1 110 000	<b>10.855.000</b>

## V. CEN- SAD ACTION PLAN

## 1. To meet the immediate needs

1.1 To build capacities for implementation and operationalisation of programs and sectoral projects for infrastructures to fight against the drought and the aridity and their consequences and to develop Sahel-Saharan space.

Fields	Actions	Resources and time man (M/M)
<b>A. Definition of the priorities of the implementation infrastructures valorization of the resources and dialog with the partners (States and backers) and the nonofficial players.</b>	To prepare the broad outline of the Action plan by stressing the criteria of selection of the projects, and the operationalisation details of implementation of the projects ; their degree of orientation towards the market as well as the degree of implication of other RECs	A consultant 1 m/m to assist the expert transport and infrastructures Profile Analyze policies of management of infrastructures
	To accelerate the implementation of “ Declaration of Ndjamena on the Development of the Infrastructures and services of transport in space CEN-SAD ”	
<b>B. Action plan for the development of the Infrastructures</b>		
	To prepare the calendar of implementation of the Action plan of infrastructures approved by taking account of the progress report of the projects by sectors and to identify the needs according to nature for the projects and their degree to orientation towards the market	A consultant 1 m/m to assist the expert Profile Policies Analyst infrastructures management
<b>A.1 On-Going-Projects</b>		
- Round table on Africarail	To prepare the sales leaflet cost profit and a note for the potential backers	1 financial consultant 1 m/m Profile Bank of Businesses or Company of the Council in Investment preferably
- Organization of the Dry Ports	To prepare the working paper	1 consultant 1 m/H Profile Economist of surface transports
- Implementation of the 3 Radial ones in partnership with the UA/NEPAD/UAC	To examine the impact economic and financial project and to prepare a note for submission to the BAD/UA/UAC/NEPAD	1 consultant 1 m/H Profile Economist of the rail-bound transports
- Realization of the Master line of railway interconnection	To examine the obstacles with the implementation of the Master line and to make recommendations to raise them	1 consultant 1 m/m Profile Economist of the rail-bound transports
<b>A.2 Maintenance and upgrading Projects</b>		
	Being given the importance of the problems of maintenance and levelling of the existing infrastructures, it is crucial for the CEN-SAD to	3 consultants 3 m/m to carry out the Survey

	have through an investigation - of information exact into the state of the network and the implications for the capacities of maintenance, maintenance and upgrading	Profile : 1 specialist in the maintenance of the infrastructures 1 engineer of transport 1 industrial economist
<b>A.3 New projets :</b>		
- Revision of the program of road network (Corridor of Ghana transit) ;	To coordinate with ECOWAS on the feasibility of the corridor of transit	-
- Installation focal or co-ordinating points in the countries	To establish in each REC recipient of the CEN-SAD and each Member State a focal point CEN-SAD	8 experts in RECs including 5 with the load of the CEN-SAD 23 full-time experts in the States
<b>A.4 Studies to be undertaken</b>		
Priority network CEN-SAD harmonized with those of RECs	To subject to an examination criticizes the STAP/NEPAD in order to learn the lessons from the design and the implementation	A workshop interns on the STAP animated by the AfDB and an external facilitator
	To examine the priorities of the Transahel-Saharan Network of infrastructures per type in order to hold account separately requirements in - basic infrastructures for the populations touched hard by the dryness ; - infrastructures industrialists for the valorization of the energy and mineral resources - infrastructure strategic for the opening-up of circum-Saharan space - technologies of information and communication for the infrastructures to accelerate integration	A strategic study by 4 consultants : 4 m/m Profile : 1 economist of grid systems 1 engineer civil engineering 1 analyst of policies of infrastructures 1 specialist in public economy and tariff
Availability of the GS of the information brought up to date on the projects	To work out a monitoring system for the implementation and a data base on the projects	2 experts 6 m/m Profile 1 Engineer architect of network and banks of data 1 specialist in dated and Web mining
Implication of the BSIC as leader	To undertake in partnership with the BSIC a complete study on the development financing system of CEN-SAD, in particular infrastructures development and recommendations for the financial instruments to design by the bank	2 consultants 2 m/m Profile 1 economist of bank 1 financial engineer
	To subject to the BSIC a pilot scheme to be conceived and finance as a leader	-
Bringing together the infrastructures operators of the African countries vis-a-vis international competition	To undertake a study on the infrastructures value chain management and African actors/operators capacity to compete with global players: - Provider of services of engineering for the infrastructures - Provider of heavy materials - Energy administrators of systems and grids of transport and telecommunications	Management System 3 consultants 1 m/m Profile : 1 strategic management 1 industrial economy 1 analysis infrastructures policies

	- Conveyers, conveyers of energy, Distributors and owners of services.	
Linkages and sharing of experiments on the implementation International Cod for security of ships and harbor installations	To organize a workshop on the implementation International Cod for security of ships and harbor installations	1 Consultant facilitator 1 week/m
Transposition of experiments inter RECs	To prepare a plan of communication for the partners and other RECs	1 Consultant 1 week/m
	To organize a mission of information at other RECs	-
Reinforcement and development of the relations between the coastal countries and the land-locked countries	To organize a workshop on the relations between the coastal countries and the land-locked countries	1 Consultant facilitator 1 week/m 50 people
Examination of the Obligations as regards unification of harbor taxation	To organize a mission of information near the countries concerned	
Revision of the obligations of liberalization of the harbor formats/WTA	To organize a workshop on the implications of obligations OMC of the Member States concerning the liberalization of the harbor formats	1 Consultant facilitator 1 week/m 50 people
Harmonization of the standards and safety of transport	To organize a workshop on the conditions of harmonization of the standards and safety of transport	
Harmonization of the policies and standardization of the standards and specifications Railroad	To organize a workshop on the conditions of the harmonization of the policies and standardization of the standards and specifications for the railroads	
Convention and agreements to make safe and regulate the various means of transport	To work out a draft convention and to organize a consultation in the Member States	
Integration of the network of air transports	To prepare an introductory document on the concept of integrated air grid system and on the assessment of the experiments in progress (benchmark) to subject to the Member States	An expert 3 m/m Profile Economist of air transport 3 consultants 3 m/m Profile Analyst of the market of air transport 1 engineer of the civil aviation 1 financial engineer
	To organize a workshop of restitution of the study	The same team
Common Position on Single Space European Transport Air "	To prepare a working paper on the implication of the European decision for the countries of the CEN-SAD	
Cooperation agreement maritime transport	To work out a draft agreement of co-operation to be subjected to the Member States	
<b>C. Inclusion of the programs and projects of the CEN-SAD in the national, regional diaries</b>	To work out a plan of communication targeting the national administrations, other the external RECs and financial partners.	A framework specialized in communication 1 permanent station near the Adviser in Communication

<b>and in those of the external financial partners</b>		
<b>D. Levelling of the financial, accounting, legal system. Quality Policy and reporting</b>	To accelerate the realization of the institutional and organisational audit from the point of view of the installation of the PTA and the implementation of the Plan of development of the infrastructures	A working group on the TOR of the audit.

## 1.2 To build capacities of economic analysis and design

Fields	Actions	Resources and time man
<b>A. Capacity for in-depth analyzes and modelling.</b>	To set up a Cell of economic analysis E and formulation of economic policy of integration at the level of the GS Fields to be covered : <ul style="list-style-type: none"> <li>- economy and international finance,</li> <li>- right of the international trade and MNT,</li> <li>- management of the investments</li> <li>- analyze cost benefit of ZLE, Common Market and Economic Union</li> </ul> the cell will come in support to the sectoral experts in the form of impact studies, of thorough evaluations	Two consultants to design the cell, its program of work and the financing. 4 m/m Profile Strategic analysis Economic programming
<b>B. Capacity of evaluation of programme and control of dialog on the priorities in the fields of energy, the development of the Sahara, the PTA, and Peace and Security</b>		
<b>B.1 Energy</b> To implement the recommendations of the meeting of the experts Ouagadougou 27/11/05		
<b>- New projects :</b>		
- The installation of a bilateral or regional system of preferential prices in particular for gas and the bitumen.	To launch a study on evaluation of the current system and proposals for a new system	3 consultants 3 m/m Profile : Economist Engineer hydrocarbon Trade
- The installation of Mutual aid funds which would be used to contribute to the stabilization of the prices.	To launch a study on evaluation of the needs and design for the Funds	3 consultants 3 m/m Profile : Financial economist Engineer hydrocarbon Bank
- The organization into Large Jamahiriya of a meeting of the national Directors of hydrocarbons and companies of marketing of the Member States.	To prepare the TDR	-
- The division of information and the exchange of visits between the Member States on the electric outputs of the various countries, the programmes of privatization	To organize a Workshop on the outputs, distribution and setting in electrical supply network and the reforms in progress	1 facilitator 1 week/m

in progress as well as the existing interconnections or in project.		
- Introduction of a partnership with the executive Secretariat of ECOWAS in order to profit from its expertise and to transpose its energy program on the scale of the CEN-SAD.	To organize a mission of study at ECOWAS	GS
- the reactivation of the project of interconnection LIBYA - CHAD - NIGER BURKINA FASO to connect the countries of North, potentially surplus in electric power, with the other member countries of the Community.	To organize a workshop on the project	1 facilitator 1 week/m
- the effective installation of the regional component of the Programme of Education on Renewable Energies (GREET) and the effective launching of the projects control (water supply, rural electrification...)	To organize a meeting of launching of the program and pilot projects	GS, UNESCO
- the inscription on the agenda of the 13th ordinary Session of the Executive Council of the question relating to the suppression of the customs duties on the materials of solar energy as from January 1, 2007.	To prepare the working paper	GS
- the introduction of a partnership and a co-operation activates between the Secretariat-general and the CCC, CILSS, ECOWAS, OSS and any other organization concerned with the question of renewable energies.	To prepare a program of communication on renewable energies with the intention its partners	GS
- the effective celebration at "Day of the Sun"	To prepare a program of communication on audio and video support for the media	1 consultant 1 m/m Profile Communication /media

<b>- Studies to undertake</b>		
- The examination of the possibilities of interconnections of the frontier countries with the Democratic Republic of Congo taking into account the immense energy capacities of the site of the Inga dam. In this respect a meeting would be programmed on the question with the ECCAS, the UPDEA, the AfDB, the African Union, etc	To lace one of impact of the Project Inga Integrator on the Sahel-Saharan countries and beyond and proposals of measurements and of investment As a contribution to the meeting inter-RECs on Inga	
- the evaluation of the electric interconnection relevance	to undertake an exploratory study of the electric interconnections of space CEN-SAD, by taking account of the studies carried out within the framework of the other institutions and international regroupings.	3 consultants 3 m/m Profile Electric engineer Economist of energy Analyze of futurology
- development and adoption of a Community Policy as regards energy together with an Action plan and programs of infrastructures.	To prepare the TOR and to launch the study on the policy of energy of the CEN-SAD and action plan	5 consultants supported by the economic Unit of analysis Profile Economist of energy Economist of the grid systems of energy

		Energy engineer and hydrocarbons Finance public economist (tariff) Expert in PPP
- The creation of a data base for energy information, the energy potentialities and the ATLAS of the Member States of space CEN-SAD.	To prepare the TDR and to launch the study	1 expert 6 m/m supported by 3 Consultants Profile Expert in knowledge management, dated and Web mining Engineer networks and BDD Energy engineer Economist of energy
- the study for the inventory of the institutes of formation and training and the creation of the Institute of Renewable Energies.	To undertake the study	1 consultant 1 m/m Profile Expert in reinforcement of the capacities of formation
- the study on the possibilities of interconnections and the development of a Regional Program of Interconnections.	To launch the study	2 consultants supported by the economic Cell of analysis Profile Economist of energy Economist of the grid systems of energy
- the study on the ways and means of improving the rural electrification.	To launch the study	1 consultant 1 m/m Profile Rural specialist in the electrification
<b>B.2 Green Wall</b>		
On the basis of study carried out by OSS,	To launch a call to demonstration of interest on the construction of the Green Wall in order to test the validity of the concept near the total operators of infrastructures	1 expert 6 m/m to follow in particular the initiative Profile Expert researcher in economy of the Sahel-Saharan ecosystems
<b>B.3 Development of the Sahara</b>		
On the basis of conclusion of the meeting of Dakar	To work out an action plan	
Without damage for the conclusions	To launch a test project of exploitation of a natural resource to high added value	SG
	To launch a study of development of research and a development programme of the resources of the Sahara together with a scientific and technological price for the best work of practical utility devoted to the subject	1 expert 6 m/m to work out the TOR and to launch the study Profile Economist of the development of arid regions
	To launch a call to demonstration of interest for the design, engineering, the production and the organization of a system of valorization of the resources of the Sahara. It is a question of working out a generic model with its components and	The same expert

	subsystems usable for a large variety of resources	
--	--	--

<b>B.4 Installation of the FTA</b>		
Preliminary draft of bearing treaty creation of the FTA	To realize in complement being studied Co-controlled by the AfDB, an evaluation of impact economic, environmental, political, sexespecific and social of the FTA  The evaluation of impact ex handle will be used as a basis for the development of the preliminary draft of Treaty to the development of the plan of communication near the actors and partners	An expert specialized on the ecological questions (dryness) and environmental and societal : 1 permanent station An expert specialized on the questions of kind  A team of experts to carry out the evaluation ex complete handle : 4 experts for 3 months : macroeconomy, industrial economy, microeconomy, economy of the finance public.
	To organize a workshop to imply the nonofficial actors in the development of the programs of economic integration (FTA, Common Market, Economic Union) and of the strategic framework of the implementation	Even team
Consolidation of the customs tariffs on the intra trade	To organize a Workshop with the customs services concerned in order to work out a plan of consolidation	1 facilitator 1 week/m
Study on the customs tariffs and other rights and axes on the foreign trade	To launch the study	3 consultants 3 m/m Profile Experts in customs Expert in trade foreign Economist of the finance public
Freedom of movement of the people FMP	To launch a specific study devoted to the implications of the FMP	3 consultants to lead an investigation of perception of the principal actors : the authorities, companies, universities, citizens
Institutional audit of the SG	See 2	
Mechanism of financing of the SG	See 2	
<b>B.5 Peace, stability and security</b>	See 2	
<b>B.6 High level formation and reinforcement of the capacities of analysis of the policies, economic management and data base management</b>		
	To establish a specific programme of reinforcement of the capacities of coordination and international negotiations, in the field of the trade and the search for financing.	A consultant 1 m/m  Profile International negotiation
	To equip CEN SAD with a Language laboratory in order to facilitate the	A consultant for the detailed analysis and the installation of

	control of Arabic, French and English by all the executives	an economic English laboratory. 1 m/m
	To set up a framework of intervention for the external partnerships and supports  To set up a training scheme in the fields of the policy analysis modeling, programme management documentation and data base	A working group supported by an external consultant 1 m/m  A consultant 1 m/m

## 2. To face the short term needs

### 2.1 To build capacities for result based - and impact management

Fields	Actions	Resources and time man
The institutional framework	To prepare a document highlighting the role of the Libyan Leader in the dynamization of integration regional in order to be used as benchmark for the other Heads of State and financial partners of Africa	A Peer Review Mission organized in collaboration with the AU, the EU and the IMF. A group of 3 experts elected by their organization 3 m/m.
Financing of the GS	To prepare a joint mission in the Member States in order to examining the obstacles with the covering of the contributions and the means of raising them	SG
	To accelerate the setting of a Community mechanism of taking away	SG
Monitoring System for projects and initiatives	To set up an annual performance plan and results based management	An expert to assist the SG in the development of the plan of management of human resources and the recruitment of the adequate personnel 6 m/m Profile Management of Competences
Performance based Remuneration Policy	To study the possibility of setting up an inciting system of remuneration	The same expert
	To supplement the institutional and organisational audit by the mapping of competences and knowledge available and their actualization.	The same expert
	To carry out the external evaluation of the operational activities of the GS	2 experts 6 m/m Profile Evaluation of program

**2.2 To incite the political authorities of the Member States to more leadership, trust in the CEN-SAD and commitment**

<b>Fields</b>	<b>Actions</b>	<b>Resources and time man</b>
Strategy of regional economic integration and incentives for ownership.	To set up a regular consultation procedure of the African expertise on the stakes for Africa of desertification and the development of Sahel-Saharan space and to draw the conclusions for the broad guidelines of the economic policy of the CEN-SAD	2 experts facilitators to support the process of specification of the requirements and consultation of the recipients 6 m/m
Covering the contributions to the Special Funds of Solidarity	To set up a permanent framework for monitoring and evaluation of resources mobilization and financial use.	id
Dialog between the political decision makers and the nonofficial actors on the vision of the CEN-SAD	To institute a dialog between the organs and the opinions leaders on the vision of the CEN-SAD	2 experts/facilitators to support the exercise of development of the vision and the strategic plan 3 m/m in synergy with the consultants in charge of the installation of the Economic Unit of Analysis of the GS
	To launch a exercise to develop the vision and strategic plan, medium-term expenditure framework and communication plan	
Implementation effective of the programs at the national level and respect of the fixed expiries	To set up a monitoring system, and early warning and prevention system to detect failures in implementation of programs at the national level and to mitigate effects	A monitoring unit, and early warning and prevention system on the level of each country and co-ordinate A consultant to work out the mechanism. 1 m/m

**2.3 To build capacities of economic analysis and design**

A. Capacity for in-depth analyzes and modelling.	To set up a Unit of economic analysis and design of economic policy of integration at the level of the GS Fields to be covered : <ul style="list-style-type: none"> <li>- economy and international finance,</li> <li>- international law trade and MTN,</li> <li>- investments management</li> <li>- cost benefit analyze of FTA, Common Market and Economic Union;</li> </ul> the Unit will come in support to the sectoral experts in the form of impact studies, of in-depth evaluations	A coordinator and 4 experts 3 years/M Profile Strategic analysis Economic programming Financial programming Modelling other environmental, social and cultural prospects
--	--	---

	To set up a Unit of Management of the Policy of Infrastructures and s sectoral project	A coordinator and 4 experts 3 years/M Profile Engineering of the infrastructures Expert transport Expert energy Expert ITC Expert natural stock management
	To set up a Unit of management of the financial partnerships and PPP	An expert 3 years/M Profile Engineering of the PPP
	To set up a multi-disciplinary Knowledge management Network for the infrastructures and the valorization of the resources of the Sahara	40 people resources 40 m/M per year during 5 years
	To set up a Programme of acquisition of the high skilled experts for outsourcing, competences management and performance management to attract and retain them	3 experts facilitators 6 weeks/M 2 week/year during 2 years Profile Knowledge management Outsourcing Management of competences and the Human capital 6 experts CEN-SAD in tutorat

### 3. To face the medium term needs

#### 3.1 To build capacities of economic analysis and design

Fields	Actions	Resources and time man
The installation of the Common Market and the economic union	To launch an assessment of CEN-SAD achievements in customs union, free trade area and identification of the gaps to fill	The Think tank placed at the GS
Mutual recognition with the nationals of the Member States of the same rights, advantages and obligations	See B.4	

<p>Research, training, knowledge management System and digital library</p>	<p>To set up a knowledge management system to fill the gap in research, networking, production and diffusion of the knowledge capacity.  This system deals with the digital library and facilitates the mobilization of the knowledge available within the institutions such as the ACBF, the AfDB, OSS and the other multilateral institutions as well as the expertise of the universities and the analysis and research centers located in Africa through a support for the CEN-SAD in its capacity to treat sets of themes directly related to the needs for knowledge of space.</p>	<p>A regional expert to support the GS  6 m/m</p>
--	--	---

## Grandes lignes du Plan d'Action d'Infrastructures de la CEN-SAD

### Infrastructures Routières:

- Soutien aux programmes de construction et/ou amélioration de routes d'interconnexion de voisinage avec l'assistance de la CEA, de la BAD et du NEPAD.
- Soutien Institutionnel du 'Projet Routier Tran-saharien Al Kaddafi
- Etude sur les grands corridors routiers de désenclavement en collaboration avec les autres regroupements régionaux.

### Infrastructures ferroviaires:

- Soutien du projet de Chemins de fer - Libye - Niger - Tchad envisagé par la Haute Autorité Libyenne de Chemins de Fer. - Soutien du projet de chemins de fer maghrébins - Tunis - Tripoli - Le Caire, suivie par REB de la Grande Jamahiriya.
- Soutien du projet AFRICARAIL.

### Infrastructures aéroportuaires et maritimes

#### Au titre des éléments d'un Plan d'Action de développement des infrastructures de transport:

- L'établissement de critères de sélection pour les projets d'infrastructures de transport en vue de leur soumission à des organismes pouvant aider à leur réalisation et l'achèvement de la liste des projets d'infrastructures de transport CEN-SAD. L'inventaire exhaustif des voies routières existantes ou en projet et l'identification des possibilités de financement.
- L'augmentation des investissements publics et privés pour la réalisation d'infrastructures routières.
- L'élaboration et la mise en œuvre d'un Plan Directeur d'interconnexion ferroviaire entre les pays membres.
- La promotion d'une industrie ferroviaire en vue de réduire les hémorragies en devises et la normalisation et la standardisation à travers des spécifications techniques adaptées à l'environnement africain.
- La recherche collective de financement nécessaire aux grands projets comme le transsaharien Libye - Tchad - Niger et le Projet AFRICARAIL (Bénin - Burkina Faso - Niger. - Togo) dans le cadre du Plan d'Action du NEPAD.
- L'établissement par le Secrétariat Général de contacts avec les Institutions techniques ou financières pour rechercher les financements nécessaires à la mise en œuvre du Plan d'Action d'Interconnexion Ferroviaire CEN-SAD.
- L'envoi par le Secrétariat Général en collaboration avec certains partenaires (UAC, REB) d'une mission d'information et de négociation auprès des institutions financières (BAD, BID, etc.) dans le cadre du Fonds de Préparation des Projets d'Infrastructures (FPPI).
- Le renforcement et le développement des relations entre pays ayant une façade maritime et pays sans littoral dans le cadre de la réalisation des terminaux intérieurs (ports secs).

#### Au titre de l'amélioration des services de transport:

- La poursuite des concertations en vue de parvenir aux Objectifs du Millénaire pour le développement (ODM) dans le secteur des transports d'ici 2015 à savoir :
  - Elimination de toutes les barrières non physiques qui prolongent le temps de voyage, les formalités douanières, les retards aux frontières et entravant la fluidité de la circulation des biens et services,
  - Harmonisation aux normes internationales des limites de poids axiaux, équipements, infrastructures et normes techniques,
  - Amélioration de l'accès rural et de la mobilité urbaine et des services et infrastructures de transport aérien, maritime ferroviaire et routier et réduction des coûts notamment pour les pays enclavés.
- La prise en compte, dans les politiques et programmes, des faits de désertification et d'ensablement des cours d'eau.
- La libéralisation effective par les pays membres des droits de trafic de capacité, de fréquences et la conformité aux normes et pratiques de l'OACI en matière de sûreté de la navigation aérienne, la désignation des entreprises sur la base de ces normes et l'élimination des dérives dans l'utilisation des 3ème et 4ème libertés.
- Le renforcement de la coopération entre Compagnies aériennes.
- La convocation courant 2005 d'une réunion des acteurs du sous-secteur du transport aérien.
- L'organisation de séminaires sur les règlements existants à l'échelle de la CEN-SAD auxquels participeront les usagers de la route (Police, Douane, Gendarmerie, Associations de transporteurs, Services de transport routier).
- L'harmonisation des politiques, la standardisation des normes de transport en particulier les normes et spécifications pouvant s'appliquer à la construction de nouvelles voies de chemin de fer en vue de leur interconnexion aux lignes existantes et la commande d'une étude exhaustive sur la question des normes dans les différents modes de transport. L'adoption de conventions et accords pour sécuriser et réglementer les différents modes de transport et la convocation de réunions techniques à cet effet.
- La transposition d'expériences et d'acquis d'autres regroupements tels que la Carte Brune de la CEDEAO.
- Le rapprochement et la signature d'accords entre les sociétés et opérateurs du secteur des transports en particulier la conclusion d'accords "Code Share" entre les compagnies aériennes des pays membres.
- La vulgarisation et l'encouragement des Etats membres à initier des pratiques pouvant aider au financement du secteur à l'image du programme de renouvellement du parc de transport routier basé sur les exonérations de droits et taxes pour l'acquisition de véhicules neufs.
- Une plus grande coopération et le lancement de projets conjoints ou intégrés tels que:
  - Compagnies aériennes communes; Développement des marchés frontaliers;
  - Interconnexions des réseaux ferroviaires telles que proposées par la Libye; Développement conjoint des infrastructures;
  - Construction de ports secs multinationaux; Banques et institutions financières communes;
- Mettre en place de points focaux ou coordonnateurs dans les pays membres pour jouer les rôles d'interface et de coordination de toutes les activités initiées dans le domaine des infrastructures et des transports;
- Procéder à une harmonisation des politiques et standards en matière des transports dans les Etats membres de la CEN-SAD.

## Complementary Document

### Observations of the Community of Sahel-Saharan States (CEN-SAD):

#### The Gender Dimension

##### 1. Introduction

An observation of the situation of gender within the CEN-SAD General Secretariat in Tripoli was carried out during 15-17 May 2006. Our analysis of the situation is based on the view that issues of gender cannot be viewed in isolation from the organizational/institutional framework. In this respect, an effort was made to understand the institutional context within which gender issues are to be addressed.

We also attended a meeting in which Officials of the Sahara & Sahel Observatory made a presentation on "Major Aquifers Basins in CEN-SAD Region. The "Green Belt project", which is in the feasibility study stage, is a combined effort by CEN-SAD and the Observatory. Its major focus is to deal with problems of land degradation and water scarcity and thereby improve on food security within the Region.

##### 2. CEN-SAD Organisational/Institutional Context

CEN-SAD was established in terms of the Treaty (4 February 1999). Only 6 Heads of States initially signed the Treaty, but the Community now consists of 23 countries. The highest authority is vested into The Conference of Leaders and Heads of States. The Executive Council not only implements the decisions of the former, it is also responsible for preparing programmes of integration plans and their submission to the Conference of Heads of States. The General Secretary monitors the implementation of decisions taken by the two aforementioned bodies and is in charge of the administration of the General Secretariat.

The CEN-SAD Treaty also established two subsidiary organs namely: the Economic, Social and Cultural Council and the Sahelo-Saharan Investment and Commerce Bank (BSIC). The Economic, Social and Cultural Council has a consultative status and is based in Bamako, Mali. The BSIC's Head Quarters are currently in Tripoli. The Bank aims at helping the region in achieving "sub-regional synergy" and "integrated development" through amongst others mobilising financial resources to fund development projects, promoting investment within CEN-SAD Community member States. The BSIC has currently branches or network subsidiaries in 11 Member States: Benin, Burkina Faso, Libya, Mali, Niger, Senegal, Sudan and Chad. Whilst the BSIC Head Quarters is to finance regional developmental project, Branches are meant to fund national development projects<sup>1</sup>.

About two years ago, CEN-SAD sent its list of priority projects for inclusion into the NEPAD Short Term Action Plan (STAP) programmes. It is claimed by the CEN-SAD General Secretariat that NEPAD failed to meet this request, leaving CEN-SAD with no other choice but to go it alone. This information contradicts the claim in Chapter 3 of the Survey: Zero Draft (p.22), that CEN-SAD is part of the NEPAD STAP programme. In general CEN-SAD is of a view that unless the ambiguities between the African Union and NEPAD are addressed, it will be difficult for CEN-SAD to implement NEPAD STAP projects.

##### 3. The Gender Dimension

---

<sup>1</sup> It is worth mentioning that apart from a few countries, CEN-SAD is made up of Africa's poorest nations, most of which have now opened BSIC branches. If properly managed the BSIC could play an important role in alleviating poverty in these countries.

An attempt was made to study the gender aspect of the CEN-SAD General Secretariat. The information herein is mainly based on meetings with various senior officials of CEN-SAD (see Appendix) who were all male. Requests to meet with female staff were not met. We, nonetheless, managed to talk informally to three female employees.

### Gender and Treaty

Having read through the CEN-SAD Treaty it became clear that gender issues were not uppermost in the minds of the Founding Fathers of this Organisation. As a result, only Article 51 that deals with the socio-cultural affairs mentioned “women” once, by stating that the Department should, amongst others, monitor activities in the socio-cultural and information sectors of member States [such as] “... the issue of youth, child and women”. Not only are gender issues treated as women issues, but also even worse women are lumped together with children and youth – reflecting a typical conservative view of gender.

### 3.1 Gender Policy

A discussion on gender policy took off with a short presentation on the AU Solemn Declaration on Gender Equality in Africa. But, in spite of CEN-SAD having shown support for the AU gender policy and claiming to agree with issues of gender-based poverty and socio-economic marginalization of women, there is currently no gender policy within their policy framework. We were informed, nevertheless, that gender issues attracted the attention of the Summits of Heads of States held in Niamey, Niger (2003), was repeated in Bamako, Mali (2004) and in Ouagadougou, Niger (2005). During these meetings the Heads of States “...affirmed and reaffirmed that women have an important role to play within CEN-SAD and the member States. In fact, the General Secretariat was given the responsibility to facilitate and ensure that women play a positive role both within CEN-SAD Secretariat and national levels”. The General Secretary’s Office is said to be in a process of finding a way to implement Summits’ decisions. Our request to have copies of these decisions was in vain in spite of repeated promises from the CEN-SAD General Secretariat.

### 3.2 Gender Unit

The CEN-SAD Treaty does not mention anything about a Gender Unit or Department. This is logical since gender issues are not dealt with within the entire document.

#### Employment, Qualifications and Skills of Female Staff

The absence of a gender policy within CEN-SAD has negatively affected the employment of women and their conditions of service. There is currently 70 individuals employed out of which 12 are women. Men hold all Executive/Senior posts within CEN-SAD. Although some male Executives talked of female members being part of the Management Team, informal talks with female staff suggested that all women were employed below management level. Women also revealed that whilst the majority of males were referred to CEN-SAD by national Governments, all female members were employed as national staff. This means that while males received internationally compatible salaries in foreign currencies, females are paid very low salaries in local currencies.

Moreover, there are three academically qualified females: an IT specialist with an MBA – Information Systems, a legal person with Masters Degree in Law and a holder of a Bachelor of Science – Sociology. Their period of employment ranged between a few months, two years and five years respectively. Yet none of these women have signed an employment contract. Their remunerations are also not commensurate with their workload. The IT specialist for example translates documents for the institution in addition to IT related responsibilities. In addition, all these women do typing work just like any other typist within the Institution. Generally women’s skills are not adequately utilised.

#### Women in Government Structures

CEN-SAD takes pride in the fact that the first and only female Head of State in Africa hails from this Region. In fact she was on a State Visit to Libya during our visit. We were also informed about women who are currently holding senior positions within CEN-SAD member States<sup>2</sup>, namely:

Gambia - female Speaker

Niger - Deputy Minister of Foreign Affairs

Egypt - Minister of Development Co-operation

Libya - Minister of Culture

Tunisia- Vice Minister of Foreign Affairs

Sudan – Minister of Health

Chad – Minister of Trade & Minister of Employment

### **3.3 Gender Budget**

There is no specific gender budget within the CEN-SAD Secretariat. The BSIC Bank has not yet started with work of mobilising financial resources for regional and national projects. It however, "...finances campaign credits for the marketing of basic primary products such as: cotton, peanuts, sesame, Arabic gum, cocoa, fertilizers etc ...[their] production requirements, operation requirements for business enterprises ...". It is not clear as to how many women benefit from these activities.

### **3.4 Capacity Building Programmes**

Women get employed and carry out their responsibilities without participating in any capacity building programme/and or training. This is again a consequence of not having a gender policy. We did also not come across any specific capacity building programme for the CEN-SAD General Secretariat. However, the BSCI Bank talked about having continuous training programmes in which female members of staff participate. They also talked about several women who are heading branches at the national levels. Since we did not see any written capacity building programme, it was difficult to determine whether or not there were gender components in these programmes.

## **4. Conclusion & Recommendations**

This study has revealed that a lot needs to be done in the area of gender within the CEN-SAD if women's socio-economic conditions are to be improved. This is crucial in view of the fact that CEN-SAD is made up of some of the poorest countries in Africa. The Organisation blames its lack of action on gender issues, on the fact that they are the newest kid on the Block. They argue further that as a new organisation, the basic structure is not yet complete. In view of the positive position taken by the Heads of States regarding gender issues, therefore, there is stillroom for improvement. All things being equal, lack of a gender policy to guide the Organisation poses a serious threat to socio-economic, legal and human rights of women.

### **The following is hence recommended:**

The Office of the General Secretary has expressed its wish to develop a gender policy as part of implementing decisions taken by the Heads of States. ACBF could assist in formulating such a policy.

A CEN-SAD gender policy should of necessity be comprehensive if the institution is to guide member States in achieving gender equality. The African Union's Solemn Declaration on Gender Equality in Africa should also inform it.

It is important for the policy to consider women's role in conflict resolution, conflict prevention and peace building.

The BSCI Bank should be urged to adopt a broad based and gender-sensitive policy in order to ensure that women, who make up the majority of the poor, benefit from its financial interventions and development programmes.

---

<sup>2</sup> It should be noted that the list was given off the cough and may need to be substantiated.

## **List of Persons Met**

Dr. Al-Madani Al -Azhari

General-Secretary, CEN-SAD

Mr. Alhadi Mohamed ALWARFALLI

Chairman, Sahelo-Saharan Investment and Commerce Bank (BSIC)

Dr. Ali Gaddaye Adoukhaur

Deputy General-Secretary, CEN-CAD

Mr. Ibrahim Sani Abani

Director, Integration and Complementarity

Dr. Abdulraouf Abdulaal

Director, Department of Administrative & Financial Affairs

Dr. Abdurahman M. Yedder

Head, Department of Public Relations

Mr. Atteib Doutoum

Manager, Investment & Commerce

Three females who asked not to be named.