



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

Zero Draft Report



WAEMU





CONTENT OF THE PRESENTATION

- ▶ Executive Summary
- ▶ Framework
- ▶ Performance and Profile
- ▶ Key Findings on accomplishments and shortfalls
- ▶ Capacity Gap and Needs
- ▶ Recommendations
- ▶ Matters for Discussion



Issue	Scaling up UEMOA as Full REC (REMU) as a building block for NEPAD (STAP & MTLFS)
Performance	Very satisfactory in implementing WAEMU Treaty
Profile	Moving towards a Provider of Regional Economic integration and transactions costs reduction
Capacity Gap	Foresight, SIA, Budget process, KM DM, Multiple language, framework for aid & support
Needs	
Immediate	Foresight & Strategic Planning Units
Short	MTEF, CB & Training Program
Medium	Digital library, Lang Lab
Budget	US\$ 1 155 000 for the 2005-2006, with US\$ 660 000 for the immediate, US\$405 000 within a year and US\$ 90 000 within two years.

Established in 1994

- ▶ Activities start in 1997

Members:

- ▶ Benin, Burkina Faso, Côte d'Ivoire , Mali, Niger, Senegal, Togo
- ▶ Guinea Bissau (1997)

Institutions:

- ▶ The Commission,
- ▶ The Auditors Court,
- ▶ The Community Parliament,
- ▶ The Court of Justice,
- ▶ BCEAO, BOAD



Objectives:

- ▶ To unify national economic areas, to transform the Union into a growing market that is attractive for investors;
- ▶ To strengthen member states' macro-economic framework through harmonizing their economic policies, in particular budgetary policies, as well as through strengthening their common currency.



Activities focus:

- regional integration, economic governance and establishment of an open and competitive market.

Separation of powers

- in the drafting of additional bills, drawing up regulations, establishing guidelines, taking decisions and opinions.

Staff: 236

- 19 members of the different bodies, 217 civil servants.
- 91 Senior and 52 middle managerial staff and people



What is WAEMU: REC, Sub-REC or IGO?..

West African Economic and Monetary Union	Bénin, Burkina Faso, Côte d'Ivoire,	Guinée Bissau, Mali, Niger, Sénégal, Togo
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1. Countries members of 1 REC
2. Countries members of 2 RECs
3. Countries members of 3 RECs (CEDEAO, WAEMU, CEN SAD)
4. Countries members of 4 RECs

...EMU of course



Heads of State Conference

Council of Ministers

**President of the
Commission**

DDRE

DEMIAT

DPFDC

DATC

DPE

DDFSCI

DDS

*Departments
attached to the
Chairman's Office*

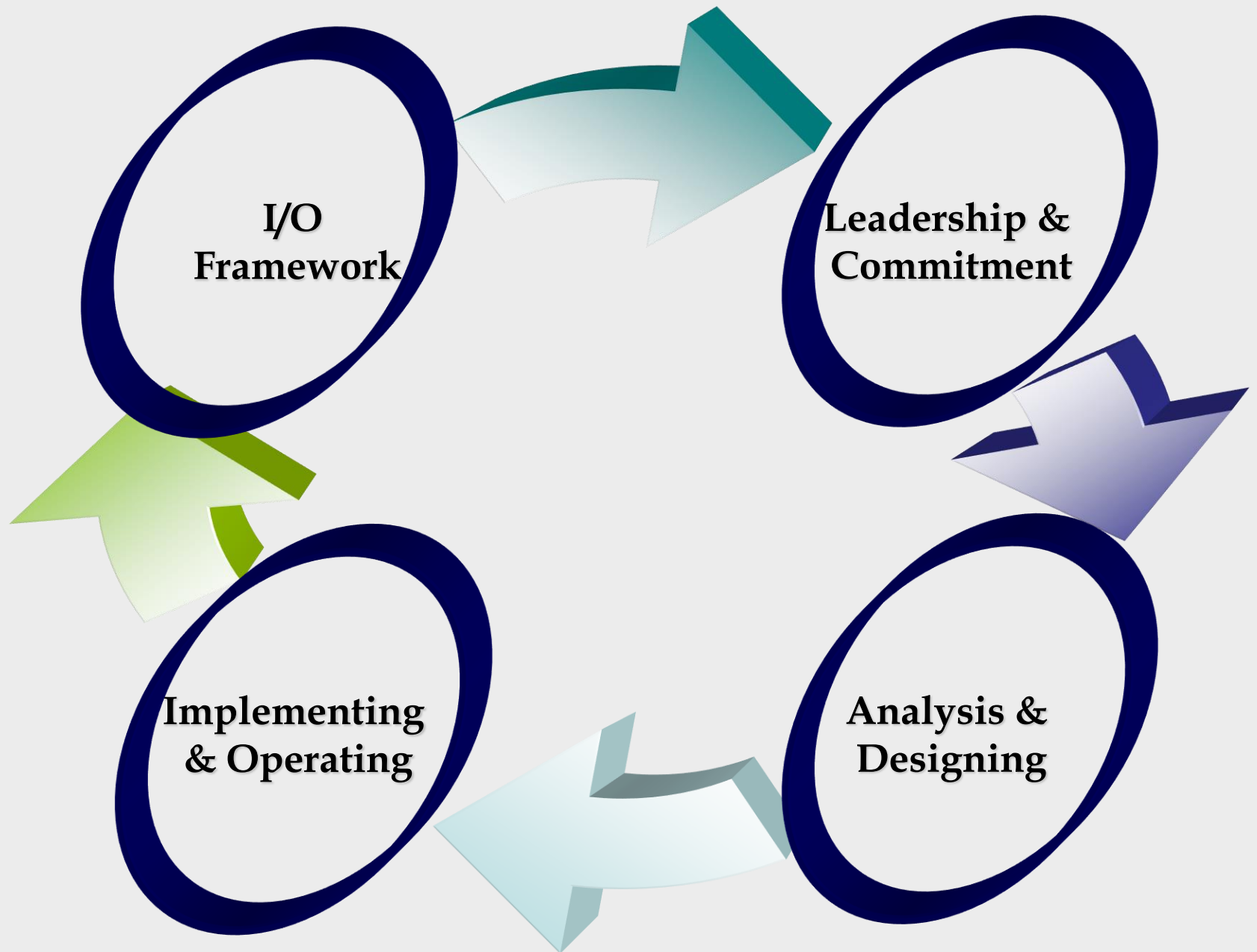
Structure



- Performance Grid/Rating and Metric Tracking System
- Regional Integration Process & Style
- Institutional Profile & Type of CB Program

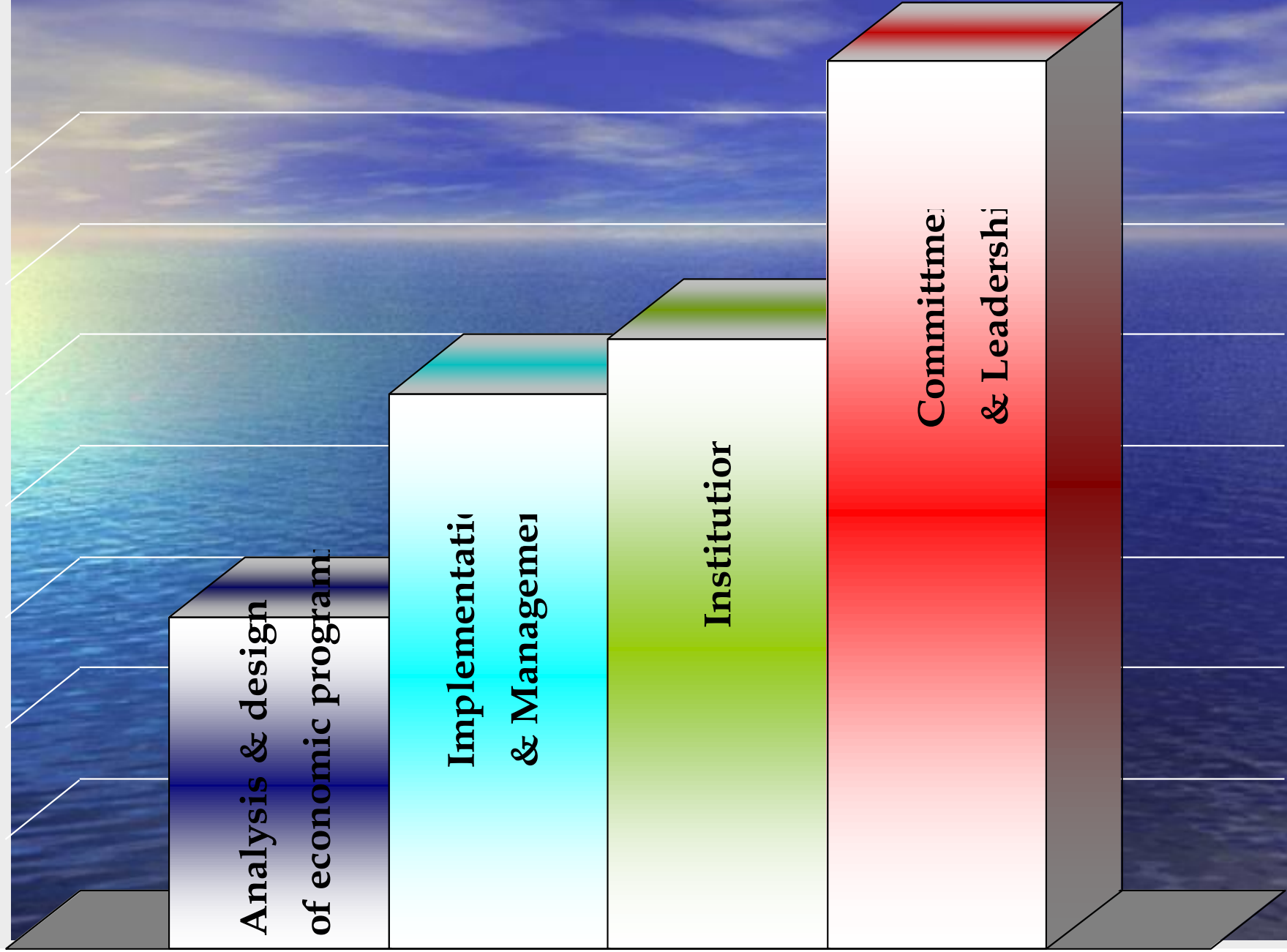


Methodology





By Merit Order : Overview





Overall Performance

More than Satisfactory

Rate

Commitment & Leadership

More than Sat

Institutions

More than Sat.

3.24

More than Sat.

Implementing & Operating

Satisfactory

Analysis & Design Programs



Performance Rate bonus

Very Satisfactory

Solidarity

Focus on Economy

PCS, REP

HIPC



Pace of Integration by REC

(Source: Aria 2002)

Above
average

Average

UEMOA

6.6%

CEMAC

4.7%

ECOWAS

6.3%

CEN-SAD

4.6%

SADC

6.0%

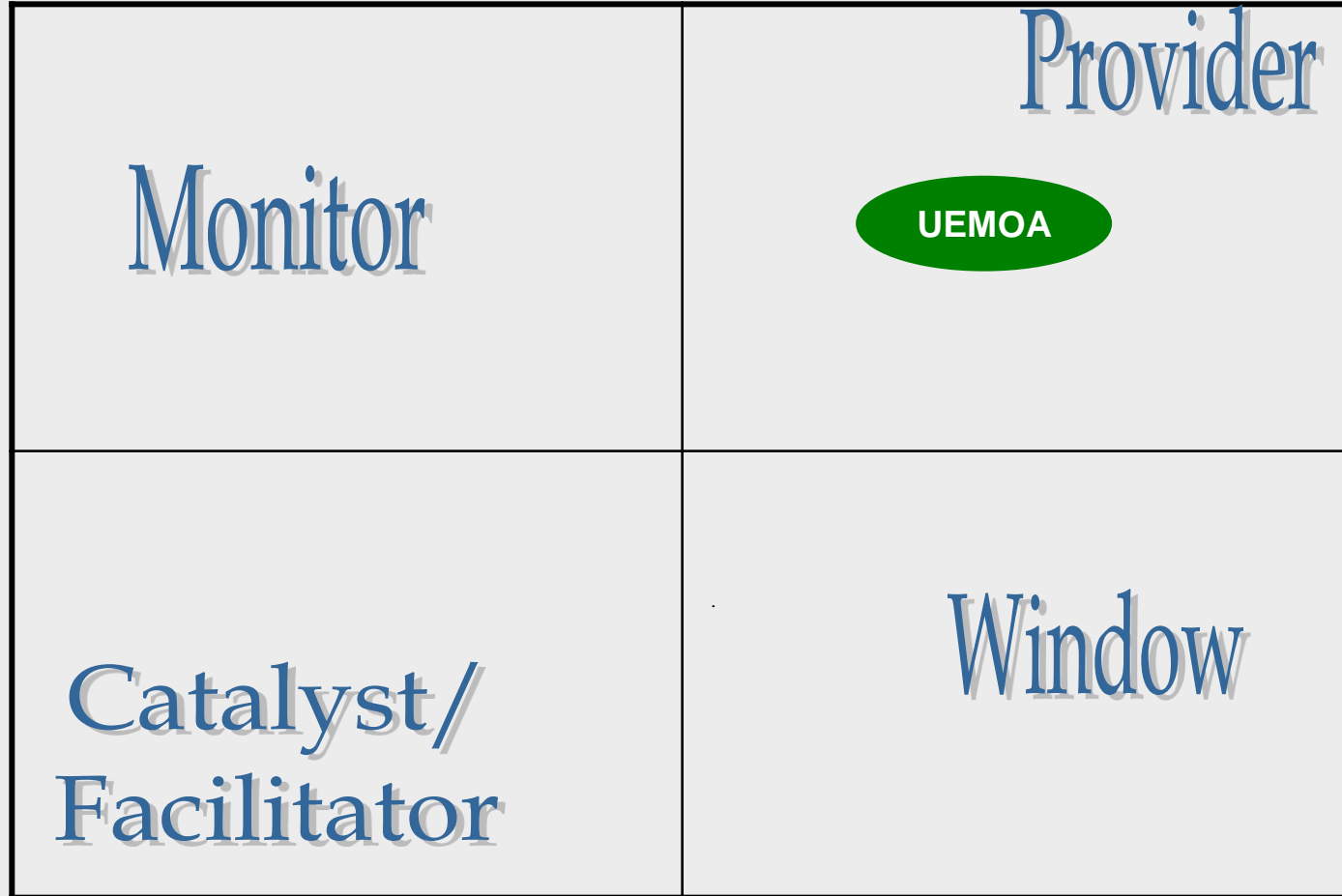
UMA

4.2%



- Commitment & Leadership +

- Institutional & Organizational F. +



- Implementation and Management +

- Analysis and Design Programs +



- WAEMU move forward in various areas:
- free movement of people, freedom to take up residence, to provide services as well as the right to establish oneself in business;
 - the improved operation of the Prélèvement Communautaire de Solidarité
 - completing the Regional Economic Program and seeking the requisite funding from the development partners;
 - communication through the Union's media to cover all sectors of economic life
 - concretizing the guidelines.



➤ WAEMU face difficulty in as a fully-fledged REC,

➤ preeminence of ECOWAS

➤ Hence the strong impression amongst the Commission's staff UEMOA is not directly with NEPAD and especially with PACT, and more so because ECOWAS was the organization nominated by the West African Heads of State to be the implementing framework for NEPAD.



Strengths for Further Development

- All the resources are devoted to achieving the objective of regional economic integration.
- the only experience of adapting and institutionalizing the Economic and Monetary Union concept outside of Europe.
- confidence of external partners
- Treaty confers extensive competence to finance and implement projects and programs.
- Critical mass of high-level experts to accomplish these tasks.



- The majority of areas of expertise required to carry out regional projects are covered. Women hold senior managerial posts at the level of Commissioners.
- The statutory bodies are in regular operation and reports are ready on time.
- Economic and effectiveness criteria are dominant in staff management and in infrastructure.



Weaknesses Identified

- Weak interaction between the Commission and NEPAD;
- Poor capacity to prioritize and for strategic programming;
- The dilapidated state of the building;
- Limited use of ITC;
- Not much interest given to human resources, languages, training, establishing networks, and knowledge management



Weaknesses Identified

- The Existing analysis and design capacity does not allow for identifying and specifying the overall stakes and challenges facing UEMOA.
- Strategic issues do not form part of in-depth analyses and reports to the decision-making bodies:
 - the hierarchy of standard within the Union;
 - progressive dollarisation around the FCAF Zone;
 - globalization and rise in the price of petroleum issues around the Gulf of Guinea
 - regional powers strategy in West Africa (South Africa, Libya, Morocco)

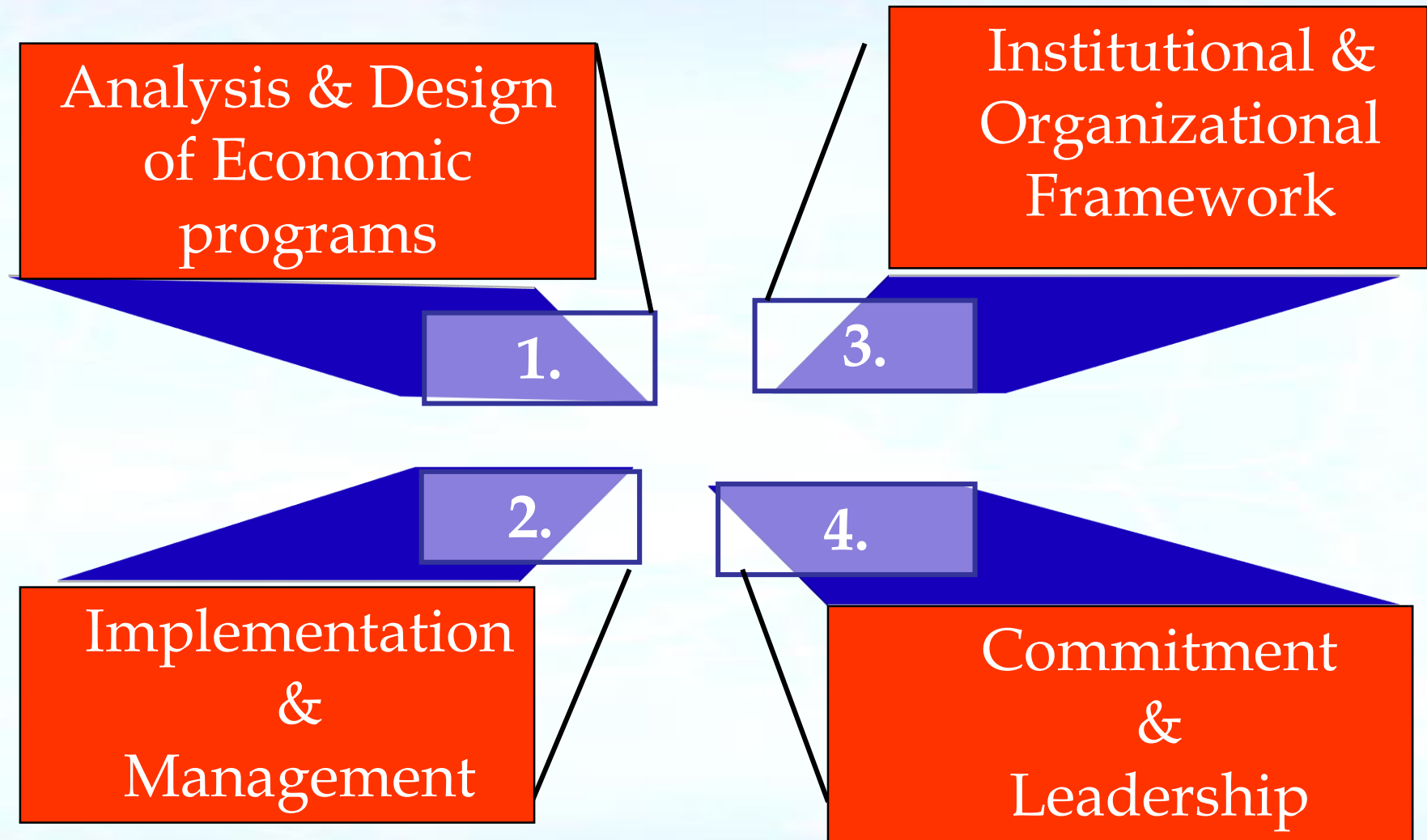


➤ Great strides have been made in modernizing the institution's management:

- Project to refurbish and extend the office building to make it more functional;
- Full replacement of the computer system is under way;
- An organizational audit with a view to rationalizing the structures and making them coherent with that of the missions;



- A financial audit to build financial implementation capacity and designed on a medium term basis using a program;
- Recruitment under way of staff to bridge the gap in strategic areas: forecasting and planning, forward-looking management of human resources, management of information systems;
- Improvement of salaries.



Term Needs

Immediate:

Foresight and Strategic Programming Unit
Econ Env, Poverty Sust. Impact Ass, EEP
SIA

Capacity building program in international
coordination and negotiation Language
Laboratory

Framework for external partnerships and
support

Training in policy analysis, modeling,
management, data-mining

Short:.....

Medium:

Knowledge management system

Digital library project & Centers of
Excellence

Term Needs

Immediate:

To speed up the adoption of the REP by non-governmental stakeholders

To involve CSO in drawing up REP strategy SRP

A strategic monitoring unit for PACT in the UEMOA Zone

communication strategy

Reporting standards.

Recruitment of experts (about fifty officers) women

Short:.....

Medium:.....

2.

Implementati
on &
Management

Immediate:.....

Short:

- Critical assessment of EMU governance
- To realigning organization chart, missions
- Outputs-based performance annual plan
- Incentive remuneration scheme
- map the skills and know-how available
- building audit
- NICT strategic plan

Medium:.....



Term Needs

Term Needs

Immediate:.....

Short:

Consultation experts on the stakes of the UEMOA

Permanent M&E framework for financial resources.

Budget based objectives & strategy

Dialogue between the bodies and CSO leaders on UEMOA's vision

Process for the vision and the strategic plan, MTEF and the communication plan

Monitoring, and Early warning and Prevention system to detect weaknesses in the implementation of programs at country level and mitigate their effects

Medium:.....





Term Needs

US\$	Immediate	Short	Medium
Total	2005	2006	2007
1 155 000	660 000	405 000	90 000



Summary of needs and resource requirements

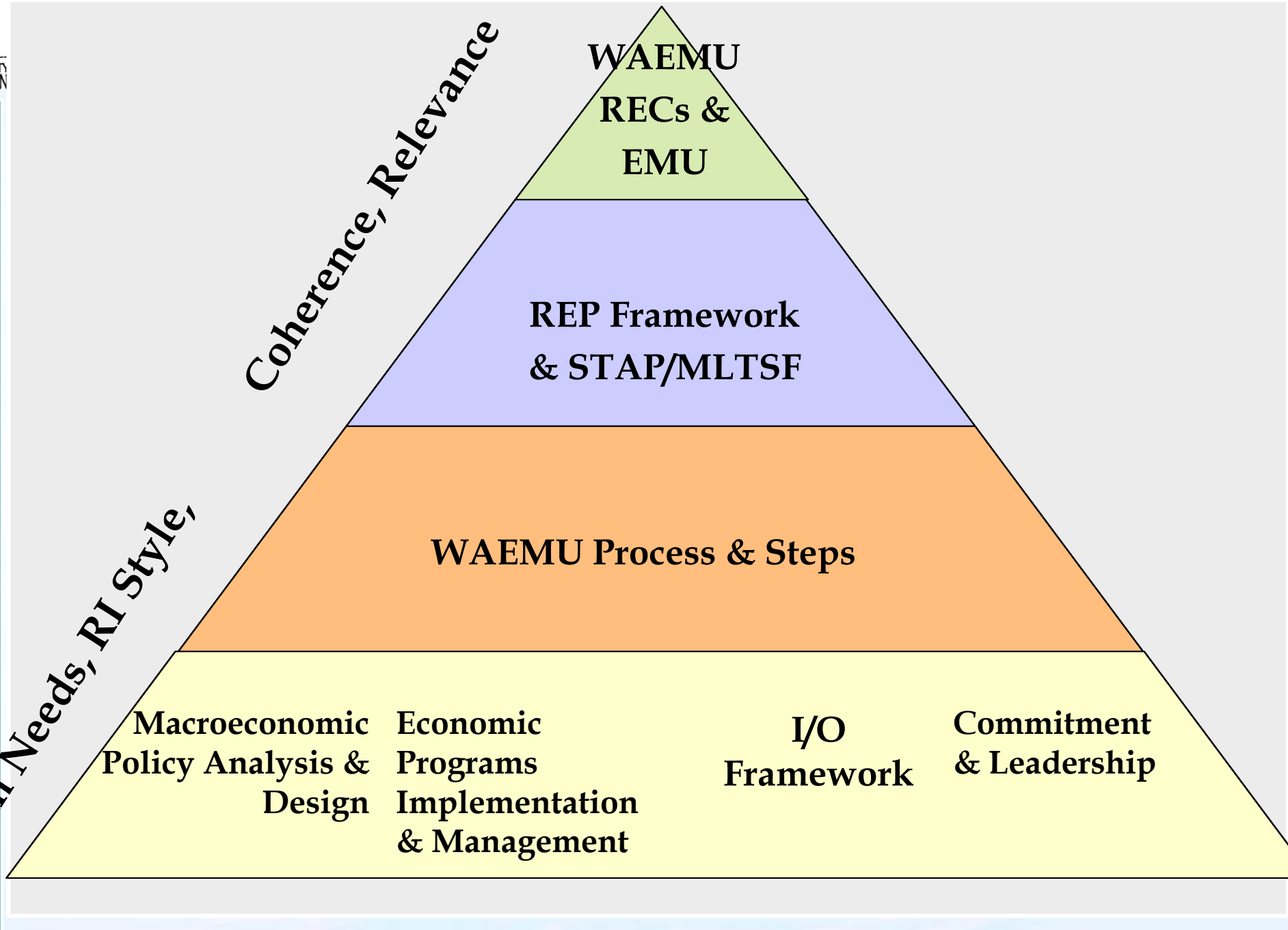
Term Needs	US\$	Immediate	Short-term	Medium
	Total	2005	2006	2007
Consultants' services				<i>na</i>
Advisory services and studies 53 d/m x 15 000 \$US	780 000	570 000	210 000	
Monitoring and Evaluation 1 d/m X 15 000 \$US	15 000		15 000	
Experts' services 24 d/m				
Regional experts 24 x 15 000 \$US	360 000	90 000	180 000	90 000
Missions to external partners*				<i>fn</i>
Operations *				<i>fn</i>
Permanent experts				
Social expenditure				
Facilities*				
Language laboratory				
IT installations				
Building and works*				<i>fn</i>
Building				
Total	1 155 000	660 000	405 000	90 000



Matters for Discussion

Coherence, Relevance

Term Needs, RI Style,





END