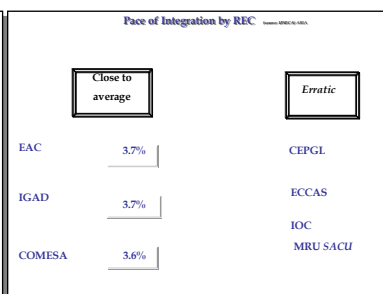
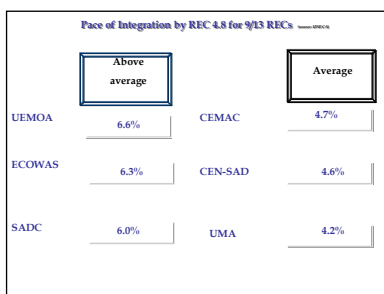
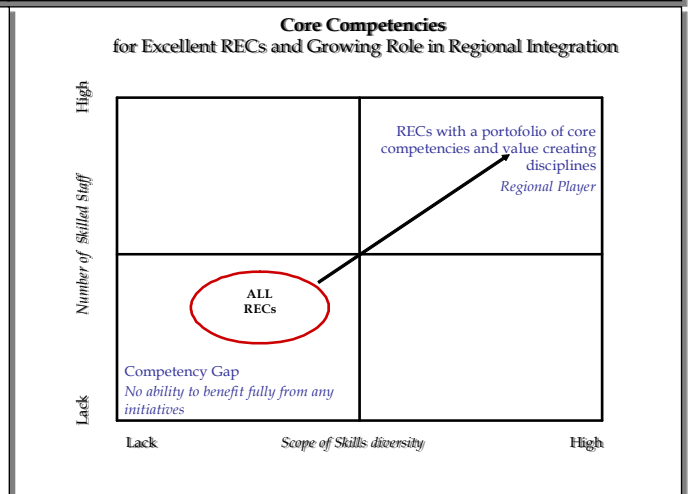
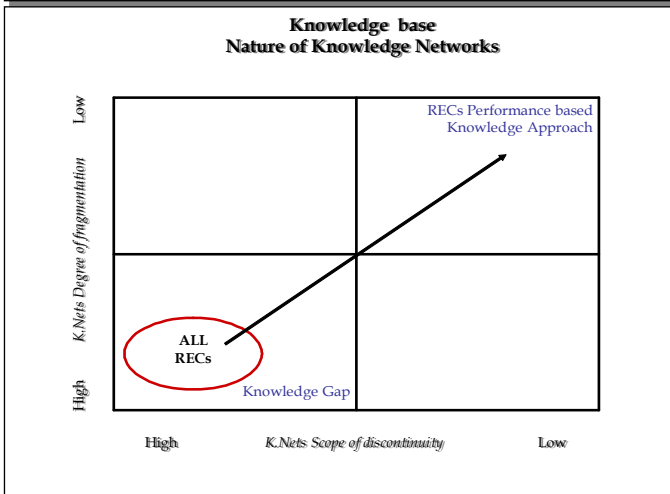
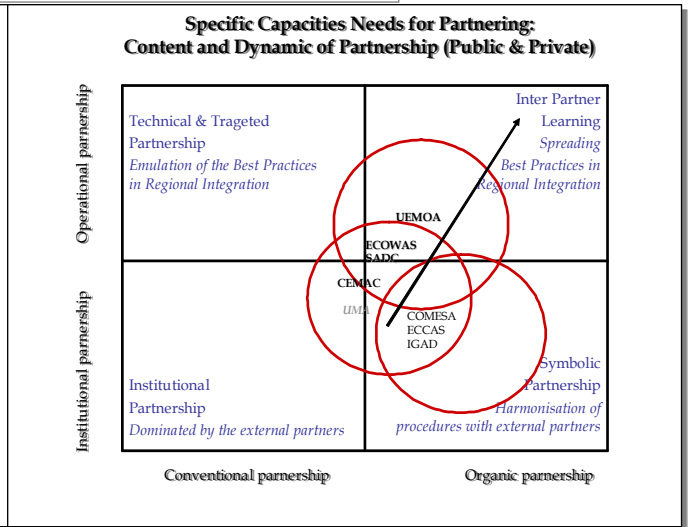
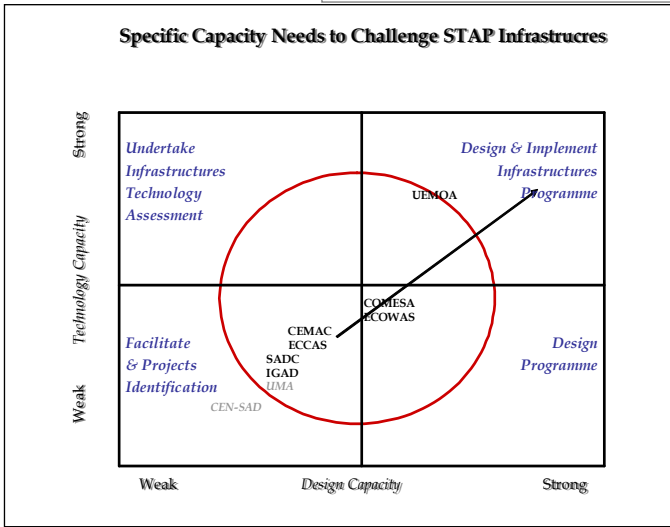
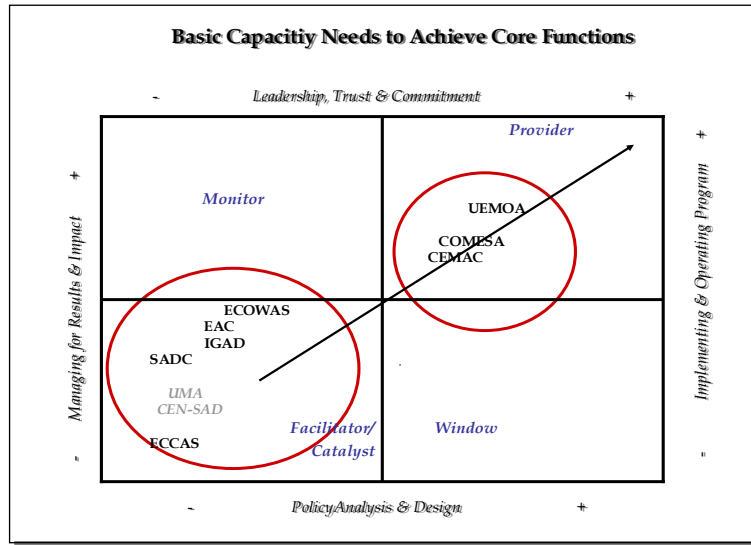


**A SURVEY OF THE CAPACITY NEEDS OF AFRICA'S
REGIONAL ECONOMIC COMMUNITIES**

**TOWARDS AN ACTION PLAN
31 Mars 2006**

Overall Performance and Capacity Needs



Strategic Framework

Needs	Focus	Goals	Eligible
<p>Basic Capacity Needs to Achieve Core Functions</p> <p>Specific Capacity Needs to close Infrastructures Gap</p> <p>Specific Capacity Needs to Manage Partnership</p>	I.A. RECs	Improve Delivery, Outcomes and Value for Money of Programs and Projects	<p><i>Core Capacity Building Programme Target:</i></p> <p><i>All RECs Eligible as NEPAD Building Blocks (10)</i></p>
	I.B. NEPAD/STAP	Challenge STAP/NEPAD	
	I.C. Partnership	Improve Effectiveness and Relevance of Donors Interventions	
<p>Knowledge Needs For Infrastructures And Regional Integration</p>	II. Knowledge	Build Knowledge Base to Bridge Performance Gap	<p><i>Thematic and Transversal Programme Target:</i></p> <p><i>All RECs and Quasi RECs Eligible (13)</i></p>
<p>Core Competence Needs For Excellent RECs</p>	III. Core Competence	Strengthen RECs Human Capital	

Performance Targets

Areas and Targets	Indicators
I. CAPACITY NEEDS FOR RECs MANDATE, STAP IMPLEMENTATION AND PARTNERSHIP	
A. Foresight & Policy Unit	Number of influential in-house publications on line
B. STAP-Infrastructures Unit	Benefits in scale economy
C. Financial Partnership Unit for Infrastructure Networks and Regional Integration	Number of programmes supported
D. Experts Panel for Prospective Evaluation	Programmes Quality and Accountability
II. KNOWLEDGE NEEDS FOR INFRASTRUCTURES NETWORKS AND REGIONAL INTEGRATION	
E. TransAfrican Knowledge Networks for Infrastructures and Economics (TRAK-NETs)	Number of influential in-house publications on line
F. Linguistic Exchange Programme	Number of skilled staff speaking no less than 2 languages
G. Digital Library	Number of on line consultations, density and exchanges
III. CORE COMPETENCE NEEDS FOR EXCELLENT RECs AND GROWING ROLE IN REGIONAL INTEGRATION	
H. Outsourcing Programme	Number of contracts, services and functions
I. Competency Management Programme	Data on training programmes, rewards and recognition
J. Development Performance Programme	Number of Core Business Functions embedded in RECs activities

Financial Resources Needs (\$US)

3 Axes and 10 Actions to put RECs at centre of STAP/NEPAD Implementation by 2010	
I. CAPACITY NEEDS FOR RECs MANDATE, STAP IMPLEMENTATION AND PARTNERSHIP	28 560 000
A. Foresight & Policy Unit	8 600 000
B. STAP-Infrastructures Unit	16 800 000
C. Financial Partnership Unit for Infrastructure Networks and Regional Integration	3 000 000
D. Experts Panel for Prospective Evaluation	160 000
II. KNOWLEDGE NEEDS FOR INFRASTRUCTURES NETWORKS AND REGIONAL INTEGRATION	3 280 000
E. TransAfrican Knowledge Networks for Infrastructures and Economics (TRAK-NETs)	2 000 000
F. Linguistic Exchange Programme	680 000
G. Digital Library	600 000
III. CORE COMPETENCE NEEDS FOR EXCELLENT RECs AND GROWING ROLE IN REGIONAL INTEGRATION	930 000
H. Outsourcing Programme	310 000
I. Competency Management Programme	310 000
J. Development Performance Programme	310 000
TOTAL	32 770 000

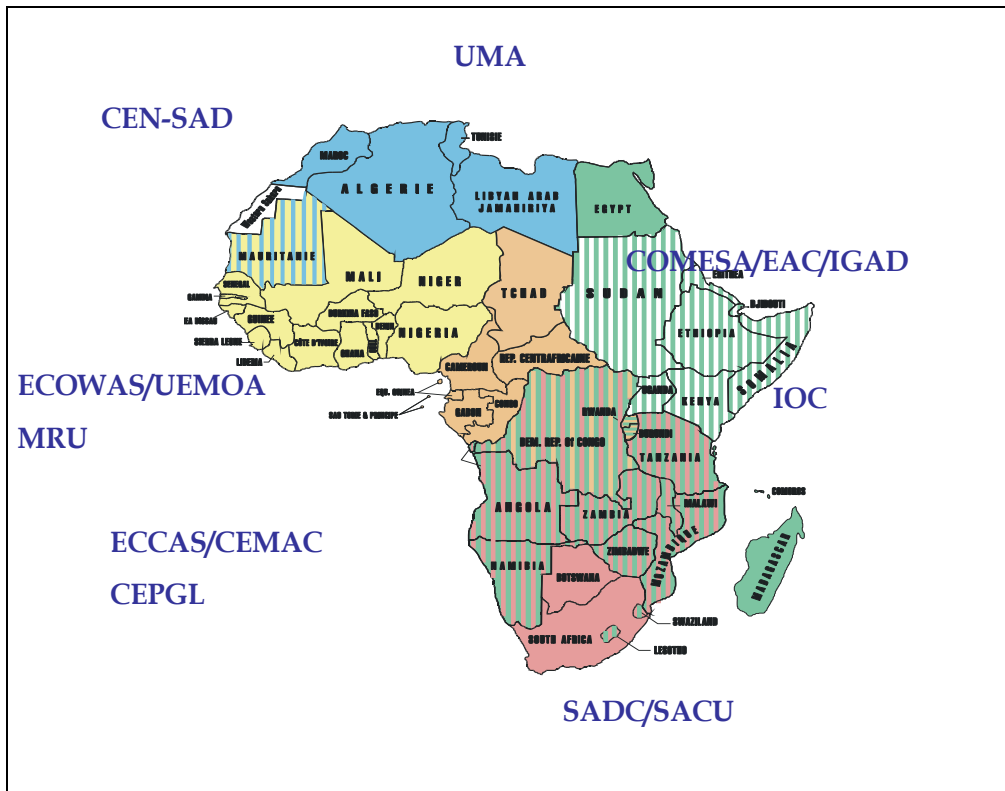
RIGHT NOW	SHORT TERM		MEDIUM & LONG TERM		Total
	2007	2008	2009	2010	
8 080 000	10 800 000	10 880 000	1 370 000	1 640 000	32 770 000

This amount represent less than 1.6 % of total pledge to close infrastructures gap by 2010to and less than 0.4% of resources required to cover panafrican

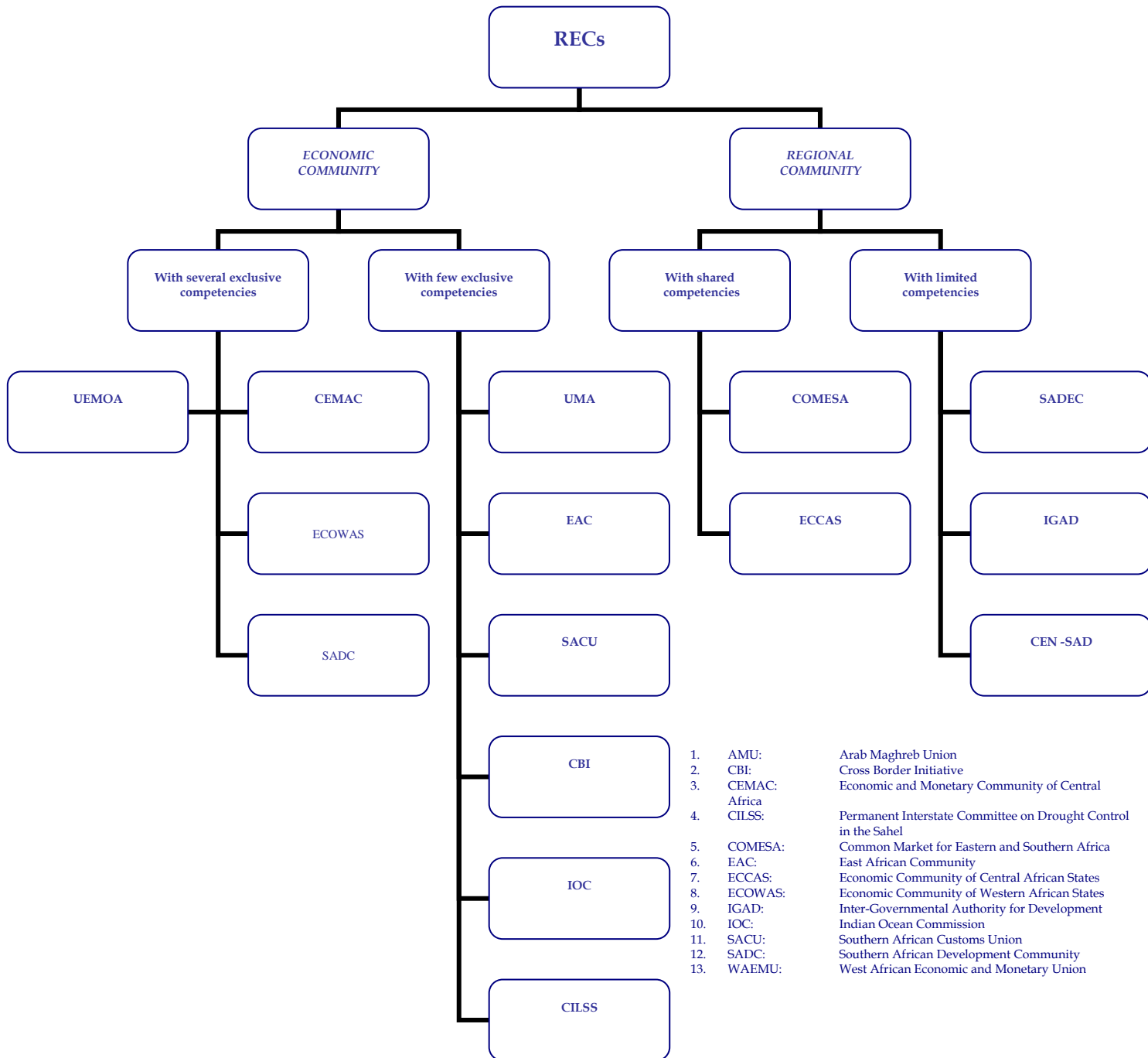
Mapping RECs: essential Data

TYPES OF REGIONAL ECONOMIC COMMUNITIES <small>(source: UNECA)</small>							
African RECs mandates	Free Trade Zone	Free Trade Area	Customs Union	Common Market	Monetary Union	Economic Union	Political Union
Harmonized:	(Internal)	(Trade)	(Customs)	(Movement)	(Currency)	(Policy)	(Government)
UMA/ AMU (1989) (5)	-	x	-	x		x	-
ECCAS/ CEEAC (1985) (9)	-	-	-	x	x	x	-
COMESA (1994) (21)	-	x	-	x	x	x	-
ECOWAS (1975) (15)	-	-	x	x	x	x	x
IGAD (1996) (7)	-	x	x			x	
CEN-SAD (1998) (6)	-	-	-	x	-	x	-
SADC (1992) (14)	-	x	-	x	x	x	-
AFRICAN UNION (2002) (53)	-	x	x	x	x	x	x

RECs overlapping (source: UNECA)



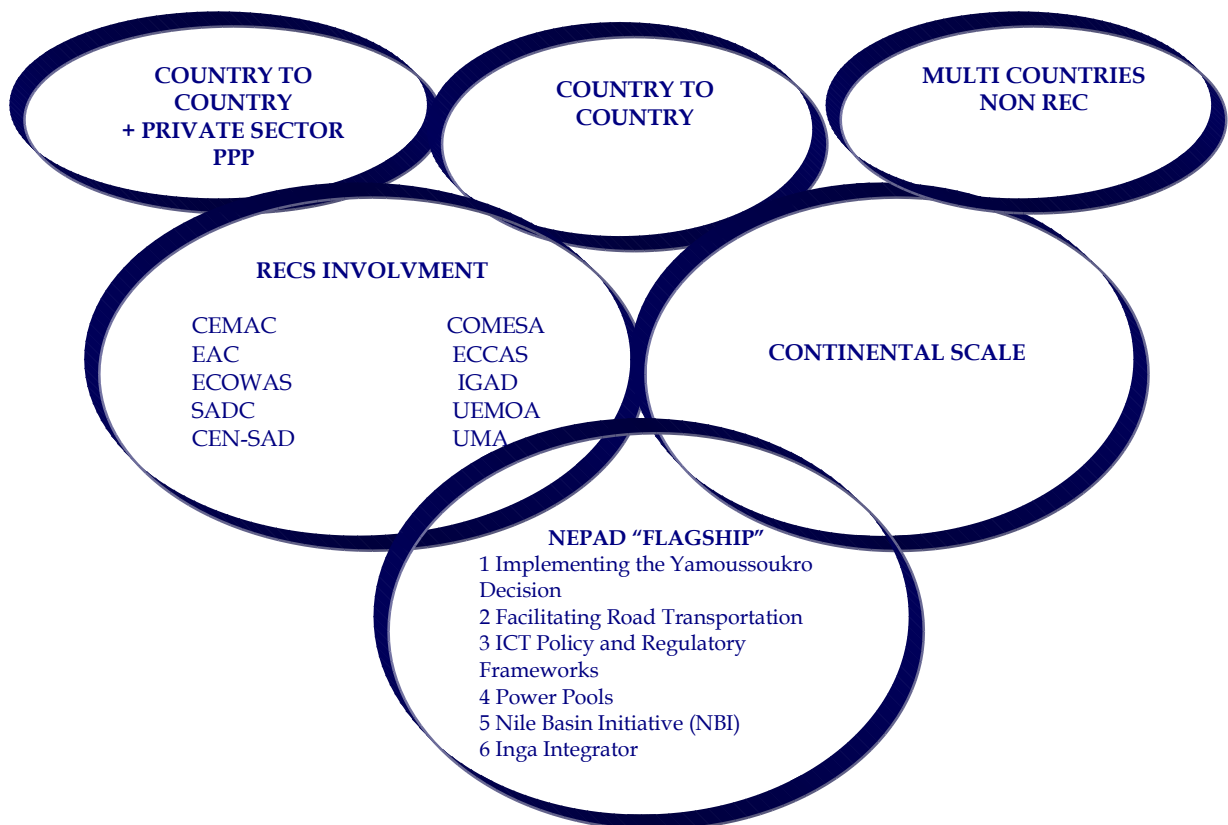
RECs, Quasi RECs and Devolution of Competencies



RECs weight			
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
Zone franc	3.3	10.3	13.3

BAD STAP Intervention
Facilitation
Capacity building-initiatives
Investment in physical and capital projects
Studies on future projects

BAD/STAP Projects Classification



Synthesis Report

Main Findings and Recommendations

INTRODUCTION

The RECs Capacity Needs Conceptual Framework

Strengthening RECs constitutes a major step to improve their contribution to the growth and investments infrastructures management in order to achieve MDGs in Africa. Extent of the insufficiencies to be filled and which place Africa lager behind the other areas of the world (table 1), joined to the complexity of the tasks to achieve implies to widen the traditional vision of the “Work of REC” and of the capacity building requirements in the light of the mandate that confers to them the Treaty of the African Union, the NEPAD and the Short-Term Action Plan for infrastructures (PACTI).

Table 1: Basic Infrastructure Indicators	
Population (million)	674
% living on less than \$1 a day	46%
% urban population	36%
% urban population projected by 2030	51%
Major Access Indicators	
Electricity	
(% of population with access to network)	24%
Water	
(% of population with access to improved sources)	58%
Sanitation	
(% of population with access to improved sanitation)	36%
Roads	
(% of rural pop. Living within 2 kms of an all-season road)	34%
Teledensity	
(fixed line and mobile subscribers per 1000 people)	62
<small>Sources: WDI (2001, 2002, 2003); World Urbanization Prospects (2003); International Energy Agency (2002, 2004)</small>	

The approach adopted by this report consists in identifying the basic capacities to fulfill the core functions in economic management of a space regional in conformity with their mandate. These capacities cover the principal stages of the *policy cycle* – policy analysis, formulation, decision-making, implementation and management. The performance evaluation of the RECs in each one of these fields delivers the conclusions for the basic capacity needs.

On these last are grafted specific capacities to implement the PACTI as well as the NEPAD. These specific capacities cover the essence of the “value chain” of the infrastructures. The implementation of so complex regional projects and mobilizing a multi-partner financing requires infrastructures technology choice assessment capacities, , design and industrial engineering capacities, public expenditure and procurement management capacities, service delivering, financing, operationalisation and exploitation capacities.

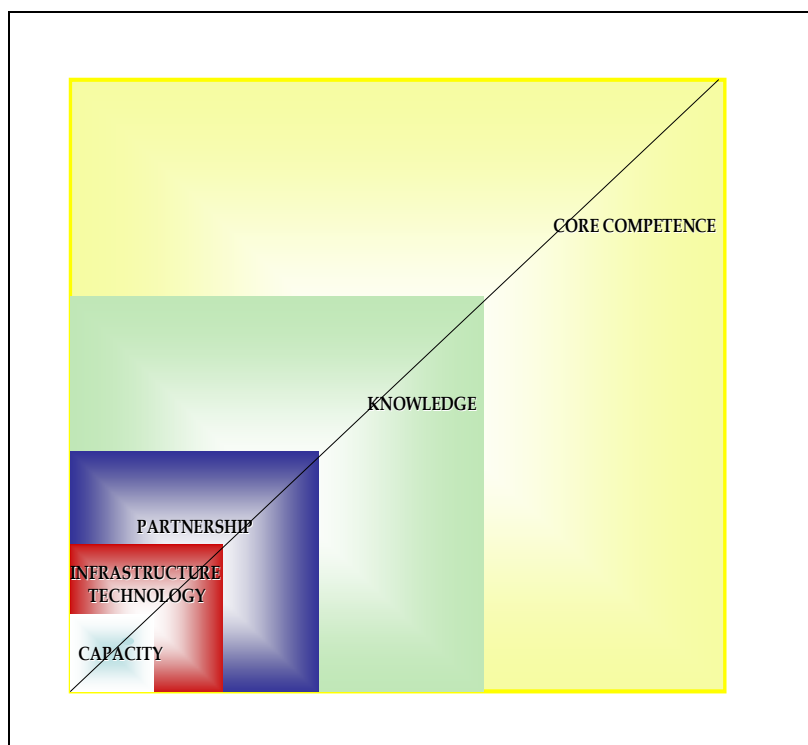
But this first level of capacity will not make it possible to accompany the satisfactory installation by the broad range of transafrican infrastructures networks and continental universal public services. *The value chain* of these networks utilizes an impressive number of actors, including regulation authorities and executing agency, global firm and donors. RECs which is with the two ends of the chains must inspire

confidence to attract the financial external partner which required absorptive capacity of external financial flows, management capacities and financial engineering, control, monitoring, communication and high level reporting.

The installation of the transafrican infrastructures networks on the strategic axes of Africa provides the base to carry out a growth rate of 7% in Africa in 2015 and one substantial will increase intra and inter regional trade. RECs will be confronted with still new problems, of macroeconomic management, management of the investment and governance in particular to fight against the corruption on a large scale, to reduce the regional disparities and inequalities and to slow down the brain drain. To maintain the benefits of the regional integration and to strengthen them, it will be necessary to increase the economic knowledge base in fields where the creation and the diffusion of the knowledge are carried out at a confusing speed and to transform the Regional Economic Community into a core competence having the critical mass of skilled staffs to insuflate dynamism and autonomy to the whole continent.

The building process operates in a cumulative and interactive way to culminate with the constitution of excellent RECs which plays a growth part in regional integration (Graphic 1).

Graph 1: The dynamic sequence of the building process of the RECs



The weaknesses of RECs in these various fields are important although of variable width. RECs Building Process relates to basic capacities, to specific capacities, to

knowledge base and to core competence. The weak performance of RECs in regional integration imposes a selective approach, by Community and group of the Community.

The following section presents the situation of RECs in each field of the analysis by reviewing key issues, strength and weaknesses as well as the assumptions to be retained.

I. RECs need to improve delivery, outcomes and value for money of programs

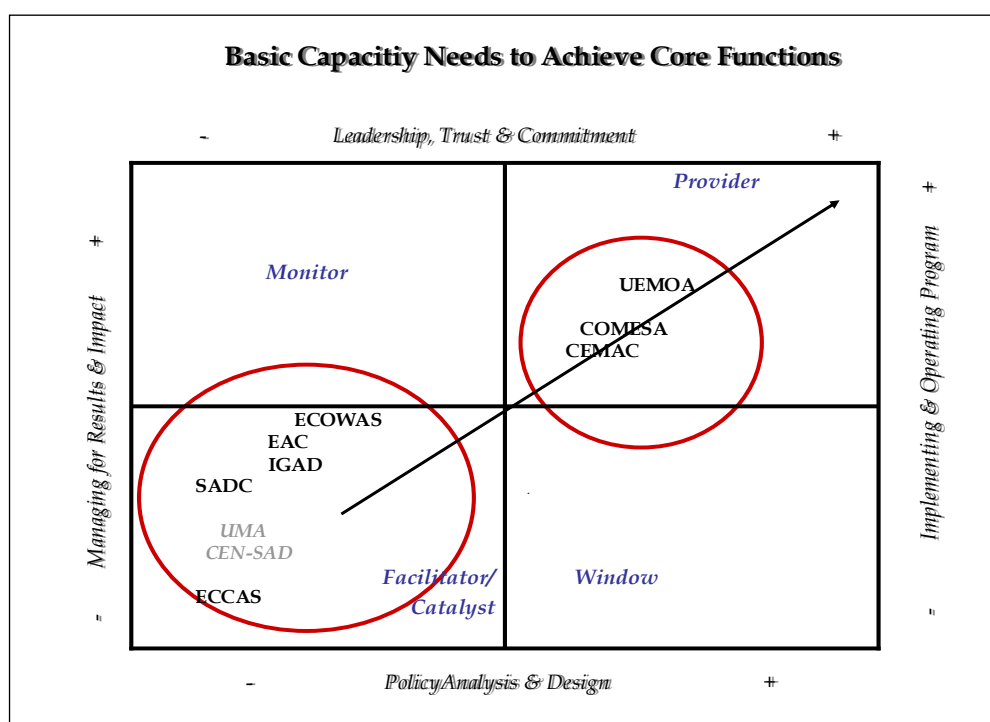
I.1 RECs Performance in implementing mandate and core functions

1.1 Key issues, Performance and Capacity Needs

The following table presents the situation of the RECS taking into consideration basic capacities necessary to carry out the major management functions and decisions implementation. Performance in delivering economic solutions is variable from one REC.

It releases nevertheless a trend between a group from RECs which has capacities in at least one of the area and others. These RECs focused on economic integration objectives and targets customs union, free trade area and/or the common currency (UEMOA, CEMAC, COMESA). These RECs are especially confronted with a scaling up problem to reach a new crucial stage in the life of a community since it requires tax competences which are the nearly exclusive attribute of the States.

The capacities for analysis, modeling, *ex ante* evaluation and economic policies formulation (macro and micro) are at the heart of the building process. The weak performance rises from the mandate often more ambitious and covering multiple areas, without however the minimum of exclusive competences to achieve them. In these RECs the building effort will have to be dedicated especially on the level of the political decision-making and imply the political authorities trust. In certain REC the situation is more dramatic (ECCAS, SADC, UMA, IGAD).



1.2 Actions

RECs	Right Now
CEMAC	Build Foresight and Policy Unit to promote leadership for Economic and Monetary Union in Central Africa Areas <i>Regional economic programme formulation and monitoring</i> <i>Cross-sectoral diagnostics and regional studies (oil)</i> <i>Performance based management plan</i> <i>Foresight studies</i> <i>Capacity need assessment</i> <i>Macroeconomic policy analysis, modeling, coordination and management Ex ante and ex post evaluation</i>
COMESA	
EAC	
ECCAS	Build capacity and trust for Regional Community in Central Africa
ECOWAS	Build capacity and trust for Regional Community in West Africa
IGAD	
SADC	
UEMOA	Build Foresight and Policy Unit to promote leadership for Economic and Monetary Union in West Africa Areas <i>Foresight and Joint flagship studies</i> <i>Capacity need assessment and building (trade)</i> <i>Cross-sectoral diagnostics and regional studies</i> <i>Macroeconomic policy analysis, modeling, coordination and management</i> <i>Ex ante and ex post evaluation</i> <i>Regional economic programme formulation, management and monitoring</i> <i>Performance based management plan</i>
...	

Performance Grid and Rating

Performance appraisal provides for UEMOA'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:

- **Institutions:**
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-à-vis external public aid by improving its effectiveness.
- **Implementation and Management:**
Performance in implementing strategic programmes and regional policies as defined by AU and NEPAD;
- **Commitment and Political Will 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 ...

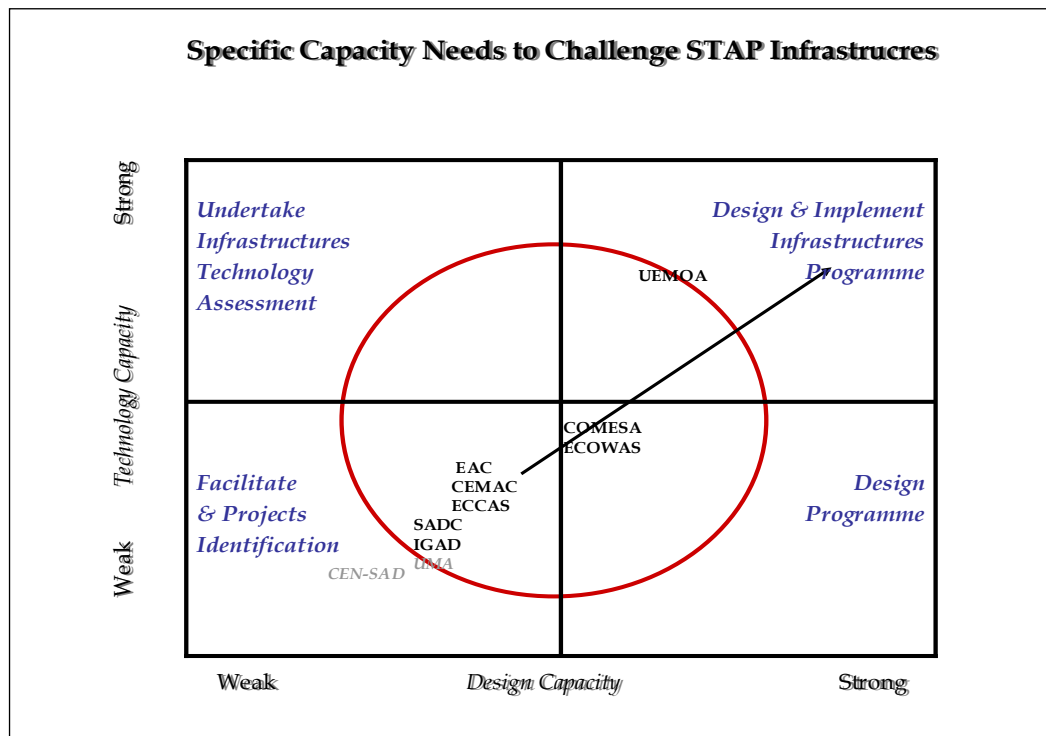
The locating of the REC in one of the quadrants allows for the improved targeting of the type of support required.

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)

I.2 STAP Infrastructures and Specific Capacities to Challenge its Implementation

2.1 Key issues, Performance and Capacity Needs

The RECs in implementing STAP is more contrasted than previously. The weak overall performance rises from the absence of specific capacities to assess the implementation conditions of regional infrastructures programme



The evaluation criteria relate to the specific capacities to design and implement infrastructures programme articulated with the NEPAD priorities. These are infrastructure technology assessment, design and organization of infrastructures networks. Except, UEMOA whose regional economic infrastructure programme design is at an advanced level, all the other REC are merely to align a list of projects according to a sectoral approach. It remains nevertheless that the logical model of the PACTI should take account of its gaps and provide to RECs an implementation framework. But PACT assessment of objectives, sectors selection criteria of the projects, implementation and management reveals several gaps which compromise effective involvement of RECs.

The classification process for identification of interventions and projects do not make RECs as “the unit of analysis” of the STAPI implementation. They intervene as well as other continental and national players. The sectoral approach always does not integrate market orientation of the project and its technological base.

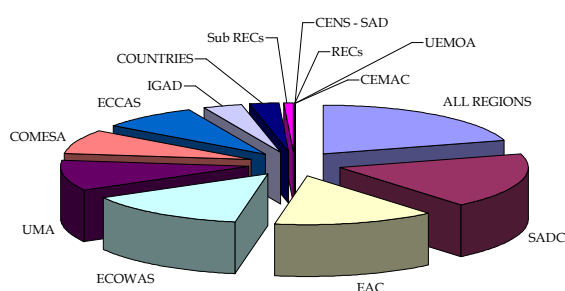
The current classification is not taking into account the size and the

demographic weight of the region (ECOWAS, IGAD) and economic (UMA, SADC) even less the performances carried out and the extent of the infrastructures gap.

It does not make it possible either to utilize, on the side of the capacities, the technology, design and implementation degree of maturity of the regional infrastructures programme.

The distribution of projects by number reveals that more half relates to only 3 areas (SADC, ECOWAS, EAC), the last gathering only 3 countries, while about half of the total projects relates to more than one REC that it is under NEPAD flagship, continental scale or joint RECs projects.

	Listed 2002	20 priority	10 headlight projects	Listed 2005	Of which Projects Inter RECs	Financed
ALL REGIONS				25		
SADC	26	1		22	4	
EAC	12	3		17	10	
ECOWAS	28	3	1	17	3	
UMA	11	1		12		
COMESA	15	1		10	9	
ECCAS	27	1	2	10	2	
IGAD	5	1		4	2	
COUNTRIES				3		
Sub RECs				1		
UEMOA						
CEMAC				0		
CENS - SAD				0		
RECs		9	8	0		
Total	124	20	11	121	32	



The technology choice determines the possibility of carrying out or not basic infrastructures which are essential for poverty reduction, whereas the intervention in synergy of RECs makes it possible to face more complex initiatives which require worldwide intervention. It is in particular the case of the transafrican infrastructures networks of transport and of energy transport

including oil, and also satellite network, Trans-Saharan network, which can include other areas of the world or tiers countries. Using this classification make possible a clear distinction between new projects, maintenance and upgrading actions, on-going project and studies.

Orientation gone Nature of the projects	Weak	Strong
REC	Basic infrastructures (water, electricity, telephone, including the post office and radio television)	Industrial infrastructures (regional transport road, rail, plane)
Multi RECs	Strategic infrastructures (Networks TransAfricain Networks ' Infrastructures, RTA	Technological infrastructures of Information and Communication

Type of infrastructures Projects	Basic Infrastructures	Industrial Infrastructures	ITC Infrastructures
New		Road transport	COMTEL
In progress	Gas pool		
Of Maintenance and upgrading			
To study	Inga		

The PACT is an ambitious and multidimensional program with strategic and structuring projects which requires a massive intervention of the external partners. RECs should be cautious in assessing the maturity of technologies of infrastructures as well as design, engineering and exploitation. These capacities are in the whole modest insofar as RECs were more confronted with the implementation of subsidized projects, not being able to accede to capital markets. Some of them carried out organizational and financial audits in order to obtain the adequate expenditure and procurement procedures.

But the gap is still important, which confirms the weakness of the number of projects having known a beginning of execution and also the classification and selection criteria of projects All these questions challenges the design of the PACT which after three years is at its initial step. Reviews carried out highlight the problems of communication between RECs and the NEPAD.

However the attention of authorities should keep attention to other problems more important among which appear:

- analysis of the consequences of the technological choices and potential crowding-out, locking-in and picking up effects;
- size and structure of the regional market of infrastructures and the position of the Africans actors on the *value chains* of regional infrastructures; the absence of these actors on several segments calls by of RECs a serious effort of identification of the failures of these actors so that they are not only short access to bids and contracts;

- selection criteria of the projects: the current criteria which remain still largely left with the discretion of the donors which decide on which project to support;
- Equitable treatment of RECs on the level of eligibility with the PACTI;
- Axes of the transafrican networks as a strategic issue: the current distinction between “NEPAD flagship projects”, continental scale projects and the others is not likely to inform on the advantages and the costs the distribution and the implications on the regional economic geography (costs of transactions, possible aggravation of the inequalities and the regional disparities, incidence on poverty, migrations of population, environmental impact, propagation of diseases and pollution;
- The taking into account of sectors essentials as the post office and the radio television which are included in basic universal service.

The current criteria may certainly help NEPAD Executive Secretariat on what he does and not what is easy since NEPAD is defined like a vision and a strategic plan for Africa.

All these weakness have consequence on the RECs implementing strategy. In this respect RECs need to consider not only as NEPAD building blocks, but also as the «unit of analysis” PACT implementation, around a simple distinction between RECs direct supported projects and other indirect supported projects (sub REC and multi RECs).

African firms are likely to miss the PACTI implementation if RECs are not involved at early stages where critical choice will be decided on infrastructures, design and operationalisation of the projects. When well even RECs would be involved in the implementation of the PACTI, these actors would play a minor part taking into account their weak presence in the value chains at the national level, regional and continental level and especially of a quasi-total absence of integration of these actors.

The value chain for STAP projects implementation and



Service providers differentiated according to the sector (road, rail, airplane, water, electricity, data processing...) and the field of intervention (design engineering, maintenance, upgrading, standardization, impact study). They generally intervene in the projects supported by the external partners. Their intervention within the framework of the PACT is dependant to the request of the external partners and the industrialists suppliers. They must carry out investments raised to integrate the regional markets of infrastructures.

Infrastructures manufacturers/operators (BTP-Construction, installation of bridges, dams, power station and water supply network, electricity, telecoms and Electronic exchange data. They are present upstream and downstream from the chain. The PACTI represents for them an opportunities to renewal and/or export their materials, equipments and systems.

They are at the heart of the PACTI implementation through the economic and technological choices they operate. Their approach differs according to the type of project (country to country... flagship) and the sector (transport, energy) and according to whether the access to the infrastructures is or not costed at market prices. They are subjected to the requirement of quality, safety and durability.

Are in direct liaison with the users and the customers with whom they must explain the conditions of use of the infrastructures and solve the problems of equity in the access and equalization of the advantages and the costs between the countries.

2.2 Actions

RECs
All

Right Now

Build Infrastructure Unit to support infrastructures networks design and establishment

Areas

Short Term Infrastructures Programme

Undertake technology assessment, market studies, assess value chain, design programmes and project guidelines, financial audit schemes, credit scoring, incentives for regional market formation

Design regional infrastructure programme and investment priorities; markets regulation; resource revenues management programme; anti corruption programme

Assess financial sustainability of sectors,

Undertake Fiscal studies

Public Private Partnerships (PPP)

Design PPP programme

Facilitate projects design and implementation

Areas

Basic infrastructure services delivery to the poor

Develop tools for more access, quality and eligibility

Industrial infrastructures services delivery to markets, communities, corporate and citizen

Strategic Infrastructures (Transafrican Networks Infrastructures

Continental space issues and axes

Joint assessment of Infrastructures investment needs and funding.

ITC Infrastructures

Develop tools for more access, quality and eligibility

I.3 Partnering in capacity building interventions

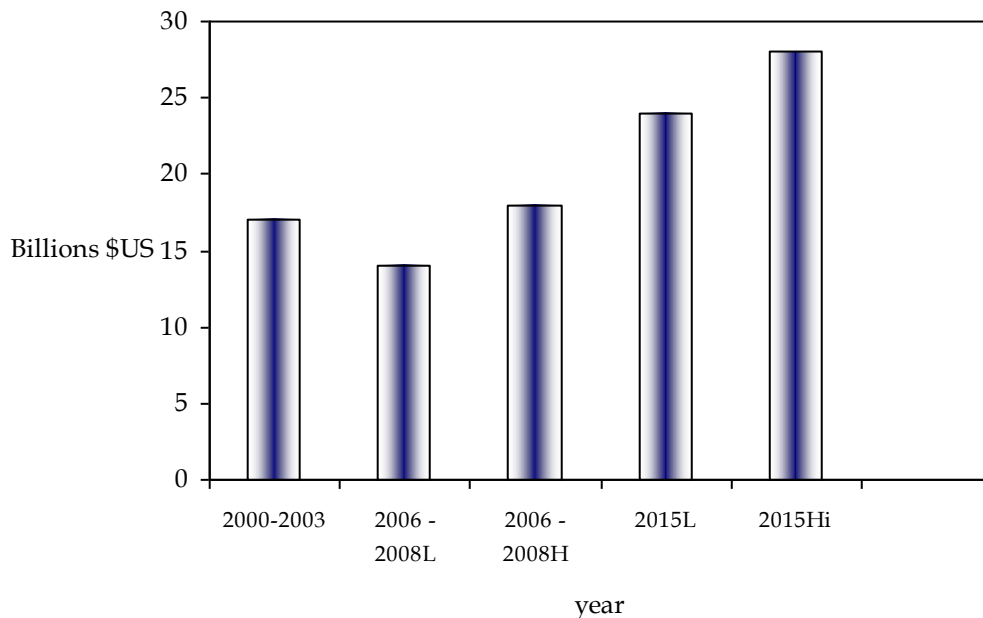
3.1 Key issues, Performance and Capacity Needs

Financing PACTI calls upon external resources. According various sources, Africa need 25 to 33 Billion \$US to meet MDGs by 2010 (IMF, UN Millennium Project, Commission for Africa, World Bank and AfDB).

Only infrastructures and human capital to SSA range from \$14 to \$18 billion per year during 2006–08, and rises to \$24–\$28 billion by 2015 (IMF).

In these amounts the share dedicated to RECs and/but regional integration and to capacity negligible building like. Continental However it conditions the possibility off absorbing the raw off financial flows for regional but projects. The RECs performance in this field is drank off year alarming weakness, insofar have off nun them has yet off legal competences to reaches neither to capital market NOR to borrow with IFIs and IFRs.

**Additional ODA for infrastructures and human capital in SSA 2006-2015:
Base line (L) and alterative scenario (H)**



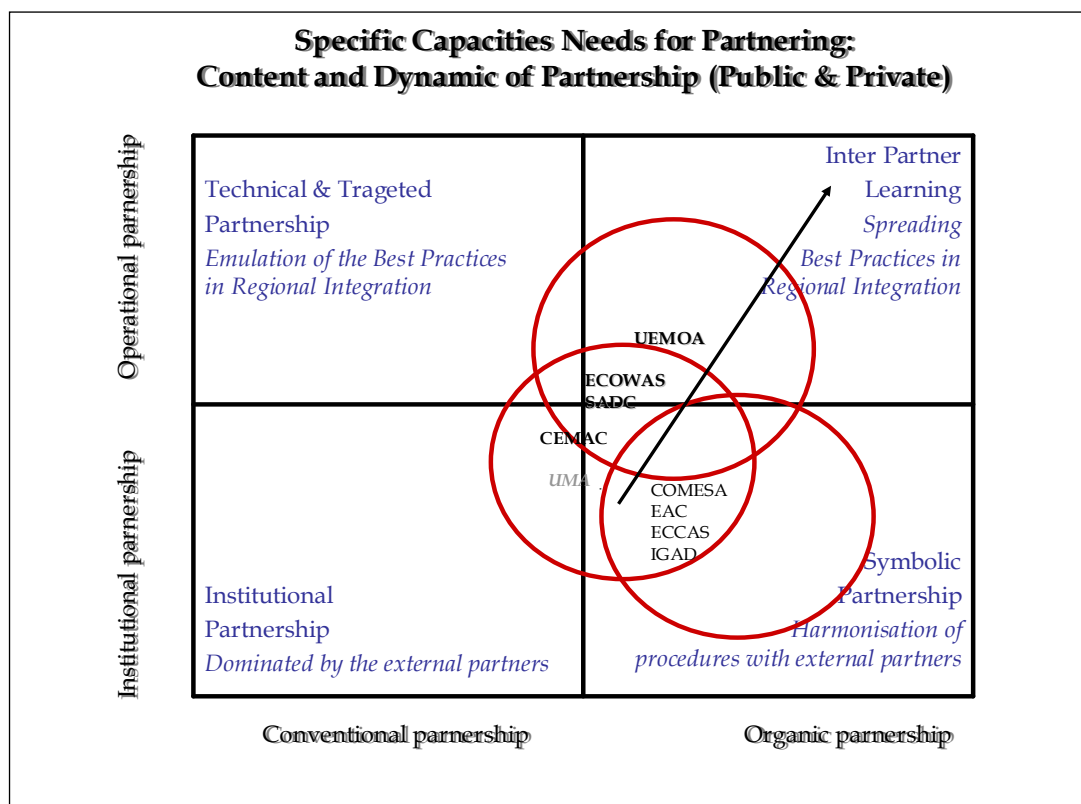
Source: IMF

TOTAL (billions \$US BY 2020)	75.00
Infrastructure (incl. irrigation, water, sanitation, slum upgrading, transport, power)	20.00

(Sources: Commission for Africa Report and World Bank)

Finance support for regional infrastructures projects (NEPAD)							
		Total cost	AfDDB		ADF		WB
2002	7	1 249.99	243.37	1			
2003	8	336,69	156,11	6			
2004	5	133,64	120,31	4			
2005				1			
Total	20			8	195.70	13	495,10

Principal cause is not only the lack of confidence of the Member States in the regional communities but especially the contents and the dynamics of the relationships between Africa with its external financial partners. In fact of partnership, it is a purely symbolic system, since RECs are satisfied to receive subsidies from donors and are not able to collect taxes on trade from the Member States. These subsidies are granted project by project to be easier to carry out and to control.



More and more RECs undertake reforms of their expenditures management system in order to put them at the standards required by the external partners. But beyond its internal reforms, it is all the regional system for financing infrastructures and the growth that need to restructure so to transform RECs in financial actors of the regional integration, thus creating the conditions of the massive surge of aid and financial flows. It will be also necessary to reform the RECs governance so as to increase, accountability, transparency, trust to ensure monitoring and surveillance of the resources utilization.

Capacities needs are for financial engineering with objective to mitigate risks related to massive aid, for negotiation, financial management, reporting and for supply of data with quality and timely.

3.2 Actions

Short term

All RECs Financial Partnership Unit for Infrastructure Networks and Regional Integration

Areas

Design financial system for regional infrastructures, risk management tools, credit schemes for infrastructures access

Undertake fiscal and absorptive capacity studies

Assess networks infrastructure investment needs and finance sources

All RECs Undertake Prospective Evaluation by Experts Panel

Areas

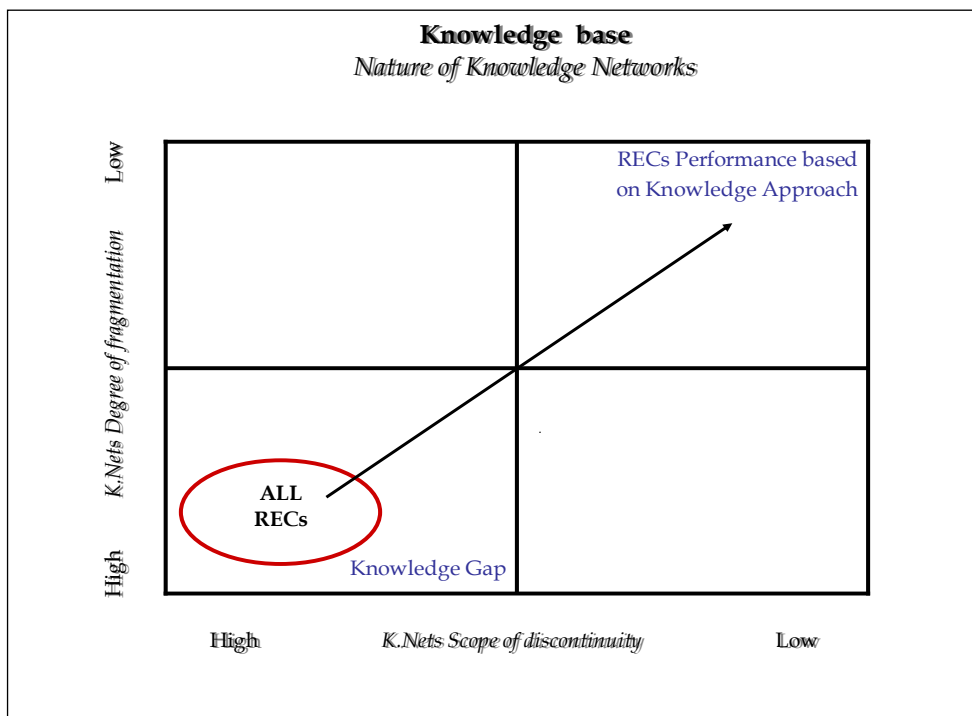
Undertake bi-annual performance evaluation

I.4 Knowledge base

4.1 Key issues, Performance and Knowledge Needs

Capacity needs to build knowledge base relates to the mechanisms by which RECs create and manage the economic resources, set up networks of analysis, develop performance grid measurement and indicators, data banks and software.

The observations carried out on the ground show that without exception, all RECs are with a position far away from best practice in this field. In the better case, they have a library with litter frequentation. In the absence of large band Internet, staff cannot accede to macroeconomic resources centers which hold up to date and put on line all the publications of world interest.



The installation of the transafrican infrastructures networks on the strategic axes of Africa provides the base to carry out a growth rate of 7% in Africa in 2015 and one substantial will increase intra and inter regional trade. RECs will be confronted with still new problems, of macroeconomic management, investment management and governance in particular to fight against the corruption on a large scale, to correct the regional disparities, to reduce the inequalities and to slow down the brain drain. To maintain the benefits of the regional integration and to scale up them, it will be necessary to increase the economic knowledge base in fields where the creation and the diffusion of the knowledge are carried out at an extraordinary speed.

4.2 Actions

Medium term

All

RECs Build TransAfrican Knowledge Networks for NEPAD and Infrastructures Economics (TRAK-NETs)

Areas

Cross-sectoral diagnostics and regional studies (oil)

Foresight studies

Capacity need assessment

Macroeconomic policy analysis, modeling, coordination and management

Knowledge creation and management

Knowledge based performance approaches

All

REC

Strengthen inter-RECs Linguistic Exchanges and Cooperation

Areas

Langue lab

All

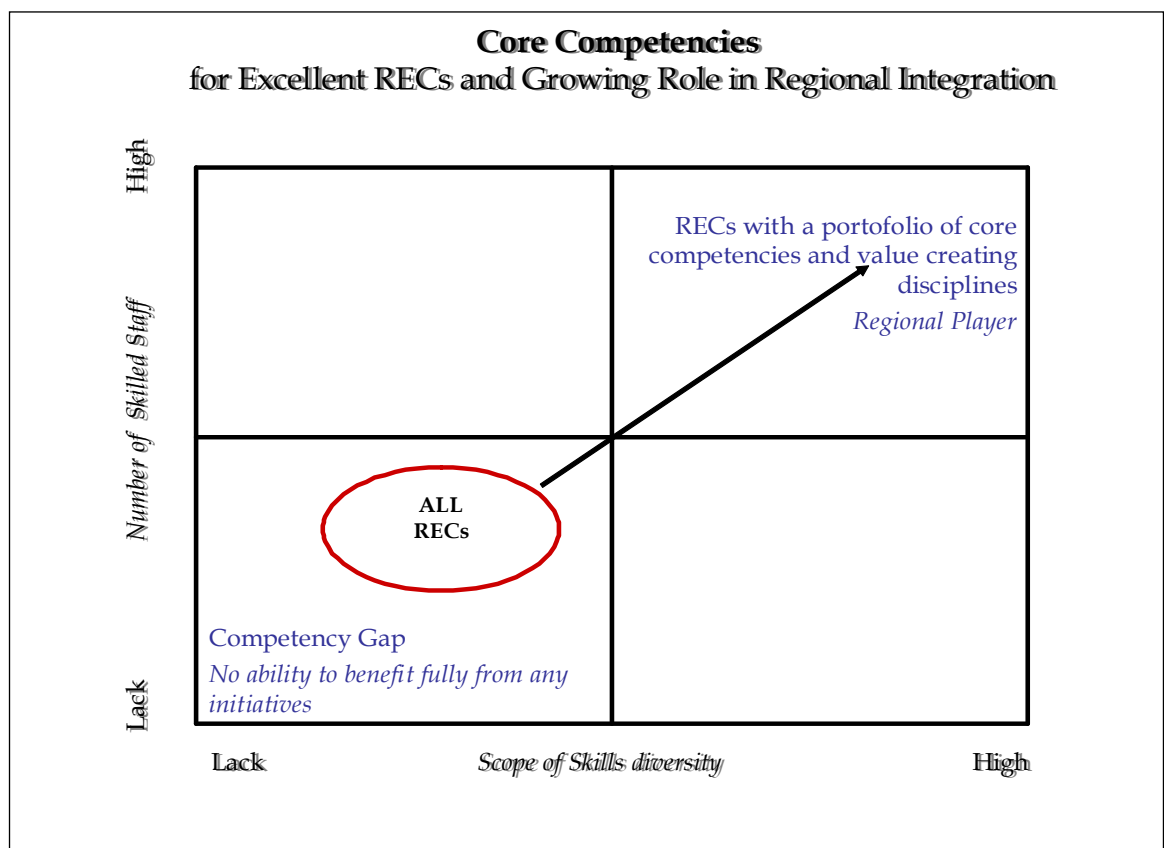
REC

Build and Connect RECs Digital Libraries

I.5 Core Competence

5.1 Key issues, Performance and Core Competence Needs

The performance of RECs as regards overall regional economic management is widely dependant on the quality of human resources available but especially on opportunities to embed the *value creating disciplines* and the best practice which characterize excellent and high performed organizations. The review reveals the existence of a competency gap in all RECs, and which in some are unacceptatable (ECCAS). The majority of the RECs staff come from national administrations and are short with management practices PPP, outsourcing, benchmarking, randomization, performance based remuneration, knowledge based performance, business intelligence, Web mining, CRM, Just in time and the quality circles, social responsibility.



The rare networks to which they have access have a structure fragmented and comprise important discontinuities. It is the case of the network of economists or policy analyst which is generally limited to a group of people without necessary logistics. The linguistic barriers limit also the possibilities of exchange, in particular between RECs French-speaking people and RECs English-speaking when they do not worsen the possibilities for the staff of the first of benefiting from the scientific and

technical production carried out in the Anglophone countries.

The highest skilled are often tempted to join the projects which offers more flexibility and incentives to them. This fly of competences constitutes one of the plagues which prevent RECs from achieving their goal with limited resources.

Building process aims at transforming the Regional Economic Community into core of competence having the critical mass of professionals highly qualified to insufflate with the whole of the continent dynamism and autonomy.

5.2 Actions

Medium term

All RECs Build Outsourcing Capabilities for selected functions, services and contracts

All RECs Embed Core Business Competencies onto RECs Activities

All RECs Strength Human Capital, Attract and Retain Skilled Staff

Annex

STAP I : Mapping Projects Performance

RECs	Sector	projects	Achievements		
			Project technology assessment	Project Design	Project Implementation
ALL REGIONS	ENERGY SECTOR Capacity Building (Regional)	AFREC Operationalisation & REC Capacity Building	To be completed		
ALL REGIONS	ENERGY SECTOR Capacity Building (Regional)	Africa Energy Information System & Planning Tools			
ALL REGIONS	ENERGY SECTOR Capacity Building (Regional)	Training of Energy Experts			
ALL REGIONS	ENERGY SECTOR Facilitation (Regional)	Policies and Strategies			
ALL REGIONS	ENERGY SECTOR Facilitation (Regional)	Energy Protocol			
ALL REGIONS	ENERGY SECTOR Facilitation (Regional)	Cooperation in new and renewable energy			
ALL REGIONS	ENERGY SECTOR Facilitation (Regional)	Cooperation in improving energy efficiency & reliability of supply			
ALL REGIONS	ENERGY SECTOR Facilitation (Regional)	Cooperation in Oil and Gas trade, refining/ processing			
ALL REGIONS	ENERGY SECTOR Facilitation (Regional)	Cooperation in rural energy			
ALL REGIONS	ICT	RASCOM GIC's			
ALL REGIONS	ICT	Equipment Manufacturing			
ALL REGIONS	ICT	Global Participation			
ALL REGIONS	ICT	ICT Human Resource Dev.			
ALL REGIONS	ICT	ICT Institutions Strengthening			
ALL REGIONS	ICT	Umbrella Initiative for ICT Exploitation (e-Commerce, e-School, e-Health, e-Education, etc)			
ALL REGIONS		Support to Other New and Existing River Basin Organizations			
ALL REGIONS		Strengthening of the ABN Interstate Forecast Centre			
ALL REGIONS	WATER SECTOR	Study to Improve Financing Mechanism for Development of the Water Sector			

ALL REGIONS	Transport Sector - Facilitation Institutional Support	Capacity building of regional associations (Transporters- rail, road and port-and service providers- C& F agents and Customs authorities) and stakeholders forums/ trade facilitation committees, based on NC and West Africa experiences			
ALL REGIONS	Transport Sector - Facilitation Institutional Support	Disseminate best practices from Northern Corridor & SADC and facilitate exchange of experiences among RECs			
ALL REGIONS	Transport Sector - Aviation Institutional and physical	Support for the liberalization (consolidating gains from implementation of the YD and restructuring: (i) Regional coordination and exchange of information and best practices. (ii) Support to individual countries: - regulatory capacity building & upgrading airport security. (iii) Upgrading airport infrastructure and related facilities to category 1 standard, initially with two main hubs per major REC (total 10)			
ALL REGIONS	Transport Sector - Aviation Institutional and physical	GNSS project- implementation of test bed - Installation of ground infrastructure			
ALL REGIONS		Joint safety oversight units - short term			
ALL REGIONS	Transport Sector - Aviation Studies	Upper Airspace Control Centers (UACC)			
Angola and D.R.Congo	Transport Sector - Aviation Studies	Undertake an Aviation Infrastructure needs Assessment Study			
COMESA	ICT	Comesa COMTEL			
COMESA/EAC	ENERGY SECTOR STUDIES	Sub-Regional Interconnections - East Africa			
COMESA/EAC	ICT	ICT Policy Harmonization in East African region			
COMESA/EAC	Transport Sector - Facilitation Institutional Support	Eastern Africa: Implementation of a sub-regional overload control program in transit corridors			
COMESA/EAC	Transport Sector - Facilitation Institutional Support	Implementation of one-stop border posts along Northern based on experience of the Trans Kalahari & Maputo Corridors			
COMESA/EAC	Transport Sector - Facilitation Institutional Support	Implementation of one-stop border posts along two other SADC corridors, based on experience of the Trans Kalahari & Maputo Corridors			
COMESA/IGAD	ENERGY SECTOR Power Systems Projects	Ethiopia-Sudan Interconnection			

COMESA/IGAD	ENERGY SECTOR GAS/OIL TRANSMISSION PROJECTS	Kenya-Uganda Oil Pipeline			
COMESA/IGAD	WATER SECTOR	Water Resource Planning and Management for the Nile Basin			
COMESA/IGAD	Transport Sector - Studies	Feasibility study of the Ethiopia-Djibouti railway and design of new container terminal in Addis Ababa, and acquisition of container handling equipment for Djibouti port			
DRC	Transport - Institutional Rehabilitation	Assessment and urgent rehabilitation Congo river navigation: ports, nav aids,			
EAC	Transport Sector - Railways Institutional Support	Kenya Railways: Support for the restructuring through concessioning, including providing TA for strategy, formulation, regulatory capacity building and provision of transaction advisors.			
EAC	Transport Sector - Railways Institutional Support	Uganda Railways: Support for the restructuring through concessioning, including providing TA for strategy, formulation, regulatory capacity building and provision of transaction advisors..			
EAC	Transport Sector - Physical Projects	Rehabilitation of Malaba-Kampala railway (250kms), including bridges			
EAC	Transport Sector - Physical Projects	Improvement of railways infrastructure in support of concessioning of the three EAC railways			
EAC/COMESA		EAC Northern Corridor (Mombasa-Bachuma Gatei)			
EAC/COMESA	Transport Sector - Roads-Physical Road Corridor Projects	EAC Northern Corridor (Sultan Hamud-Nairobi)			
EAC/COMESA		EAC Northern Corridor (Mau Summit-Kisumu-Yala)			
EAC/COMESA	Transport Sector - Roads-Physical Road Corridor Projects	EAC Northern Corridor (Kigali-Gisenyi)			
EAC/COMESA		EAC Northern Corridor (Dodoma-Manyoni)			
EAC/COMESA	Transport Sector - Roads-Physical Road Corridor Projects	EAC Northern Corridor (Manyoni-Singida)			
EAC/COMESA		EAC Northern Corridor (Nzega-Isaka)			
EAC/COMESA	Transport Sector - Roads-Physical Road Corridor Projects	EAC Northern Corridor (Lusahunga-Kobero)			
EAC/COMESA		Mombasa-Nairobi-ADDIS - (Isiolo-Moyale)			

EAC/COMESA	Transport Sector - Road Studies	EAC Northern alternative Corridor - (Arusha-Namaga-Athi River).			
EAC/COMESA	Transport Sector - Road Studies and Preparation for PPP Concession or BOT	EAC Northern Corridor (Mombasa-Nairobi)			
EAC/COMESA	Transport Sector - Railways Institutional Support	Tanzania-Zambia (TAZARA) Railways: Support for the restructuring through concessioning, including providing TA for strategy, formulation, regulatory capacity building and provision of transaction advisors.			
EAC/COMESA	Transport Sector - Facilitation Institutional Support	Eastern Africa: Implementation of the observation in Road corridors for monitoring, benchmarking of performance, identifying problems and lobbying for corrective measures			
ECCAS	ENERGY SECTOR STUDIES	Grand Inga Integrator			
ECCAS	ENERGY SECTOR STUDIES	Sub-Regional Interconnections - Central Africa			
ECCAS	ICT	ICT Policy Harmonization in Central African region			
ECCAS		Water Resource Management in Central Africa			
ECCAS		Douala- Bangui (Garoua Boualai (Cameroun) -Boaoro (RCA))			
ECCAS	Transport Sector - Road Studies	Pointe Noire -Brassaville - (Pointe Noire-Dolisie-Kinkala-Brazzaville)			
ECCAS		Kinshasa-Brazzaville - (Road-Rail bridge)			
ECCAS	Transport Sector - Facilitation Institutional Support	Central Africa: Implementation of the observation in Road corridors for monitoring, benchmarking of performance, identifying problems and lobbying for corrective measures			
ECCAS/SADC	ENERGY SECTOR STUDIES	DRC-Angola-Namibia Interconnection			
ECCAS/SDAC	Transport Sector - Post-Conflict Road Maintenance and Reconstruction Programs	DRC road maintenance/ rehabilitation and institutional support and coordination for program planning, procurement and implementation			
ECOWAS	ENERGY SECTOR Power Systems Projects	West Africa Power Pool (WAPP) Program			
ECOWAS	ENERGY SECTOR	West Africa Gas Pipeline (WAGP)			

	GAS/OIL TRANSMISSION PROJECTS				
ECOWAS	ENERGY SECTOR STUDIES	Sub-Regional Interconnections - West Africa			
ECOWAS	ICT	Ecowas Interconnection			
ECOWAS	ICT	ICT Policy Harmonization in West African region			
ECOWAS	WATER SECTOR	Action Plan for Integrated Water Resource Management in West Africa			
ECOWAS		Rural Water Supply and Sanitation Program in the Niger Basin			
ECOWAS	Transport Sector - Roads-Physical Road Corridor Projects	Trans-Sahara - Lagos-Niger Corridor (Agdes-Zinde - Nigeria Border)			
ECOWAS	Transport Sector - Roads-Physical Road Corridor Projects	Trans-Sahel - Dakar-Bamako (Kati-kati-Sarya-Senegal border)			
ECOWAS		Lome- Ouagadougou (Kate-Burkina border)			
ECOWAS	Transport Sector - Roads-Physical Road Corridor Projects	Trans Cortiere Coastal Highway - Togo-Ghana (Akatsi-Doso)			
ECOWAS		Trans Cortiere Coastal Highway - Guinea-Guinea Bissau (Boke-Quebo			
ECOWAS	Transport Sector - Studies	Feasibility study for railways interconnection in West Africa			
ECOWAS	Transport Sector - Facilitation Institutional Support	West Africa: Implementation of the observation in Road corridors for monitoring, benchmarking of performance, identifying problems and lobbying for corrective measures			
ECOWAS/EAC/COMESA	Transport Sector - Facilitation Physical	Establishment and improvement of ICDs using PPP ARRANGEMENTS			
ECOWAS/ECCAS	Transport Sector - Roads-Physical Road Corridor Projects	Yaounde-Nigeria (Yaoundé-Mumfi- Ekok-Enugu Road)			
ECOWAS/UMA	ENERGY SECTOR STUDIES	Nigeria-Algeria Gas Pipeline			
IGAD	WATER SECTOR	Integration of IGAD-HYCOS			
IGAD	Transport Sector - Facilitation Studies	Development of Sub-regional PPP strategy and facilitation for financing and management of infrastructure and transport services, based on practices in other RECs and elsewhere.			
IGAD/COMESA	Transport Sector - Roads-Physical Road Corridor Projects	Djibouti-Addis (North) - Dobi-Galafi- Yoboki			
IGAD/COMESA	Transport Sector	Djibouti-Addis - (Dire-Dawa -			

	- Road Studies	Djbele-Djibouti)			
Mozambique	Transport Sector - Physical Projects	Rehabilitation of of 77 kms between Cuamba and Entre Lagos along Nacala corridor within context of concessioning			
SADC	ENERGY SECTOR Power Systems Projects	Mepanda Uncua Hydropower			
SADC	ENERGY SECTOR Power Systems Projects	Mozambique-Malawi Inter-connection			
SADC	ENERGY SECTOR STUDIES	Sub-Regional Interconnections - South Africa			
SADC	ICT	SADC SRII			
SADC	ICT	ICT Policy Harmonization in Southern African region			
SADC	WATER SECTOR	Support for Development of National Water Sector Policies and Strategies in the SADC region			
SADC		Water Resource Assessment in the SADC region			
SADC		Mtwara Corridor - Unity Bridge			
SADC	Transport Sector - Road Studies and Preparation for PPP Concession or BOT	Nacala Corridor - (Nacala Port to Malawi)			
SADC	Transport Sector - Road Studies and Preparation for PPP Concession or BOT	Mtwara Corridor - (Mtwara Port-Unity Brdge-Mbamba Bay)			
SADC	Transport Sector - Post-Conflict Road Maintenance and Reconstruction Programs	Angola road reconstruction/rehabilitation program, institutional and project program planning and implementation support			
SADC	Transport Sector - Railways Institutional Support	Swaziland Railways: Support for the restructuring through concessioning, including providing TA for strategy, formulation, regulatory capacity building and provision of transaction advisors.			
SADC	Transport Sector - Studies	Undertake needs assement study for Angola and D.R Congo for rehabilitation of the Benguela railway corridor system			
SADC	Transport - Inland Waterways Institutional Support	Lake Malawi (Malawi, Tanzania, Mozambique)- Status and need assessment for legislation, safety, search and rescue capacity based on similar assessment underway			

		for lake Victoria with support.			
SADC	Transport - Inland Waterways Institutional Support	Lake Tanganyika (DRC, Tanzania, Burundi, Zambia). - Status and need assessment for legislation, safety, search and rescue capacity based on similar assessment underway for lake Victoria with support.			
SADC	Transport - Study/PPP	Modernization and expansion of Mpulungu port (South of lake Tanganyika, Zambia) managed under PPP concessioning			
SADC	Transport - Study/PPP	Malawi Lake Service: vessels and port facilities (Nkhata-Bay, Chilumba& Chipoka			
SADC	Transport Sector - Facilitation Institutional Support	Southern Africa: Implementation of the observation in Road corridors for monitoring, benchmarking of performance, identifying problems and lobbying for corrective measures			
SADC	Transport Sector - Facilitation Institutional Support	Southern Africa: Implementation of a sub-regional overload control program in transit corridors			
SADC & EAC ASECNA Countries	Transport Sector - Aviation Institutional and physical	Upper Airspace Control Centers (UACC)			
SADC, COMESA, ECCAS	ICT	East African Submarine Cable System (EASSy)			
SADC, COMESA, ECOWAS, ECCAS	ICT	Use of SAT3/WASC/SAFE			
SADC/COMESA	Transport Sector - Roads-Physical Road Corridor Projects	Trans Kalahari - Kazungula bridge over Zambezi river			
Sub-Regions	Transport Sector - Railways Institutional Support	Taking stock of the experience so far and using for exchange of experiences and mitigation possible potential causes of possible future failures			
UMA	ENERGY SECTOR Power Systems Projects	Algeria-Morocco-Spain Interconnection (Strengthening)			
UMA	ENERGY SECTOR Power Systems Projects	Algeria-Spain Interconnection & Algeria Gas-fired Power Station			
UMA	ENERGY SECTOR GAS/OIL TRANSMISSION PROJECTS	Libya-Tunisia-Gas Pipeline			
UMA	ENERGY SECTOR STUDIES	Sub-Regional Interconnections - North Africa			
UMA	ICT	ICT Policy Harmonization in North African region			
UMA	WATER SECTOR	Combating Draught and desertification in the Maghreb Region			
UMA		Maghreb Motorway - Khemis Meliana-Boumedfa			

UMA	Transport Sector - Roads-Physical Road Corridor Projects	Maghreb Motorway - El Adjiba-Bordj Bou Arredj			
UMA	Transport Sector - Road Studies and Preparation for PPP Concession or BOT	Maghreb Motorway - (Aghadir-Marrakech)			
UMA	Transport Sector - Road Studies and Preparation for PPP Concession or BOT	Maghreb Motorway - (Fes-Oujda)			
UMA	Transport Sector - Studies	Feasibility study of Trans-Maghreb railway system			
UMA	Transport Sector - Facilitation Institutional Support	Northern Africa: Implementation of the observation in Road corridors for monitoring, benchmarking of performance, identifying problems and lobbying for corrective measures			

II. Strategic Plan

Key Issue

To support Africa in meeting 2015 targets, RECs needs to improve delivery, outcomes and value for money programmes.

The challenge is to build framework for regional markets and economic union completion through adequate building process.

Overall Capacity Needs

Capacity needs focus on:

- Basic Capacity Building Programme for each RECs core functions
- Specific Capacity Building Programme for STAP-Infrastructures and MLTSF-Partnership for MDGs achievement
- Knowledge Building Programme for Development and Regional Integration
- Core competence Building programme for regional integration.

IV. Core Competence Needs For Excellent RECs and Growing Role in Regional Integration

E Core Competence

Outsourcing Programme for All RECs

Provide access to wide range of skills through competitive outsourcing for selected business process (including contract management and performance assessment)

Competency Management Programme for each RECs

Embed business competencies approach onto RECs Activities

Development Performance Programme for each RECs

Strength RECs ability to use performance based approach and incentive based management of staff

Performance Targets

Areas and Targets	Indicators
I. CAPACITY NEEDS FOR RECs MANDATE, STAP IMPLEMENTATION AND PARTNERSHIP	
A. Foresight & Policy Unit	Number of influential in-house publications on line
B. STAP-Infrastructures Unit	Benefits in scale economy
C. Financial Partnership Unit for Infrastructure Networks and Regional Integration	Number of programmes supported
D. Experts Panel for External Evaluation	Programmes Quality and Accountability
II. KNOWLEDGE NEEDS FOR INFRASTRUCTURES NETWORKS AND REGIONAL INTEGRATION	
E. TransAfrican Networks for Infrastructures and NEPAD	Number of influential in-house publications on line
F. Linguistic Exchange Programme	Number of skilled staff speaking no less than 2 languages
G. Digital Library	Number of on line consultations, density and exchanges
III. CORE COMPETENCE NEEDS FOR EXCELLENT RECs AND GROWING ROLE IN REGIONAL INTEGRATION	
H. Outsourcing Programme	Number of contracts, services and functions
I. Competency Management Programme	Data on training programmes, rewards and recognition
J. Development Performance Programme	Number of Core Business Functions embedded in RECs activities

Financial Resources Needs (\$US)

3 Axes and 10 Actions to put RECs at centre of STAP/NEPAD Implementation by 2010	
I. CAPACITY NEEDS FOR RECs MANDATE, STAP IMPLEMENTATION AND PARTNERSHIP	28 560 000
A. Foresight & Policy Unit	8 600 000
B. STAP-Infrastructures Unit	16 800 000
C. Financial Partnership Unit for Infrastructure Networks and Regional Integration	3 000 000
D. Experts Panel for External Evaluation	160 000
II. KNOWLEDGE NEEDS FOR INFRASTRUCTURES NETWORKS AND REGIONAL INTEGRATION	3 280 000
E. TransAfrican Networks for Infrastructures and NEPAD	2 000 000
F. Linguistic Exchange Programme	680 000
G. Digital Library	600 000
III. CORE COMPETENCE NEEDS FOR EXCELLENT RECs AND GROWING ROLE IN REGIONAL INTEGRATION	930 000
H. Outsourcing Programme	310 000
I. Competency Management Programme	310 000
J. Development Performance Programme	310 000
TOTAL	32 770 000

RIGHT NOW	SHORT TERM		MEDIUM & LONG TERM		
	2007	2008	2009	2010	
2006	2007	2008	2009	2010	
8 080 000	10 800 000	10 890 000	1 370 000	1 640 000	32 770 000

This amount represent less than 1.6 % of total pledge to close infrastructures gap by 2010to and less than 0.4% of resources required to cover panafrican

Strategic Framework

	Goals		Specifics Objectives
Basic Capacity Needs to Achieve Core Functions	I.A. RECs	Improve Delivery, Outcomes and Value for Money of Programs and Projects	A1 CEMAC: Build Foresight and Policy Unit to promote leadership for Economic and Monetary Union in C. Africa A2 COMESA: ... A3 EAC: A4 ECCAS: Build capacity and trust for Regional Community in Central Africa A5 ECOWAS: Build capacity and trust for Regional Community in West Africa A6 IGAD: A7 SADC: A8 UEMOA: Build Foresight and Policy Unit to promote leadership for Economic and Monetary Union in W.Africa A9 ... A10 ...
	I.B. NEPAD/STAP	Challenge STAP/NEPAD	B Build Infrastructure Unit to support infrastructures networks design and establishment Facilitate projects design and implementation
	I.C. Partnership	Improve Effectiveness and Relevance of Donors Interventions	C Financial Partnership Unit for Infrastructure Networks and Regional Integration D Undertake External Evaluation by Experts Panel
Knowledge Needs For Infrastructures And Regional Integration	II. Knowledge	Build Knowledge Base to Bridge Performance Gap	E Build TransAfrican Networks for Infrastructures and NEPAD for Knowledge creation and management F Strength inter-RECs Linguistic Exchanges and Cooperation G Build and Connect RECs Digital Libraries
Core Competence Needs For Excellent Recs	III. Competencies	Strengthen RECs Human Capital	H Build Outsourcing Capabilities for selected functions, services and contracts I Embed Core Business Competencies onto RECs Activities J Strength Human Capital, Attract and Retain Skilled Staff

Budget Estimation by year (2006-2010) and area (\$US)

					RIGHT NOW	SHORT TERM		MEDIUM & LONG TERM		
	RECs	Person	\$US	Duration	2006	2007	2008	2009	2010	TOTAL
I. CAPACTY NEEDS FOR RECs MANDATE, STAP IMPLEMENTATION AND PARTNERSHIP										
1. Foresight & Policy Unit										
Coordinator	10	1	100 000 /Y	3 Years	1 000 000	1 000 000	1 000 000	0	0	3 000 000
Experts	10	4	70 000/Y	3 Years	2 800.000	2 800 000	2 800 000	0	0	5 600 000
2. STAP-Infrastructures Unit										
Coordinator	10	1	100 000Y	3 Years	2 800 000	2 800 000	2 800 000	0	0	8 400 000
Experts	10	4	70 000/Y	3 Years	2 800 000	2 800 000	2 800 000	0	0	8 400 000
3. Financial Partnership Unit for Infrastructure Networks and Regional Integration										
Coordinator	10	1	100 000/Y	3 Years	1 000 000	1 000 000	1 000 000	0	0	3 000 000
4. Expert Panel Knowledge										
Consultants Pool	10	2	40 000	3 Months	80 000		80 000	0	0	160 000
II. KNOWLEDGE NEEDS FOR INFRASTRUCTURES NETWORKS AND REGIONAL INTEGRATION										
5. TransAfrican Knowledge Networks for Infrastructures and NEPAD										
		40	20 000/Y	5 Years	400 000	400 000	400 000	400 000	400 000	2 000 000
6. Linguistic Exchange Programme										
Coordinator		1	70 000	2 Years	0	0	0	140 000	140 000	280 000
Task Force		10	20 000/Y	2 Years	0	0	0	200 000	200 000	400 000
7. Digital Library										
Coordinator		1	100 000Y	2 Years	0	0	0	100 000	100 000	200 000
Task Force		10	20 000/Y	2 Years	0	0	0	200 000	200 000	400 000
III. CORE COMPETENCE NEEDS FOR EXCELLENT RECs AND GROWING ROLE IN REGIONAL INTEGRATION										
8. Outsourcing Programme										
Expert/Facilitator		1	10 000/W	2 weeks	0	0	0	10 000	100 000	110 000
RECs Experts		20	20 000/W	2 Weeks	0	0	0	100 000	100 000	200 000
9. Competency Management Programme										
Expert/Facilitator		1	10 000/W	2 weeks	0	0	0	10 000	100 000	110 000
RECs Experts		20	20 000/W	2 Weeks	0	0	0	100 000	100 000	200 000
10. Development Performance Programme										
Expert/Facilitator		1	10 000/W	2 weeks	0	0	0	10 000	100 000	110 000
RECs Experts		20	20 000/W	2 Weeks	0	0	0	100 000	100 000	200 000
TOTAL					8 080 000	10 800 000	10 880 000	1 370 000	1 640 000	32 770 000