

ECA/SRO-WA
ECONOMIC COMMISSION FOR AFRICA
SUB-REGIONAL OFFICE FOR WEST AFRICA



CEA/BSR-AO
COMMISSION ECONOMIQUE POUR L'AFRIQUE
BUREAU SOUS-REGIONAL POUR L'AFRIQUE DE L'OUEST

ECONOMIC COMMUNITIES OF
WEST AFRICAN STATES



COMMUNAUTES ECONOMIQUES DES
ETATS DE L'AFRIQUE DE L'OUEST

GOVERNMENT OF THE REPUBLIC OF MALI



GOUVERNEMENT DE LA REPUBLIQUE DU MALI

Call for Partnership

**Reshaping Governance System in West Africa to “Delivering as One”:
Building Capable, Accountable and Responsive States across West Africa**

Date: November 26 to 30, 2007 (tentative)
Venue: Hotel Salam (tentative)
Bamako, Mali (tentative)

Organized by

ECA-Subregional Office for West Africa

ECOWAS Commission

Malian Government

What is the Context for the Call for Partnership?

Within the framework of the Partnership Agreement signed on August 17, 2007 between the Economic Community for West African States (ECOWAS) Commission and the Subregional Office of the United Nations Economic Commission for Africa (UNECA) for West Africa (SRO-WA), SRO-WA is calling for partnership to help promote a good governance system in states across the West African subregion. This partnership is carried out within the framework of the future Forum of West African Intergovernmental Organizations (FWAIGOs), the Forum of West African Business Communities (FWABCs), the Forum of West African Civil Society Groups (FWACSGs) and the Network of West African United Nations Country Teams (WAUNCTs).

Whether states are effective or not - whether they are capable of helping business grow, and of delivering services to their citizen, and are accountable and responsive to them - is the single most important factor that determines whether or not successful development takes place. Good governance requires: capability - the extent to which government has the money, people, will and legitimacy to get things done; responsiveness - the degree to which government listens to what people want and acts on it; and accountability – the process by which people are able to hold government to account.

Hilary Benn, DFID, 2006, www.dfid.gov.uk.

Under the call for partnership, Good Governance System (GGS) for West Africa is understood to help promote Public-Private Partnership that will help ensure that successful development takes place in states across the subregion covered by ECOWAS to result:

1. Making each state across the subregion effective that is:
 - a. **Capable:** the extent to which government has the money, people, will and legitimacy to get things done;
 - b. **Responsive:** the degree to which government listens to what people want and acts on it, and
 - c. **Accountable:** the process by which people are able to hold government to account.
2. Repositioning West Africa to help:
 - a. Spearhead the process of harnessing regional resources to meet Africa's development priorities, and
 - b. Making regionalization offer each participating state the opportunities to:
 - i. Develop from Africa's own economic and fiscal bootstraps;

- ii. Use optimally the most vital natural resources found in the minds and skills and enterprises of African citizens, and
 - iii. Ensure that the creativity of African citizens is the source of economic progress and the creation of wealth of a nation across West Africa.
- 3. Reshaping globalization to offer African citizens broad-based economic growth with food security (MDG1), poverty reduction (MDG1), equity (MDG2-6) and better environmental management (MDG7) based on a global partnership for development (MDG8) inspired by the shared vision of Africa as union of nations networked into a unified continental economy and markets (MDG8) which will offer opportunities to:
 - a. Build the wealth-generating capacity of Africa with an enhanced capacity to retain a larger and fairer share of global wealth generated from the exploitation of regional markets, investment opportunities and human and natural resources;
 - b. African investors to invest in value adding activities in the global commodity chain including in more lucrative activities that are currently carried out outside of Africa, and
 - c. Access to new development finance including wealth held outside of Africa by African wealth holders estimated at over US\$400 billion, savings of small holders, migrantdollars estimated in 2005 at over US\$8 billion in 2005, soft loans from China, India and financial market all over the world to help:
 - i. Create African Transnational Corporations around strategic commodities;
 - ii. Take control of the ownership and leadership structures of the Africa's branches of targeted Global Transnational Corporations (GTNCs) that are "dynamic, technologically advanced, quality driven and reputable,"and
 - iii. Hold a voting right in the mother company of the targeted GTNCs.

In many of the areas where changes are needed, most of the road map to the goal is in place, with just few crucial pieces still missing. The question is, do we have the collective will and determination to move ahead boldly on the road that has been mapped? Perhaps, some of you have answers to that question. If so, I should like to hear them.

Annan tells University Presidents: Development agenda will buck vested interests. Kofi Annan, United Nations Secretary-General New York, February 14, 2006, www.un.org/news.

In calling for partnership, the organizers recognized that most of the road map to the goals of building capable, accountable and responsive states across the subregion of West Africa is in place, with just few crucial pieces still missing. The organizers are conscious that the daunting challenge will remain harnessing collective will and determination to move ahead boldly on the

road that will be mapped to the goals bearing in minds that development agenda built around capable, responsive and accountable states across the subregion will buck vested interests.

What is the Approach?

The approach takes a “good governance first perspective” and explores the implications for partnership between public and private sectors to “deliver as one” at all levels with the expected outcome to help:

1. Providing useful contributions in reshaping the governance system of political parties in West Africa in actual and shadow governments and in opposition to ensure good administrative, economic, cultural, corporate, political, social governance at local, national, regional and global levels;
2. Harnessing the governance system of national and multinational companies to contribute building capable and responsive states across the subregion and ensuring good corporate, economic and social governance;
3. Harnessing the governance system of civil society groups to help holding government in states across the subregion accountable in ensuring sustainable development planning, sustainable human development and equity in the distribution of wealth within household and at local, national, regional and global levels and good social, cultural and political governance;
4. Harnessing the governance system of traditional institutions given the key role of these institutions in rural governance and stability in rural areas and good administrative, cultural and social governance and in recovering the greatness of societies across the subregion;
5. Harnessing the governance system of religious institutions given the key role of these institutions in ensuring good cultural and social governance and in recovering the greatness of societies across the subregion, and
6. Harnessing the governance system of regional integration, bilateral and multilateral institutions as both regional and global governance have an important role in building and maintaining states across West Africa that are capable, responsive and accountable and in bringing growth to African citizens with far more prosperity and peace.

Bad governance in Africa is donating our wealth to the West. Real “donors” to the Western countries are the Africans who sell their unprocessed coffee, cotton, leather, gold, etc at 10 percent of their supermarket value. The British, who are in the habit of cutting aid, why don’t they cut off aid for our delay in adding value to coffee, cotton, beef, milk, cereals, gold, cobalt, etc? This is real bad governance; leaders who continue donating the wealth of Africa to outsiders while their people are wallowing in poverty, without employment etc. In reaction to a specific statement from Hilary Benn, Museveni stated why do your conditionalities for aid not include chastising leaders who are so myopic that they do not see the fallacy of only exporting raw materials? Against a

contribution of L800 million by Britain to Uganda's recovery since 1986, that on account of the decline of coffee beans – raw material form – prices, Uganda has had a cumulative loss of \$16 billion in coffee export earnings alone.

President Yoweri Museveni of Uganda. Quotations drawn from different Statements including to the G8 Summit of 2004 on Sea Island, Georgia, USA and in response to a statement made by Hilary Benn of UK.

What is the Goal of the Partnership?

The remaining and perhaps more difficult task is to ensure that we implement our decisions. ...this is a political rather than a technical task. It means that we must see ourselves and act as revolutionaries, determined to fight against and defeat the inertia and social forces that will inevitably work to ensure that, practically, we treat the decisions we have taken as mere paper decisions we can forget as soon as this Conference comes to an end.

President Thabo Mbeki of the South Africa. Opening Ceremony of the President, Republic of South Africa, on the occasion of the 23rd African Regional Conference of the Food and Agricultural Organization Sandton Convention Centre, Johannesburg, 4 March 2004.

Harnessing collective will and determination to build capable, accountable and responsive states across the subregion will require building on the invaluable and accumulated knowledge and commitment of Africa's Eminent Persons (AEPs), Knowledgeable Africa's Resource Persons (KARPs) and Africa's Achieved Experts (AAEs), sons and daughters and friends of Africa, to form Africa's Committed Change Agents (ACCA). As Nelson Mandela once stated, sometimes it falls upon a generation to be great and it is up to those called under this partnership to accept that responsibility and do what needs to be done to push for building capable, accountable and responsive states across the subregion and the continent.

SRO-WA on its part will help:

1. Providing a neutral forum to bring together the results of work that has been carried out in the context of several projects or initiatives that have explored or are exploring the interactions between democratic, traditional, religious, regional integration, multilateral institutions, corporations, civil society groups and good governance;
2. Providing a neutral forum to hear the perspectives of shareholders and stakeholders on good governance system in West Africa regrouped as follows:
 - a. Democratic institutions including political parties controlling government and parliament, running a shadow government or active as opposition parties;
 - b. Civil Society Groups including youth, women, media;
 - c. Business Communities of national, regional and global scale and scope;

- d. Traditional and religious institutions;
 - e. Regional integration institutions, and
 - f. Foreign bilateral and multilateral institutions.
3. Bringing under one roof through an Expert Group Meeting (EGM) and for 3 days about 30 great Africans from the subregion in their individual capacity and a limited number of stakeholders and shareholders that have interests in having capable, accountable and responsive states across the subregion and in enhancing the wealth retention capacity of Africa to:
 - a. Hear some of those who have identified the crucial pieces still missing to further develop the road map to the goals of generating capable, responsive and accountable states across the subregion of West Africa;
 - b. Hear some of those who have answers to the question: How do we do to harness collective will and determination to move ahead boldly on the road that has been mapped to the goals of generating capable, responsive and accountable states across the subregion of West Africa under a good governance system?, and
 - c. Serve in the Expert Group Meeting either as a Special Guest, Chairman, Presenter, Panelists or Discussant, Rapporteur or active participant;
 4. Charting the Way Forward to build a good governance system to achieve the goals of generating capable, responsive and accountable states across the subregion of West Africa, and
 5. Building a Network of Committed Change Agents to monitor and advocate for good governance system in states across West Africa.

Who Will Partner at the Expert Group Meeting?

A leader must generate and sustain trust, because trust is the glue that binds commitment, promotes action, and produces results. To command and control does not generate trust, and most situations require leadership that is shared and inclusive.

Finally, leaders are the sum of all their experiences, just like all other people, but the difference is that effective leaders know that experience is not what happens to you, but what you do with happens to you.

Address by Julia Hughes Jones, Auditor of State of Arkansas, Retired and Sustaining Member of the Junior League of Little Rock Arkansas delivered to the Junior League of Jacksonville, Florida, January 7, 1998 in Powerful Leadership.

EGM will bring together accomplished, well-experienced and committed persons to share their accumulated knowledge and experience. EGM is to provide a balanced mix of experiences to the group.

Participants from across the member states of ECOWAS will include government officials, parliamentarians, civil society organizations, business communities, political party leaders, traditional rulers, religious leaders, leaders of regional integration, bilateral and multilateral institutions, experts and practitioners in governance, academics, and other stakeholders interested in good governance in the subregion, especially the media and committed artists to good governance.

The leadership of ECA and senior officials from ECA Headquarters and from other SROs will attend. The African Union Commission and the African Development Bank will be invited.

Governance of the Meeting

EGM will not follow the conventional meeting style. It is intended to provide a balanced view of current issues and constraints to governance system in West Africa to help generate a governance system that helps build and maintain capable, accountable and responsive states across West Africa and for the subregion to spearhead a process of building and maintaining a capable, accountable and responsive continent.

EGM will be divided into 5 Sessions with each Session addressing a number of interrelated Key Questions. Each Session will take place in plenary with questions and discussion to allow other participants to fully contribute. Four Break-out Groups will be set-up to make practical recommendations for the Way Forward and each Group will have a Chairman and a Rapporteur (see Annex).

Each Presenter, Panelist and Discussant will have limited time and will be required to remain focused. Break-out Groups will have half-day to hold their meeting. The Chairman will ensure that the general debate is focused, and the Session is conducted within the time allocated. The Rapporteurs are required to turn their report according to a format and timetable that will be communicated later.

Presenters will be cordially invited to submit a paper not exceeding 12 pages organized in three parts: Issues, Background and the Way Forward. The submission should reach SRO-WA not later than October 25, 2007. All presentations will be distributed to participants.

Further guidelines will be provided for the governance of the meeting. The Draft Programme of Work of EGM will be prepared through interactive and participatory processes with key partners and potential participants. It will be sent to participants with the invitation letter 6 weeks before the meeting.

Background Documents

SRO-WA carried out a survey on political parties and good governance in four countries namely Burkina Faso, Ghana, Nigeria and Niger where questionnaires were addressed to political

parties. It undertook case studies on traditional governance institutions in Burkina Faso and The Gambia. A Focus Group Meeting (FGM) lasting one day will be organized in Niger and Nigeria for the survey and The Gambia for the case studies to further discuss and enrich the preliminary results.

SRO-WA will conduct an e-discussion on the cluster of issues subject of the EGM. The preliminary results of the survey and the case studies, the outcome of the e-discussion and FGM will be distributed as background documents to EGM. Other relevant documents will be accepted for distribution in the original language.

Who Will Sponsor the Participants?

SRO-WA will sponsor 30 participants and a limited number of non-ECA sponsored participants will be allowed to attend the EGM. SRO-WA will contribute to the cost for interpretation, translation, printing, publication and distribution of papers and the proceedings of the meeting in English and French.

Other contributions will be welcomed. Sponsoring in the form of cultural and social events and special lunch will be welcomed.

Where Will the EGM be Held?

Preliminary discussion shows the interest of officials of Mali to hold the meeting in Bamako, Mali. Negotiations are underway to hold the meetings and host the participants at Salam Hotel.

Contacts

For further information, please visit the dedicated webpage www.uneca.org/wasro/governance. All other documents related to the partnership will be posted on the webpage of SRO-WA with links as appropriate to the website of partnering organizations.

For further questions regarding the meeting, please contact Ms. Fatouma Sissoko and copy to jfoumbi@uneca.org, dngone@uneca.org, kamadou@uneca.org.

On behalf of the Programme Committee,

Abdoulaye Niang

Director, SRO-WA

Draft Programme Agenda

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Presenters will be cordially invited to submit a paper not exceeding 12 pages organized in three parts: Issues, Background and the Way Forward. The submission should reach SRO-WA not later than October 25, 2007. All presentations will be distributed to all identified participants to prepare as Special Guest, Chairman, Panelists, Discussant, Rapporteur or active participants.

Further guidelines will be provided for the governance of the meeting. The Draft Programme of Work of EGM will be prepared through interactive and participatory processes with key partners and potential participants. It will be sent to participants with the invitation letter 6 weeks before the meeting.

Session 1: Harnessing Collective Will and Determination to Generate a Good Governance System in West Africa

1. Introduction: Director of SRO-WA
2. Generating a Good Governance System in West Africa: A Regional Perspective by the ECOWAS Commission (tbc)
3. Addressing the Governance System in Africa: The AU/NEPAD Way by AU Commission/NEPAD (tbc)
4. Governance System in Africa: A Global Perspective by UNDP Africa Bureau (tbc)
5. Generating a Good Governance System in Africa: The Way Forward by ECA
6. Keynote Address: Ensuring Good Governance in Africa by the Host Country, Mali (tbc)

(Panel and plenary discussion)

Session 2: Building Capable, Accountable and Responsive States across West Africa

How do we build capable, accountable and responsive states across West Africa?

Chairman: (tbd)
Presenter: Mamadou Coulibaly, President of National Assembly of Cote d'Ivoire (tbc)
Panelist 1: The Perspective of Political Parties in Government
Panelist 2: The Perspective of Political Parties in Opposition
Panelist 3: The Perspective of Business Leaders
Panelist 4: The Perspective of Civil Society Leaders
Panelist 5: The Perspective of Religious Leaders
Panelist 6: The Perspective of Traditional Leaders
Rapporteur:

(Panel and plenary discussion)

Session 3: Mapping the Road to Improve Governance System across West Africa

How do we do to improve the governance system of states across West Africa?

The Presenter will respond to the above key question and will be from the group subject of the Session. The Panelists are either from the group to reinforce the presentation or from other groups (political parties, business communities and civil society groups). A discussant will join the panel discussion as appropriate to argue that the underlying changes will buck vested interests.

Session 3.1: Political Parties and Good Governance in West Africa

How do we do to improve the governance system of political parties to ensure good administrative, economic, corporate, social, cultural governance at local, national, regional, and global levels?

How do we do to improve the governance system of political parties to ensure that states under their leadership are effective, capable of helping business grow and of delivering services to their citizen and are accountable and responsive to them?

Chairman: (tbd)

Presenter: (tbd)

Panelists: (2 to 3 panelists)

Discussant: (tbd)

Rapporteur:

Session 3.2: Civil Society and Good Governance in West Africa

How do we do to improve the governance system of civil society groups to ensure good administrative, economic, corporate, social, cultural governance at local, national, regional and global levels?

How do we do to improve the governance system of civil society groups to ensure that states remain effective and capable of helping business to grow and deliver services to their citizen and accountable and responsive to them?

How do we do to improve the governance system of civil society groups to ensure that states exploit fully the most vital natural resources found in the minds, skills and enterprises of African citizen?

How do we do to improve the governance system of civil society groups to ensure that African societies recover their greatness?

How do we do to improve the governance system of civil society groups to ensure that globalization offers African citizen growth with prosperity and peace?

How do we do to improve the governance system of civil society groups to ensure that regionalization offers opportunities to each participating state to develop from Africa's own economic and fiscal bootstraps?

Chairman:

Presenter:

Panelists: (2 to 3 panelists)

Discussant:

Rapporteur:

Session 3.3: Business Communities and Good Governance in West Africa

How do we do to improve the governance system of businesses to ensure good administrative, economic, corporate, social, and cultural governance at local, national, regional and global levels?

How do we do to improve the governance system of businesses to ensure that states are capable of helping business grow and of delivering services to their citizen and are accountable and responsive to them?

How do we do to improve the governance system of businesses to ensure that businesses invest in value adding activities in the global commodity chain to enhance the wealth retention capacity of West Africa?

How do we do to improve the governance system of businesses to ensure that African investors take control of Africa's branches of selected Transnational Corporations with a voting right in Global Transnational Corporations (GTNCs)?

How do we do to improve the governance system of businesses to ensure that new development finance is opened to African investors to implement the Merger and Acquisition Process of companies to form African Transnational Corporations (ATNCs) and joint ventures with GTNCs?

Chairman: West Africa Business

Presenter: Business communities

Panelists: (2 to 3 panelists)

Discussant:

Rapporteur:

Break-out Session: Mapping the Road for Good Governance System in West Africa: Lessons Learnt and Charting the Way Forward

Break-out Group 1: Ensuring Good Political and Democratic Governance

President: Business or Civil Society Group

Rapporteur: Political Parties

Break-out Group 2: Ensuring Good Social and Cultural Governance

President: Religious leader

Rapporteur: Civil Society

Break-out Group 3: Ensuring Good Economic and Corporate Governance

President: Regional integration institution

Rapporteur: Business communities

Break-out Group 4: Ensuring Good Regional and Global Governance

President: UNDP (tbc)

Rapporteur: CILSS (tbc)

Panel and plenary discussion with responses by political leaders, business leaders and civil society leaders

Session 4: Mapping the Road for Good Governance System in West Africa: Lessons Learnt and Charting the Way Forward

President: ECOWAS Commission

Session 4.1 : Ensuring Good Political and Democratic Governance

Presenter: Rapporteur of Break-out Group 1

Discussion with responses by other groups

Session 4.2 : Ensuring Good Social and Cultural Governance

Presenter: Rapporteur of Break-out Group 2

Discussion with responses by other groups

Session 4.3 : Ensuring Good Economic and Corporate Governance

Presenter: Rapporteur of Break-out Group 3

Discussion with responses by other groups

Session 4.4 : Ensuring Good Regional and Global Governance

Presenter: Rapporteur of Break-out Group 4

Discussion with responses by other groups

Session 5: Harnessing Collective Will and Determination to Move Ahead Boldly on the Mapped Road

Chairman: Representative of ECOWAS Chairman (Burkina)

Presenter: The Way Forward: UEMOA Commission

Participant: Vote of Thanks

Host Government: Closing Remark

Rapporteur: SRO-WA and ECOWAS Commission