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ASSESSMENT OF THE IMPLEMENTATION OF ECA-WA/ECOWAS MULTI-YEAR PROGRAMME

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ACRONYMS

ACMAD	African Centre for Meteorological Applications for Development
AEGM	Ad Hoc Experts Group Meeting
AU	African Union
AUC	African Union Commission
CAADP	Comprehensive Africa Agriculture Development Programme
CILSS	Inter-state Committee on the Fight against Drought in the Sahel
EBID	ECOWAS Bank for Investment and Development
ECA	Economic Commission for Africa
EBF	ECOWAS Business Forum
ECOWAP	ECOWAS Agricultural Policy
ECOWAS	Economic Community of West African States
EGDC	ECOWAS Gender Development Centre
EPA	Economic Partnership Agreement
EPAU	Economic Policy Analysis Unit
ICT	Information and Communication Technology
MOU	Memorandum of Understanding
MYP	Multi-Year Programme
NEPAD	New Partnership for Africa's Development
OPM	Office of Strategic Planning and Programme Management
PPDU	Project Preparation and Development Unit
PRSP	Poverty Reduction Strategy Paper
RECs	Regional Economic Communities
SRO-WA	Sub-Regional Office – West Africa of the ECA
UNECA	United Nations Economic Commission for Africa
WACSOFF	West African Civil Society Organizations' Forum
WAIGO	West African Inter-Governmental Organizations

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FOREWORD

The pursuit of regional cooperation and integration remains at the core of Africa's sustainable development strategies. As a champion of the regional approach to economic development, the United Nations Economic Commission for Africa (ECA) initiated in the late 1960s the negotiation of a comprehensive sub-regional integration arrangement among all the countries of West Africa. When the Heads of State of Nigeria and Togo teamed up to spearhead the negotiation of such a regional grouping, ECA provided all the necessary technical support to ensure the adoption and signing of the treaty that established the Economic Community of West African States (ECOWAS) on May 28, 1975.

The regional integration process in West Africa has evolved well beyond the modest ambitions of the 1975 ECOWAS treaty. The revised treaty of 1993 not only expanded the ECOWAS mandate to reflect its role as the West African building bloc of the African Economic Community (AEC) and the growing commitment of the political authorities to deepening the integration process, but also provided for the required legal, institutional and financial capacity for making ECOWAS a supra-national organization. These provisions formed the basis for the subsequent re-structuring of the ECOWAS institutions and re-orientation of the integration programmes toward an accelerated achievement of economic and monetary union. The process of institutional modernization and enhancement of technical capacity embarked upon by ECOWAS has attracted the strong support of ECA and many other development partners.

The support of ECA towards regional integration, in line with the re-focused mandate of sub regional offices towards building a strong partnership with the African Union Commission and its New Partnership for Africa's Development (AUC/NEPAD) is key in the new regional integration thrust. Thus, the activities of the sub-regional offices (SROs) are focused on working with ECOWAS in furthering integration in the subregion. In furtherance of this objective and to establish a more structured and predictable collaboration arrangement, ECA and ECOWAS entered into a memorandum of understanding (MOU) and formulated a multi-year programme (MYP) of cooperation in August 2007. The programme was based on ECA 2007-2009 Business Plan, and on the regional integration priorities as reflected in the ECOWAS Vision 2020 (adopted by the ECOWAS Authority in June 2007) and the 2007-2010 ECOWAS Strategic Plan.

The current ECA-WA/ECOWAS multi-year programme of cooperation covers the 2007-2009 period. Since the adoption of the MYP, ECOWAS has refined both the Vision 2020 document and the Strategic Plan, in addition to initiating the formulation of a Community Development Plan. For its part, the ECA has reviewed its activities and formulated the 2010-2012 Business Plan. Therefore, it is important to re-visit the main elements of the ECA-ECOWAS cooperation arrangement to ensure that the partnership evolves in a manner most beneficial to the integration and development processes in West Africa. The findings of this review will indeed contribute towards the development of a new generation of Multi-year programmes which would include more sub regional actors.

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EXECUTIVE SUMMARY

The signing of a Memorandum of Understanding (MOU) between the ECA Secretariat and ECOWAS Commission, and the subsequent adoption of a multi-year cooperation programme in August 2007 marked a new phase in the long-standing cooperation arrangement between the two institutions. The re-focused ECA agenda focused on promoting regional integration in support of the AU vision and priorities provided impetus to the process. In a similar manner, the ECOWAS internal drive towards an enhanced coordination of partner assistance also played a key role.

Priority issues in the respective operational programmes of the two institutions shaped the content of the MYP. Collaboration was thus based on the following area; Institutional Strengthening of the ECOWAS Commission; Support to ECOWAS Commission for Consensus and Policy Advocacy at sub regional level; Monitoring the State of Regional Integration and Economic Performance in West Africa; Support to the Implementation of NEPAD; Trade Issues; Gender Issues; Promoting Good Governance in West Africa; and Climate Change.

The review of progress in implementation showed that activities were undertaken under all the eight thematic areas of the MYP. However, the level of performance varied considerably, ranging from substantial to partial with a number of activities not being implemented. Substantial performance was recorded in; Implementation of NEPAD infrastructural programmes; Trade Issues; Gender Issues; Promotion of good governance; and Climate Change. Yet progress was partial in; Strengthening the capacity of ECOWAS; Consensus and Policy Advocacy; and monitoring the state of integration and economic performance. The rather mixed performance can be attributed to a number of challenges including; inadequate staff at the ECOWAS Commission, lack of awareness of the MYP initiative in some ECOWAS Departments, weak internal collaboration and coordination mechanisms, the non-existence of a work plan, competing interests of other development partners and lack of funding.

The challenges in the implementation of this collaborative framework can be grouped into five broad areas, which are; unsynchronized of programme planning, lack of plan for programme implementation, lack of an institutional programme management framework, unsynchronized multiple-donor partnership arrangements, lack of financial resource mobilization strategy, lack of programme performance monitoring and reporting mechanisms.

Synchronization of programme planning: As ECA-ECOWAS collaboration covers most of the key sectors, and should it evolve to play a major role in these sectoral programmes, the synchronization of programme planning of the two institutions is imperative. The current MYP list of cooperation areas would need to be translated into real multi-year programmes and annual action plans, taking into account of the presence of other cooperating partners and the general programming mechanism prevailing at the ECOWAS Commission. The formulation of a strategic plan and a medium-term community development programme at the ECOWAS Commission is a welcome development. Yet it also raises the issues of agreeing on a planning timeframe for the MYP, either biennial or three-year rolling plan. Thus, the time-frame assigned to each of these different initiatives of the two institutions would have to be taken into account when considering the time-frame of the next generation of the ECA-ECOWAS cooperation arrangement.

Planning of programme implementation: The MOU signed in 2007 identified eight thematic areas for cooperation and joint undertaking of activities between the two institutions. A followup meeting for drawing up of a real multi-year programme had been planned. Although this never occurred, it seems this did not significantly influence delivery of the planned work. However, the process of joint discussion of the details of a programme and planning of its implementation mechanism is crucial for the success of such a multi-sector and multi-year undertaking. ECOWAS is adjudged in the ECA study on Assessment of Regional Integration in Africa (ARIA I) to be doing better than most other African regional economic communities and a pace-setter; ECA would do well to put more resources into this cooperation arrangement. Similarly, ECOWAS should give greater attention to organizing this partnership to be able to benefit more from the technical capacity of ECA as an advocate of regional integration. To enhance efficiency in delivery and effectiveness, it is strongly recommended that both institutions devote the necessary time and resources to planning the implementation of a future MYP.

Institutionalizing programme management: There are institutional gaps in the knowledge of the MYP which need to be closed to ensure that all Directorates are fully-informed about the cooperative arrangement. The review showed that personnel in some ECOWAS departments which should have been implementing the programme were unaware of the MYP. There is need to nominate/designate technical focal points in the department for each of the eight areas of cooperation and a focal point should be nominated in ECA-WA for each cooperation theme. While the Macroeconomic Policy Department assumes overall coordination functions on the MYP, an ECOWAS in-house team should be put in place to review progress reports drafted by the focal points for each area of cooperation, ideally, every six months, in preparation for a joint ECA-ECOWAS review also twice in a year. Once a year, the two heads of institution should meet to discuss the progress reports and take decisions required for orienting future action toward the achievement of the programme objectives.

Multiple donor partnership arrangements: The presence of many development partners working with ECOWAS needs to be harnessed in the implementation of the MYP. This would be particularly critical where some of its programme activities are already enjoying strong support from one or two other donor agencies. While a useful role could be found in those programmes for the MYP initiative, as has been the case for the infrastructure programme, a separate and distinct ECA-ECOWAS arrangement for programme planning, execution and management, monitoring and then needs to incorporate the presence of these other arrangements. It should not be competition but cooperation where the MYP benefits from synergies and cooperative strengths of the other donors. In recognition of the participation of other development partners, their specific areas of intervention should be taken into account by ECOWAS by adopting in the future partnership arrangement with ECA. A “stratified” programme management approach, in which only part of the MYP would be under full control of the ECA-ECOWAS collaborative arrangement, could be adopted in areas where there are other donors.

Resource mobilization and the Role of ECA: One of the key shortcomings of the MYP is the insufficiency of resources allocated by both institutions for implementation. There was no initial plan adopted for extra-budgetary resource mobilization to supplement the own-resources of the two institutions. In future ECOWAS-ECA cooperation arrangements, resource requirements must be clearly defined and well planned, with ECA assuming the critical function of attracting significant additional resources to the West Africa sub-region. In this regard, a more active presence at the

ECOWAS Commission would enable ECA to play the role of technical adviser within the development assistance coordination mechanism that ECOWAS has developed.

Programme performance monitoring and reporting mechanisms: The MYP lacks a formally agreed procedure for systematic implementation and for monitoring progress on the basis of an institutionalized reporting mechanism. Planning the MYP implementation would have brought out clearly how realistic the programme objectives were in terms of resource requirements and their availability, and in terms of timelines and targets for scheduled activities. This needs to be corrected in a new arrangement, which would also provide the basis for the smooth operation of a programme monitoring and reporting mechanisms. It is noted that there have been problems with achieving the objective of organizing a single statutory ministerial meeting which could review the MYP performance – session of the ECOWAS Council of Ministers, and of Ministers of Finance, Planning and Economic Development. As the ECA-WA agenda gets more focused on regional integration priorities and the need for such a combined ministerial session on the West African integration and development agenda would become more urgent to receive the attention of the ECOWAS Authority. To streamline the process, the possibility of holding statutory meetings of ECA and ECOWAS back to back to allow for simultaneous reporting on progress in the implementation of the MYP should be explored. The precedent set by the AUC/ECA meetings in Addis Ababa could provide important learning experiences if this option is pursued.

Formulation of new multi-year programme and action plan: It is highly desirable that a new ECA-WA/ECOWAS cooperation programme be formulated, based on the lessons of the current one and reflecting those principal changes that have taken place since its adoption which are likely to influence the course of the West African integration and development process. The 2010-2012 ECA Business Plan establishes the basis of future ECA interventions on the continent. In ECOWAS, the thrust of Vision 2020, the Strategic Plan, the Community Development Programme, the regional PRSP, and the EPA Development Programme are all important regional policy instruments to be taken into account when considering regional priorities and formulating the successor collaboration arrangement. Such an exercise would also benefit from sector/thematic targets set for West Africa in the AU Minimum Integration Programme. The active involvement of the technical officials of both institutions in drawing up the programme and plan of action would contribute to programme implementation and the strengthening of the partnership.

Ideally, the new generation of MYPs should build on the positive momentum created by the work done since 2007 and should attend to the challenges outlined in this report especially those pertaining to; programme planning, resource mobilization, management and monitoring of the implementation of the programme. Success with addressing these challenges will greatly enhance programme performance which will strengthen ECA's role in responding to the needs of ECOWAS member States and its contribution to regional integration.

CHAPTER 1

INTRODUCTION

The ongoing United Nations-wide reforms and the need for the Economic Commission for Africa to provide technical support for the African Union Commission programmes are at the centre of the adoption of multi-year collaborative programmes (MYPs) between ECA and the Regional Economic Communities (RECs) on the continent. Further, ECA's repositioning as outlined in the SRO Action Plan emphasizes the role of SROs in delivering through RECs on technical assistance towards regional integration and responding to Africa's special needs. Specifically, the SRO Action Plan requested sub regional offices to sign MYPs with RECs in order to streamline collaborative processes and ensure that subregional priorities are reflected in the ECA Business Plan. Consequently, the ECA sub-regional office for West Africa (ECA-WA) signed a Memorandum of Understanding (MOU) with the Economic Community of West African States Commission in August 2007 to formalize collaboration in planning and executing activities towards regional integration in West Africa, based on the multi-year programme approach. Annex 1 is the Aide Memoire formalizing the cooperation between ECA and the ECOWAS Commission, which is the basis of the execution of multi-year activities being reviewed in this study.

The broad objectives of the ECA-WA/ECOWAS MYP are to (i) support the ECOWAS Commission's capacity building efforts in line with its vision and strategic plan (ii) strengthen cooperation and joint undertaking of activities between the two institutions on regional integration and economic cooperation. At the signing of the MOU on the MYP in 2007, eight thematic areas were identified and corresponding activities for implementation under each theme outlined. The eight areas are: institutional strengthening of the ECOWAS Commission; support to ECOWAS Commission for consensus and policy advocacy at sub-regional level; monitoring the state of regional integration and economic performance in West Africa; support to the implementation of NEPAD; trade issues; gender issues; promoting good governance in West Africa; and climate change. The MOU and the adoption of a multi-year programme marked a new phase in the long-standing cooperation arrangement between the two institutions. In addition to opening up new areas of cooperation and technical assistance, the collaborative framework also presented new challenges in operationalising this working relationship.

The two institutions agreed on the need to review the proposed programmes and the activities under the above thematic areas, in the light of the deepening of the ECOWAS Commission reforms and progress on the implementation of its Strategic Plan. Consequently, as part of its 2008/09 Work Programme, ECA-WA commissioned this study to assess progress in the implementation of the multi-year programme. The outcomes of the review would be used to streamline the new generation of MYPs.

This report is an assessment of whether the objective of assisting ECOWAS in leading the West African integration drive has been adequately served through cooperation with ECA as envisaged in the MYP. As an instrument for long-term cooperation between ECOWAS and ECA, the implementation of this multi-year programme needs to be assessed to identify any necessary changes to the content and implementation modalities to enhance the contribution of ECA to the integration and development of West Africa. Another purpose of the study therefore is to identify

new areas for further ECA-ECOWAS cooperation in joint programming and resource mobilization in the light of emerging West African challenges.

The report consists of four Chapters following this introduction and ends with concluding remarks and the way forward.

Chapter 2 describes the objectives of the study, its scope, the methodology used in undertaking the study and the challenges faced. The methodology used consisted of a desk study and field missions for data gathering and data analysis and report writing and presentation.

The content of the multi-year programme is described in Chapter 3 of the report. The Chapter provides a background on the ECOWAS Commission, including its vision and the five pillars – governance, infrastructure, private sector, women children and youth and sustainable natural resource and environmental utilization. It also outlines the origins of the ECA-WA/ECOWAS MYP, the details of the ECOWAS Vision 2020 and Strategic Plan and the AUC/NEPAD link with the MYP. The Chapter also describes the content of the MYP including the thematic areas and the planned activities.

Chapter 4 deals with the assessment of the implementation of the MYP. The section provides a review of activities undertaken on the eight thematic areas since August 2007. The activities are analyzed in terms of objectives, execution and output to highlight success factors and challenges. The Chapter also reports collaboration with other institutions under the programme, and discusses the utilization of resources (manpower and financial) for programmed activities.

The major challenges encountered during the implementation of the programme are presented in Chapter 5. The Chapter places particular emphasis on the problem of resource mobilization, the challenges of broader partnerships and the participation of other organizations. The efficiency of planning, coordination and reporting mechanisms to ensure effective performance under the programme is also discussed. This Chapter concludes by identifying priority areas based on the ECOWAS Vision 2020 and Strategic Plan and presents a sample ECA-WA action plan for 2010-2012, which could be considered alongside similar proposals that the key directorates of the ECOWAS Commission should put together for the purpose. The MYP Committee recommended in this report will streamline the priorities and develop a work plan.

The concluding Chapter of the report identifies key issues which the two institutions should consider in mapping the way forward, especially addressing the identified challenges in the study.

CHAPTER 2

OBJECTIVES, SCOPE AND METHODOLOGY OF THE STUDY

2.1 Objectives

The objective of this study was to undertake a detailed review of the implementation of the ECA-WA/ ECOWAS multi-year programme in order to identify challenges and key success factors. The review was expected to track progress in the implementation of the MYP and provide recommendations towards identifying priority areas and strengthening the collaborative framework, enhancing delivery of work under the programme and also towards strengthening the role of other cooperating partners in prioritizing activities under the MYP.

2.2 Scope

The scope of the study included; a review of the implementation of the ECA-WA/ ECOWAS multi-year programme since the signing of the MOU in August 2007. In undertaking this task, the consultant was expected to review the relevant ECOWAS documents including the Strategic Plan and Vision 2020, identify priority areas from these documents and align the ECA Business Plan to these areas. The review was expected to identify any potential entry points for other cooperating partners. An Action Plan with short, medium and long-term milestones for joint programming and resource mobilization was also expected to be produced from this study. The findings of this review were to be submitted to an ad hoc expert's group meeting for review and the emergent comments used to finalize the report

2.3 Methodology

The two methods of data collection employed in compiling this report are; desk review (for secondary data) and field missions (for both primary and secondary data).

The desk study which relied on background documents and other information materials obtained from both ECA and ECOWAS sources, as well as supplementary information from partner organizations, such as from the websites of the ECA Headquarters, the AU Commission and African Development Bank provided a starting point in identifying information gaps. The gaps were used to draft appropriate questions to be used for further information gathering. A one-week field mission to the ECOWAS Commission (Abuja) and ECA-WA (Niamey) enabled the study team to gather more material, and more importantly, to obtain the perceptions of the staff and leadership of the two institutions, who were directly involved in the programme implementation. Discussions with staff also allowed the team to obtain views on expectations regarding future ECOWAS-ECA cooperation.

The information gathered was analyzed and it provided the starting point in understanding of the status of programme implementation within the context of the resource base and operational mechanisms of the two institutions. The draft study report was submitted and presented to the Ad Hoc Expert Group Meeting on the Assessment of the Multi-Year Programme held in Ouagadougou, Burkina Faso, 10 to 11 November, 2009. The recommendations from this meeting were taken into account in finalizing the content and focus of this report.

CHAPTER 3

THE ECA-WA/ECOWAS COMMISSION MULTI-YEAR PROGRAMME

3.1 Overview

The West African sub-region became a Free Trade Area as from January 2000 and the monetary integration programme got a boost with the initiation of the second currency zone programme; the regional peace and security agenda got properly organized around the ECOWAS mechanism for conflict prevention; the application of the Community levy launched a much-needed self-financing mechanism; and deep institutional re-structuring was commenced to provide the capacity ECOWAS required for leading the integration and development of West Africa. The expansion and deepening of the integration process was also in response to the emergence of the African Union (which revived the African Economic Community spirit) and the adoption of the New Partnership for Africa's Development (NEPAD).

The expansion of the ECOWAS mandate entailed a greater degree of programme harmonization and coordination, and the rationalization and modernization of the institutional capacity of this regional organization. An elaborate institutional capacity building programme, strongly supported by a number of development partners, is in place addressing such issues as increasing both the quality and numerical strength of the personnel, computerization and modernization of financial management as well as the administrative procedures and processes. The programme harmonization and coordination has led to the adoption of the ECOWAS Vision 2020 and Strategic Plan; a regional poverty reduction strategy programme (PRSP); and a Community Development Programme currently under formulation. These ECOWAS integration programmes are elaborated not only with the full participation of the member countries but within the context of the continental cooperation agenda, particularly the AU/NEPAD vision and priorities.

Lastly, programme harmonization has also implied an increasing coordination of development partner assistance, resulting in the formation of thematic groups, partner-clusters around specific programmes, operation of a pool fund, and a well-established annual donor coordination meeting which produces an aide memoire setting out annual commitments and obligations of both ECOWAS and development partners. It is within the context of an organized approach to ECOWAS partnership with donor institutions that the multi-year programme of cooperation between ECOWAS and ECA-WA should be situated. The new focus of ECA operations gives priority attention to the AUC/NEPAD agenda for promoting continental integration, with special emphasis on harnessing regional resources through collaborative support for the regional economic communities (RECs) such as the ECOWAS Commission. For its part, the West African integration agenda is inspired by ECOWAS Vision 2020 towards an ECOWAS of the People which rests on the following five pillars: governance, infrastructure, private sector, women children and youth and sustainable natural resource and environmental utilization.

In line with these developments, the focus of consultations in early 2007 between the ECA Executive Secretary and the President of the ECOWAS Commission was on putting ECA-ECOWAS cooperation on a stronger and more organized footing to ensure that the re-focusing of ECA assistance would make a bigger contribution to the West African regional integration process. It was in pursuit of this goal that an ECA mission made up of senior personnel from head-quarters

and the Niamey sub-regional office visited Abuja from 13 to 17 August, 2007 for discussions on enhancing ECA-ECOWAS cooperation. The consultations resulted in an agreement to structure future collaboration as a multi-year programme, whose twin principal objectives were to enable ECA to provide support to the ECOWAS Commission's capacity building effort in line with its Vision 2020 and support towards the implementation of the Strategic Business Plan; and its support its efforts in regional cooperation and integration. As discussed earlier, the ECA Sub Regional Office Action Plan provided the impetus for this process.

The introduction to this report has presented the broad and overall objectives of the MYP to encompass:

- support the ECOWAS Commission's capacity building efforts in line with its vision and strategic plan; and
- strengthen cooperation and joint undertaking of activities between the two institutions on regional integration and economic cooperation.

3.2 Thematic Areas and Activities

The cooperative programme was to be executed under the following thematic areas: strengthening the capacity of the ECOWAS Commission; support to ECOWAS Commission for Consensus and Policy Advocacy; monitoring the state of Integration and Economic Performance in West Africa; Support to the implementation of NEPAD Infrastructural Programmes in sub-region, Trade Issues; Gender Issues; Promoting Good Governance; and Climate Change.

Theme 1: Strengthening of the Capacity of the ECOWAS Commission had five technical assistance activities identified, namely:

- Finalization of the ECOWAS Strategic Plan;
- Strengthening of human resources management and systems and processes;
- Capacity building through training for senior management staff;
- Modernization and improvement of ICT policy and systems; and
- Programmes in Agriculture, Water and Environment.

Theme 2: Support to ECOWAS Commission for Consensus and Policy Advocacy at sub regional level had five activity areas specified, namely:

- Proposal for establishment of West African Intergovernmental Organisations Forum;
- Convene meeting of Expert Group on Establishment of Conference;
- SRO's Ministerial Conference back to back with meetings of policy organs of ECOWAS;
- Organize civil society roundtable in advancing integration process and programmes; and

- Provide technical assistance to ECOWAS/member states to promote Private Sector Development.

Theme 3: Monitoring the state of Integration and Economic Performance in West Africa had four activities specified, namely:

- Preparation of joint ECA/ECOWAS annual Economic Report on West Africa;
- Strengthening Economic Policy Analysis Unit of ECOWAS;
- Assistance in Formulation of an ECOWAS Community Development Programme; and
- Strengthening ECOWAS statistical capacity e.g. Partnership in statistical harmonization in support of regional integration programmes.

Theme 4: Support to the implementation of NEPAD Infrastructural Programmes in sub-region, the three activities were:

- Assist in the launching of the ECOWA Project Preparation and Development Unit in support of implementation of NEPAD short-term infrastructure action plan in West Africa;
- UNECA to post a regional advisor on infrastructure to ECOWAS; and
- Assistance in the implementation of CAADP at sub-regional level.

Theme 5: Trade Issues had three activities, namely:

- Assist in the promotion of intra-West African Trade;
- Strengthen the capacity of ECOWAS in international trade negotiations (ECA Africa Trade Policy Centre to provide training); and
- Provision of technical support for the preparation of policy briefs, issue papers and technical background documents on emerging trade issues.

Theme 6: Gender Issues had one activity namely:

- Institutional Strengthening of the ECOWAS Gender Development Centre

Theme 7: Promoting Good Governance had three activities, namely:

- Assist in the implementation of the ECOWAS Protocol on Good Governance;
- Assist the governance systems and institutions in West Africa; and
- Assist in the formulation of an ECOWAS sub-regional post conflict recovery and reconstruction programme.

Theme 8: Climate Change had one activity, namely:

- Collaboration with ECOWAS, UNECA, CILSS, ACMAD in the design of the Action Plan following the Ouagadougou February 2007 conference on climate change under ECOWAS leadership

3.3 Summary

As discussed earlier, the two institutions agreed on the need to review the proposed programmes/activities under these thematic areas as the ECOWAS Commission deepened its reforms and engaged in the implementation of its Strategic Plan.

The MOU had envisaged the need for a subsequent meeting to formulate a coherent programme which would logically have led to decisions on activities to be undertaken and any areas of ad hoc technical cooperation and advisory services, the system of planning/identifying areas for collaborative work, planned activities, timelines, and resource commitments. Although work has continued to be done during the last two years, no follow up meetings on the MYP have occurred until the current review. However, this certainly had some impact on implementation of the activities agreed on at the initial meeting. The success that has been achieved demonstrated that both institutions are committed to the MYP and also the fact that ECOWAS has provided the financial resources to facilitate technical assistance from ECA also demonstrates the value of ECA's work to ECOWAS.

As the rest of the report will show, the absence of implementation and monitoring and evaluation plans did not prevent work from being undertaken as collaboration continued both within and outside the MYP. Yet the importance of an Action Plan as an implementation tool cannot be over-emphasised.

CHAPTER 4

ASSESSMENT OF THE IMPLEMENTATION OF THE MYP

4.1 Overview

The underlying thinking on the ECA-WA/ECOWAS multiyear programme was that of an evolving framework to be reviewed on a regular basis and updated to ensure maximum effectiveness and impact of West African regional integration and economic cooperation. The need for periodic review was agreed upon at the initial meeting and the findings of this review are part of the process of reassessing the programme.

As discussed earlier, the review involved both primary and secondary sources of data. Missions to the two institutions were used to gather additional primary and secondary data and also to discuss with staff involved in the implementation of the MYP. The final report also benefited from the recommendations of the Ad Hoc Experts Group meeting (AEGM) held in Ouagadougou, Burkina Faso in November 2009.

The review shows that, on the whole, activities were undertaken in all the eight thematic areas. Yet, the level of implementation of activities varied considerably, ranging from substantial to partial with certain outputs not being implemented. The five thematic areas that recorded substantial performance were the following: Implementation of NEPAD Infrastructural Programmes; Trade Issues; Gender Issues; Promotion of Good Governance; and Climate Change. Generally, a key success factor identified to be behind this performance was the high level of collaboration (personal collaboration) displayed by the staff of both institutions.

On the other hand, the level of performance under the remaining three thematic areas—Strengthening the capacity of ECOWAS; Consensus and Policy Advocacy; and Monitoring State of Integration and Economic Performance was partial. A number of constraints account for the rather mixed performance in implementing the MYP, these are:

- inadequate staff complement at the ECOWAS Commission;
- lack of awareness of the MYP within some ECOWAS Directorates;
- weak internal collaboration and coordination mechanisms in both institutions;
- the lack of a work plan on the MYP; and
- competing activities of other development partners, and lack of funding.

The adverse impact of these factors on programme delivery will be dealt with under each thematic area.

The details of performance under each thematic area are given in the following section and also summarised in Annex 2 and Table 1.

4.2 Performance Under Each Thematic Area

(i) Strengthening of the Capacity of the ECOWAS Commission

Of the five activities identified as ECA-WA technical assistance to ECOWAS under this thematic area, some progress was registered in three; ECOWAS Strategic Plan; training for ECOWAS senior management staff; and Programmes in Agriculture, Water and Environment. For instance, the ECA-WA and OPM unit of ECA Headquarters participated in the finalization of the ECOWAS Strategic Plan in September 2008, and trained ECOWAS staff in results-based budgeting. ECA-WA also assisted with organizing the Forum on Rice in October 2008 at Segou in Mali, in collaboration with ECOWAS, NEPAD Business Group and the government of Mali. Similarly assistance was given in the preparation of the Report on Food Security in 2009, the theme of the 2008-2009 Economic Report.

There was not work done under the two activities; Strengthening Human Resource Management System, and ICT Modernisation due to various constraints

Overall, the limited success achieved under this theme was mainly due to the absence of any agreed plan for delivery of assistance under the MYP, the inadequate staff compliment in the ECOWAS Commission and the lack of awareness by some ECOWAS departmental heads, including Human Resource, of the existence of the MYP. Under these circumstances any MYP intervention by the ECA risked being rather ad hoc in nature. Given the inadequacy of staff at the Commission monitoring and following up on program implementation is a serious challenge. Hence, the success achieved was due mainly to the dedication and spirit of cooperation that prevailed between the staff of the two institutions.

(ii) Support to ECOWAS Commission for Consensus and Policy Advocacy at sub regional level

Out of the five activities specified under this theme three recorded satisfactory performance; these are; Proposal for Establishment of WAIGO; Convened a meeting of Expert Group on establishment of Conference in November 2007; and Provided Technical assistance to ECOWAS and member states to promote private sector development. For example, ECA provided technical assistance for drafting the terms of reference for the establishment of the WAIGO Forum, as well as collaborated with ECOWAS in the organization of two meetings of Experts held at Ouagadougou in December, 2007, at Niamey in June 2008, at Ouagadougou in June 2009 and at Accra in December 2009. There was fruitful collaboration between ECA and ECOWAS towards the launching of the first ECOWAS Business Forum (EBF) in Accra in 2007, and during the preparations and holding of the second EBF at Ouagadougou in 2009. The technical collaboration is continuing with the preparations for the third EBF and 6th ECOWAS Trade Fair to be held in Abidjan in 2010. ECOWAS and ECA jointly organized a workshop to review the framework report on Africa's Mining Regimes in Accra in November, 2009.

The other two activities, namely: Holding Sub Regional Office Ministerial conferences back to back with meetings of policy organs of ECOWAS; and organizing civil society roundtable for advancing the regional integration process and programmes were not implemented mainly due to the inadequate staff complement especially in 2007 and 2008 at the ECOWAS Commission. This period coincided with the transition of ECOWAS from an Executive Secretariat into ECOWAS Commission.

(iii) Monitoring the state of integration and economic performance in West Africa

There was also partial implementation of the four activities under theme 3, particularly with regard to; the Preparation of joint ECA-WA/ECOWAS Annual Economic Report on West Africa, and Strengthening ECOWAS statistical capacity e.g. Partnership in Statistical Harmonization in Support of Regional Integration Programmes. Through a joint effort, two publications of the ECA Report on Economic and Social Conditions in West Africa were produced. Furthermore, a joint report on Developmental Challenges is currently being finalized. On the other hand, not much joint ECA/ECOWAS action was taken in respect of the remaining two. In the particular case of Strengthening Economic Policy Analysis Unit of ECOWAS, alternative technical and financial support was obtained by ECOWAS from the ACBF and other donors; hence there was no resort to the ECA-WA's assistance outlined under the MYP.

In the case of the formulation of the ECOWAS Community Development Programme (CDP), the exercise was undertaken without ECA direct input due to the lack of information to ECOWAS staff on the availability of ECA technical assistance to implement the activity. Given the improved knowledge within ECOWAS of ECA's technical assistance under the MYP, there is hope that ECA will participate in the finalization phase of the CDP.

(iv) Support to the implementation of NEPAD Infrastructural Programmes in sub-region

There was substantial progress in implementing two out of the three activities planned, namely: Assist in the launching of the ECOWAS Project Preparation and Development Unit (PPDU) in support of implementation of NEPAD short -term infrastructure action plan in West Africa; and UNECA to post a Regional Advisor on Infrastructure to ECOWAS. The posting of the ECA Regional advisor on Infrastructure to ECOWAS has led to increased preparatory activities towards setting up of the PPDU unit in Lome. The offices for the Unit have been located in the EBID building in Lome and the HQ agreement has been prepared for signature and arrangements are being made for recruitment of staff shows progress in this activity. On the whole, plans are currently far advanced for the take-off of this Unit with potential funding identified from Spanish Government sources, to supplement ECOWAS resources. In addition, the Advisor has provided technical assistance in the preparation of documentation, facilitation of meetings etc organized by the Infrastructure Directorate.

The only activity not undertaken under this thematic area directly under the MYP was; Assistance in the implementation of CAADP at sub-regional level. Given the regional food security challenges, ECOWAS developed its own CAADP-based regional agricultural program called ECOWAP for implementation by member States with the assistance of other development partners. The activity was implemented without ECA's input. Yet ECA could have provided technical input from its expertise. This brings to the fore the issues of coordination of programmes referred to elsewhere in this report. Collaboration would enhance benefits from the comparative strengths of the different partners.

(v) Trade

Substantial implementation of the two items; Assist in the promotion of intra-West African Trade and Strengthen the capacity of ECOWAS in international trade negotiations (UNECA Africa Trade Policy Centre to provide training) was recorded. The main activities undertaken in collaboration with ECOWAS included; organization of an Ad Hoc Expert Group Meeting (AEGM) on the potential of e-commerce for intra-regional trade; provision of technical assistance to the joint ECOWAS-UEMOA Committee on EPA negotiations, which was held in Abuja, February 2008; and facilitation of the ECOWAS-UEMOA Ministerial meeting on EPA held in Nouakchott in February 2008. However, there was no activity in respect of the item on provision of technical support for the preparation of policy briefs, issue papers and technical background documents on emerging trade issues. The main challenges confronted apart from those mentioned earlier were the limited staff complement at the ECOWAS Commission that tended to constrain quick response and follow up of requests, and the absence of an action plan to guide officers in executing tasks.

(vi) Gender

The only activity under this theme, Institutional Strengthening of the ECOWAS Gender Development Centre (EGDC) was implemented to a large extent through the technical assistance provided to the EGDC by the ECA-WA. The assistance covered the elaboration of documents, facilitation of meetings and participation in technical meetings by virtue of ECA membership of the relevant specialized ad-hoc committees. In particular, ECA assisted in elaborating the EGDC Strategic Plan 2009-2013 in February 2008, and co-facilitated the ECOWAS Ministers meeting on gender in Dakar, May 2008. ECA was also as member of EGDC's Consultative Committee and assisted in developing the work programme for 2009-2010. Even in the case of the EGDC, where performance was relatively high, the challenge of inadequate staff at ECOWAS was evident and it constrained the implementation of the activities of the centre. Going forward, it is imperative to streamline the activities gender divisions of the ECOWAS Commission and EGDC to minimize duplication and enhance efficient utilization of resources.

(vii) Promoting Good Governance

The review shows substantial implementation on two of the three activities, namely-. Assist in the implementation of the ECOWAS Protocol on Good Governance; and assist the governance systems and institutions in West Africa. The activities undertaken were, the joint organization of an AEGM in Bamako in October 2007 on "Promoting Good Governance in West Africa, lessons learnt and the way forward;" and the provision of technical assistance for developing a field project on governance systems, and the African wealth creation and retention strategy.

The third activity under this theme; Assist in the formulation of an ECOWAS sub-regional post conflict recovery and reconstruction programme was not implemented due partly to the current ECOWAS staff inadequacies. The available staff had been assigned to work with other partner agencies on emergency programmes in the sub-region which had been assigned priority status, and for which funding was readily available.

(viii) Climate Change

Substantial progress was made in the implementation of the single activity under the Climate Change theme due to high level collaboration involving ECOWAS, ECA, CILSS, and ACMAD in the design of the sub-regional Action Plan on adaptation to climate change. This collaborative effort

followed the conference on climate change organized under ECOWAS leadership at Ouagadougou in February 2007, and the Action Plan produced by a Specialized Technical Committee during the workshops in Banjul, in March and in Accra, in July 2009 respectively. The implementation of activities would have been completed this year but for the fact that the expected adoption of the action plan by the Ministerial meeting earlier scheduled for Accra in November, 2009 had been postponed to sometime in 2010. Here again, the main challenge that would be faced after the adoption of the action plan would be the inadequate staff situation at the ECOWAS Commission. This problem has been acknowledged by ECOWAS and as a stop gap measure has requested for an ECA adviser on Climate Change to assist the relevant department in the follow up of implementation of the action plan when eventually adopted.

Table 1: Summary of Assessment of the Implementation of the MYP

Thematic Area	Total Planned Activities	Activities Accomplished	Activities Not Accomplished	Implementation %	Challenges
I	5	3	2	Partial ≤66	Inadequate staff at the ECOWAS Commission, limited knowledge of the MYP at ECOWAS, lack of MYP management framework, institutional limitations and resource constraints
II	5	3	2	partial ≤66	
III	4	2	2	partial ≤66	
IV	3	2	1	Substantial ≥66	
V	3	2	1	Substantial ≥66	
VI	1	1	-	Substantial ≥66	
VII	3	2	1	Substantial ≥66	
VIII	1	1	-	Substantial ≥66	
TOTAL	25	16	9		

Substantial = Three quarters or more of activities undertaken under Thematic Area.

Partial = Less than three quarters of activities undertaken under Thematic Area.

4.3 Summary

The review in the previous section (see also Table 1) has shown that 16 of the 25 activities planned under the eight thematic areas were implemented. However, the level of performance of activities varied considerably, ranging from substantial to partial with a number of activities not being implemented. Substantial performance was achieved in five thematic areas: Implementation of NEPAD infrastructural programmes; Trade Issues; Gender Issues; Promotion of good governance; and Climate Change.

Partial performance was recorded under the areas; Strengthening the capacity of ECOWAS; Consensus and Policy Advocacy; Monitoring the state of integration and economic performance.

The rather mixed performance in implementing the MYP could be attributed to a number of challenges encountered and these are given in Table 1. They include: inadequacy of staff complement at ECOWAS, limited awareness of the MYP initiative; weak internal collaboration and coordination; the non-existence of a work plan; and competing interests of other development partners and lack of funding.

Some of these challenges are of short term in nature and could be resolved easily, while others would have to be dealt with in the medium to long-term. The design of future multi-year

programmes of cooperation should take these challenges into account to enhance the efficiency and effectiveness of ECA-ECOWAS cooperation. Further, discussion with staff attributed the high level of implementation of some activities to collaboration between the staff of the two institutions directly involved in the delivery of these activities. It is important that the MYP builds on these staff links and institutionalizes them so that the benefits could subsist even after staff has left the two institutions.

CHAPTER 5

IMPLEMENTATION CHALLENGES AND PRIORITY AREAS FOR FUTURE COLLABORATION

5.1 Overview

The preceding Chapter has alluded to the varying levels of performance the implementation of components of the MYP and attributed this to many challenges faced by the two institutions. The principal challenges which this Chapter will elaborate on are:

- the lack of adequate manpower and financial resources for the MYP,
- the weakness in the design of the MYP framework; and
- the organizational limitations at both ECOWAS and ECA.

5.2 Manpower and Financial Resources

All the eight areas of the multi-year cooperation programme are part of the ECOWAS Community Work Programme and are in the ECA 2007-2009 Business Plan. This notwithstanding, there is strongly evidence that both ECA and ECOWAS allocated insufficient technical and financial resources for the implementation of the MYP. ECOWAS is known to be operating under severe resource constraints, the inadequacy of its technical capacity is well known. Given this scenario, it would be important for resource mobilization to be one of the key issues addressed under this type of cooperation arrangement. The MYP could be designed in such a way that it allows the two institutions to efficiently mobilize supplementary resources. Currently the MYP lacks a deliberate strategy for resource mobilization.

Most of the ECA-WA contribution was in the form of technical assistance with staff being invited and sponsored by ECOWAS to provide technical assistance. The posting of the Regional Adviser on Infrastructure to the ECOWAS Commission in March 2009 illustrates direct technical assistance to the Commission and it has yielded positive results. Since the new ECA direction of SRO operations is now based on sub-regional priorities, the profile of the senior personnel in the SROs must reflect these priority areas of ECOWAS, even in areas where staff from ECA Headquarters supplement SRO staff. The sub-regional priorities can be discerned from the five pillars of ECOWAS Vision 2020 and the ten strategic axes of the Community Development Programme still under formulation. Apart from the ECA own personnel who would guarantee programme coordination and provide continuity, the pool of ECA network of African consultants should be another reliable source of technical assistance for sustaining the ECA-ECOWAS collaboration.

To enhance delivery of technical assistance under the MYP and other cooperative programmes, ECA should endeavor to fulfill the task of attracting significant additional financial resources to the West Africa region. Within the UN family, ECA has a central role of facilitating the integration and development of the African continent and it is better placed to coordinate the mobilization of development assistance including technical and financial assistance, in collaboration with other agencies such as the African Union Commission and the African Development Bank. Already, a development assistance coordination mechanism has been developed in ECOWAS within which the ECA could play an active role as a technical adviser. This lead role of ECA needs to be strengthened. This would allow future MYPs to be formulated with the full knowledge and

commitment of other ECOWAS partners who may be lead agencies of the key sectoral programmes. This requires very close and frequent contact with the relevant ECOWAS directorates, including the financial assistance coordination unit of the ECOWAS Commission.

5.3 Management of the MYP Planning and Implementation Process

Undoubtedly, the signing of the MOU and the formulation of the MYP constituted an important step in enhancing the ECOWAS-ECA partnership. Yet, as has been shown in the previous section, the process is not perfect; more effort should be made to improve upon this initiative. It is significant that this important step was started by the ECA Executive Secretary and the ECOWAS President, and a number of key ECOWAS Commissioners were involved in the August 2007 discussions on the multi-year cooperation, as embodied in the Aide Memoire. However, it seems that no technical preparatory work was done by the two institutions on the involvement of other development partners in the process. ECOWAS already had some partners it was collaborating with on particular activities which were also included in the MYP. It was important for the two institutions to incorporate such programmes into the cooperative arrangement. Proper planning would optimize resource utilization; achieve the necessary coherence and compatibility with related assistance programmes.

The August 2007 Aide Memoire envisaged subsequent ECA-ECOWAS meetings to draw up the multi-year programme, and presumably plan its implementation. However, no refinement of the cooperation arrangement occurred but implementation continued. The design and content of this important tool for external collaboration in the West African integration process did not advance beyond the list of areas of cooperation identified during that single ECA visit to the ECOWAS Commission. The process of joint discussion of the details of a programme and planning of its implementation mechanism was crucial for the success of such a new multi-sector and multi-year undertaking. Given the ground covered without proper action plans for implementation, this shows that more can be achieved with a properly structure programme implementation strategy with deliverables. Therefore, as observed during the Ad Hoc Experts Group Meeting, there is urgent need to establish a committee to work on a planning, implementation and monitoring and evaluation strategy for the MYP. Adequate time and human and financial resources should be devoted to planning the implementation of a future MYP.

The adoption of a multi-year programme raises a number of issues and presents its own challenges. While a two-year programming cycle is in operation at the ECA, the MYP was a new development in the context of current ECOWAS programme management, even if the multi-year ECOWAS Strategic Plan and Community Development Programme (neither of which is operational) suggest the introduction of such a management approach. As ECA-ECOWAS collaboration covers most of the key sectors, and should it evolve to play a major role in these sectoral programmes, the synchronization of programme planning of the two institutions is imperative

Going forward, the current MYP needs to be translated into real multi-year programmes and annual action plans, taking due account of the presence of other partners and the general programming mechanism prevailing at the two institutions. The harmonization of planning process will make monitoring and evaluation and reporting easier. Similarly, if there are partners in the implementation of some activities falling within the MYP (for example, AfDB and the European Union involvement in infrastructural development), an already established management approach to

programme planning and implementation would have to be contended with. Another key aspect relates to the participation of other stakeholders in the MYP, including, for example, WAIGOs.

The review has shown that there was no agreed procedure between ECA and ECOWAS for the systematic implementation of MYP and for monitoring its progress on the basis of an institutionalized reporting mechanism. It was found during the field mission that some ECOWAS officials who assumed duty after August 2007 and who should have been actively involved in implementing the MYP had no knowledge of this initiative. This suggests that if there was an in-house ECOWAS arrangement for tracking performance on MYP, it was not operated on a regular basis. Planning the implementation would have brought out clearly how realistic were the programme objectives in terms of resource requirements and its availability, and in terms of scheduling of activities. This approach would have helped to plan meeting institutional capacity needs, especially where some of the envisaged cooperation activities called for joint ECA-ECOWAS action.

Given the prominence the assistance of some development partners has gained in a number of MYP areas, ECA has had to participate in projects led by other development partners. This calls for evolving broader partnerships and participation of other organizations in the implementation of MYP. This trend is likely to grow and endure with the increasing success of the donor assistance coordination mechanism and the operation of the pool fund. The implementation of a future MYP should envisage developing a framework that includes other partners in planning, execution and resource mobilization.

Within the MYP context, a programme coordination mechanism is necessary for a number of reasons: both the formulation and implementation of the programme require the participation of ECA-WA and several divisions of the ECA Secretariat in Addis Ababa on the one hand, and on the other hand, many departments of the ECOWAS Commission and a few other ECOWAS institutions (like the ECOWAS Gender Development Centre, Integrated Water Resources Development Centre, West African Health Organization). The lines of communication between the ECOWAS Commission and ECA, either the head office or the sub-regional office, have tended in the past not to be well defined and systematically adhered to, giving rise to duplication or unintended neglect.

Concerning reporting on progress, a programme coordination mechanism should be adopted by the two institutions. The mechanism would incorporate milestones to be reached, for tracking progress and reporting upon. Some of the regular activities lend themselves to joint participation such as the socio-economic and thematic sector studies, leading to joint publication of annual/biennial regional review reports. The two institutions should envisage the establishment of an appropriate institutional arrangement that ensures the preparation and validation of technical or progress reports to meet ECA and ECOWAS statutory requirements.

5.4 Formulation of the new MYP and Action Plan

It is highly desirable that a new ECA-WA/ECOWAS cooperation programme be formulated, based on the lessons of the current one and changes that have taken place since its adoption and which are likely to influence the course of the West African integration and development process. The 2010-2012 ECA Business Plan establishes the basis of future ECA interventions on the continent. In ECOWAS, the thrust of Vision 2020, the Strategic Plan, the Community Development Programme, the regional PRSP, and the EPA Development Programme (EPADP), as well as the AU Minimum

Integration Programme (MIP), are all important regional policy instruments to be taken into account when formulating the successor ECOWAS-ECA collaboration arrangement. These provide the basis for setting sub-regional priorities and formulating a cooperation programme and an action plan. There should be harmony in all these initiatives to ensure that resources are optimally applied and institutions share competencies for the common good.

Table 2 presents a summary of focus areas of these initiatives which could be used to guide the process of setting new MYP priorities. A problem of nomenclature and content of expressions arises with such a comparative analysis. Details of activities envisaged under a stated priority quite often reveal coverage beyond what the conventional definition would suggest, which also explains why there appear to be obvious omissions or defects in priority selection of some of the initiatives shown in the table. However, as highlighted throughout this report, the task of setting priorities should be undertaken by a special committee formed by the two institutions.

Table 2: Thematic Priorities of Related Programmes/initiatives

ACTIVITY OR STRATEGIC AXIS	ECOWAS Vision 2020	ECOWAS CDP	STRATEGIC PLAN 2007-2010	2007-2009 MYP	ECA PLAN 2010-2012
Integration of People	X	X		X	X
Inter-states cooperation		X	X	X	X
Agric and industrial policies	X	X			X
Transport infrastructure	X	X	X	X	X
ICTs		X			X
Energy and water systems		X			X
Financial and monetary		X			X
Human development	X	X			X
R&D, innovation		X			X
Environ, Natural resources	X	X			X
Gender	X			X	X
Governance	X		X	X	X
Peace & security	X		X		X
Economic integration	X	X	X	X	X
Trade issues	X	X	X	X	X
Climate change	X	X		X	X
Private sector	X	X			
Institutional support	X	X		X	X
	Vision 2020	ECOWAS CDP	Strategic Plan	MYP	ECA Plan

The priorities occurring most often in these five initiatives are; infrastructure, governance, institutional support, trade, human development, gender, environment and natural resources, integration of people, and peace and security. These could form key components of future MYP.

However, the selection of priorities is also a function of the progress in the ECA/ECOWAS cooperation that has been made through the successes recorded under the current MYP. It is recalled that the five thematic areas that recorded substantial performance were; Implementation of NEPAD Infrastructural Programmes; Trade Issues; Gender Issues; Promotion of Good Governance; and Climate Change and there is still more work to be done other these themes. It is to be borne in mind, however, that the new MYP priorities would be a function of the objectives to be pursued during the period as defined by the exigencies of the critical phase that has been attained by the West African integration process. Annex 3 is a sample presentation of ECA-WA action plan for the 2010-2012 period, which could be considered alongside a similar proposal the key directorates of the ECOWAS Commission should put together for the purpose.

The objectives and cooperation activities of the future ECA/ECOWAS programme are important and call for careful consideration. Of equal importance are the issues of planning, resource mobilization, management and monitoring of the implementation of the programme. Success with this will determine how easily the objective of ECA assuming a more active advisory and coordinating role among the development partners of ECOWAS could be achieved.

5.5 Situating the future MYP within the context of the AU Minimum Integration Programme

The Way Forward for ECA-WA/ECOWAS cooperation should be anchored on the one hand on the ECOWAS Vision 2020, which is being translated into the Strategic Plan, the Community Development Programme, and the EPA Development Programme (EPADP), and on the other hand, on the ECA Business Plan for 2010-2012, the AU Strategic Plan for 2012 and the AU Minimum Integration Programme which were adopted in May 2009 in Yaoundé. The AU resolution on these two latter instruments take fully into account the efforts made in the area of integration by the AU Commission in collaboration with the ECA and the African Development Bank, other organs of the United Nations system and development partners in carrying out programmes and activities, with a view to rationalizing the programmes and activities of Member States to accelerate the continent's integration. In this regard we note that the Minimum Integration Programme (MIP), as a dynamic strategic framework for the continental integration process, is in line with the AU Strategic Plan.

CHAPTER 6

CONCLUSIONS AND WAY FORWARD

The Economic Commission for Africa was an early champion of the West African integration process and has kept faith with the regional approach to development. The recent re-positioning of this UN institution to enable it serve continental integration more effectively through its sub-regional offices and the regional economic communities, is in perfect accord with the priority attention ECOWAS is giving to institutional capacity building, in order to accommodate the expansion and deepening of its regional mandate. The desire of the heads of the two institutions to strengthen their long-standing cooperation was given concrete expression through the signing of a memorandum of understanding and adoption of a multi-year programme. This has proved beneficial to the integration process since the implementation of the activities in eight areas of the MYP arrangement is contributing to resolving key challenges facing the integration and development of the sub-region.

The Multi-year programme has initiated a structured and predictable cooperation arrangement between the West African REC and the foremost UN body for promoting Africa's development. The two years of its operation have seen the MYP and ECA making a significant contribution to the infrastructural development programme, economic policy analysis and research, strengthening the regional trade negotiation capacity and the institutional capacity development of the ECOWAS Commission.

The sustained pursuit of the goals of the MOU and MYP should evolve the ECA-ECOWAS collaboration into a powerful partnership that is very supportive of regional development, given that the arrangement is based on the core issues addressed under the ECOWAS Vision 2020 and Strategic Plan, initiatives that define the focus and direction of the regional integration agenda for the foreseeable future. Effective implementation of the MYP should increase substantially the role of the ECA in the ECOWAS programmes and in the West Africa development process as a whole. The new mandate and considerable technical capacity of ECA should enable the institution to assume a much needed advisory and coordinating function among the development partners lending their financial and technical support to ECOWAS programmes.

It is for these considerations that challenges met under the current MYP are to be resolved to enhance the efficiency and effectiveness of ECA-ECOWAS cooperation. The arrangement must be put in an appropriate institutional framework to meet the management and other demands of such a multi-sector and multi-year programme. Beyond the overall coordination points established under the Commissioner for Macro-economic Policy and the Director of ECA-WA, focal points or schedule officers for each cooperation area must be designated within the two institutions for ensuring the technical functions of planning and formulating the cooperation programme, leading and coordinating the implementation of programme activities, monitoring and reporting back on programme performance, and participating in regular review and evaluation of the programme.

In-house programme management teams should be created in both institutions to ensure that these functions are performed and progress is tracked on a systematic basis; there should be the drafting of periodic (six-monthly) reports which are to be validated and acted upon by a joint programme management team. This should make it possible to ensure that an annual account is given at

meetings of the ECA and ECOWAS statutory bodies for consideration, leading to the setting of new regional priorities and designing regional programmes that also reflect continental needs as defined by the AU in collaboration with AfDB and ECA.

The resource deficiencies observed must be addressed. This entails continued ECA assistance in upgrading the quality of ECOWAS personnel through the various forms of training. Another important source is strengthening the technical capacity of the ECA Niamey office and making personnel at head office easily available. In addition, there should be more frequent recourse to the ECA Africa network of consultants. The ECA is also in a good position to attract into the region both technical and financial assistance from the UN family and other development partners.

In view of the relatively limited resources of ECA, it must pursue a deliberate policy of fostering partnerships around the various ECOWAS programmes. The success of that policy might be gauged by the number of “programme-partnerships” the ECA forms with other donors and the extent of “stratified” programme management arrangements entered into for running MYP sub-programmes and activities. This is a role that the ECA should work itself into, by establishing a more active presence at the ECOWAS Commission, and assuming advisory and coordination responsibilities within the donor coordination mechanism in operation in ECOWAS.

After a thorough review of the findings of this assessment of the implementation of the 2007-2009 MYP, it is recommended that the process of formulating a successor ECA-ECOWAS cooperation programme should be initiated as a matter of urgency. This would involve discussions between the two institutions on the selection of priority areas of cooperation along the lines suggested in this report, to be followed by identification of specific activities to be undertaken under each priority thematic area on the basis of its road map or programme outline. Since most ECOWAS programmes are on-going and have the support of other development partners, this step would entail, in particular, a review of activities that show a resource gap or where ECA is in a strong position to enhance programme implementation and impact. The next measure would be developing these programme elements into a real MYP plan of action. Some issues lend themselves to joint action and therefore synchronization of the activities of the two institutions must be aimed at, as an essential part of strengthening the ECA/ECOWAS partnership.

As has been emphasized throughout this report, a major lesson from this first generation MYP is the need to plan and prepare the two institutions carefully for the implementation of the cooperation programme. In-house arrangements are a must within both ECA-WA and ECOWAS Commission. These include; the designation of focal points and adoption of an inter-institutional programme coordination and monitoring mechanism that would ensure a structured approach to the implementation of the programme. An appropriate reporting system would also have to be put in place that satisfies the statutory requirements of both institutions, and provides the basis for a scheduled evaluation of programme performance and impact.

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ANNEX 1: Aide Memoire-Overview of ECOWAS –UNECA MYP



Aide Mémoire

ECOWAS-UNECA Cooperation

Overview

Further to consultations between Dr. Mohamed Ibn Chambas, President of the Economic Community for West African States (ECOWAS) Commission and Mr. Abdoulaye Janneh, UN Under-Secretary General and Executive Secretary of the United Nations Economic Commission for Africa (UNECA), a mission of UNECA was dispatched to the ECOWAS Commission from 13 – 17 August 2007. The purpose of the mission was to discuss the formulation of a multi-year programme of cooperation with the ECOWAS Commission and identify areas/elements to engage immediate collaboration.

This mission is also in line with the new strategic directions for the subregional offices of UNECA and in line with the refocused mandate and mission as contained in the report of the Secretary-General of the United Nations (A/61/471 of 27 September 2006) and the Resolution adopted by the General Assembly (A/RES/61/234) of 31 January 2007. In compliance with these mandates, the Subregional Office of UNECA in West Africa (SRO-WA) is required to act as a privileged partner and directed to work in a seamless relationship with the ECOWAS.

The mission comprised Mr. Urbain Zadi, Director of Office of Strategic Planning and Programme Management (OPM), Mr. Abdoulaye Niang, Director, UNECA/SRO-WA, and Mr. Emile Ahohe, Senior Economic Affairs Officer, SRO-WA. The mission was informed by the on-going reform and strategic planning exercise in a plenary session. It held with the ECOWAS Commissioners and senior officers, and had working sessions with individual Commissioners and senior officers of their respective Department. It was decided that the focal point for ECOWAS is the Commissioner, Macro-economic Policy assisted by the Advisor for Strategic Planning and the focal point for UNECA is the Director, SRO-WA.

The two teams held extensive discussions based on the various ECOWAS documents, and also held a debriefing meeting at the end of the mission that adopted this Aide Memoire. The list of officials met is attached.

Potential Areas for Collaboration

At the end of the mission, the two delegations agreed that the objectives of the multiyear programme in preparation should be to (1) support the ECOWAS capacity building efforts in line with its vision and strategic plan; and (2)

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strengthen cooperation/joint undertaking between the two institutions on regional integration and economic cooperation issues. The multi-year programme will be an evolving framework document for the cooperation between the two institutions.

In this regard, the following areas/activities were identified to jump start the process:

Institutional Strengthening of the ECOWAS Commission

1. Technical assistance for the finalization of the ECOWAS Strategic Plan, 2007-2010 including the design of related budgeting and financial systems;
2. UNECA's Support for the strengthening of Human Resources Management and System and Processes e.g. fast-tracking the recruitment process, training on HR issues;
3. Providing support for team building at the Senior Management Team level: training seminars of Commissioners and Senior Officials of the ECOWAS Commission;
4. Support to the modernization/improvement of ICT policy and systems e.g. to dispatch a technical team;
5. Support to Agriculture, Water and Environment Programmes of ECOWAS Commission

Mission to Abuja

Support to ECOWAS Commission for Consensus and Policy Advocacy at the Subregional Level

1. Proposal for the establishment of the Conference of the West African Intergovernmental Organizations (WAIGO). UNECA in collaboration with ECOWAS will call an Expert Group Meeting (November 2007) on the establishment of the Conference;
2. Convening SRO's West Africa Ministerial Conference back-to-back with the meetings of the Policy Organs of the ECOWAS Commission;
3. Organize a Civil Society Roundtable in advancing the integration process and programmes in the sub-region. UNECA will partner with ECOWAS and WACSOF to that effect;
4. Establish an ECOWAS/UNECA Business Forum. In this regard, a session of the Forum will be jointly sponsored in September 2007 in Accra, Ghana.

Ouaga

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Monitoring the State of Regional Integration and Economic Performance in West Africa

1. Prepare the Joint ECOWAS / UNECA Economic Report on West Africa. UNECA and ECOWAS (and possibly the EBID) to cooperate in the preparation of a single annual economic report on West Africa. *ongoing*
2. Strengthening the Economic Policy Analysis Unit of ECOWAS Commission
3. Formulation of a Community Development Programme of ECOWAS
4. Strengthening the ECOWAS Statistical capacity e.g. Partner with ECOWAS for statistical harmonization in support for the regional integration programmes.

Support to the Implementation of NEPAD:

Some areas identified:

1. Assist in the launching of the ECOWAS/PDIU in support for the implementation of the NEPAD Short-Term Infrastructure Action Plan in West Africa
2. UNECA to outpost a Regional Advisor at the ECOWAS Commission on Infrastructure
3. Assist in the implementation of CAADP at the subregional level, etc.

Trade Issues

1. Assist in the promotion of intra West African trade
2. Strengthen the capacity of ECOWAS in international trade negotiations (UNECA Africa Trade Policy Center to provide training),
3. Provide technical support for the preparation of policy briefs, issue papers and technical background documents on emerging trade issues.

Gender Issues

Mainstreaming gender issues in the multi-year programme.

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Promoting Good Governance in West Africa

Some areas identified:

1. Assist in the monitoring of the implementation of the ECOWAS protocol on Good Governance
2. Assist the governance systems and institutions in West Africa. In this regard:

UNECA will organize jointly with ECOWAS an Adhoc Expert Group meeting on Promoting Good Governance in West Africa: Lessons Learnt and the Way Forward (October 2007): *Working documents: Political Parties and Good Governance in West Africa; and Harnessing Traditional Governance Institutions in West Africa (October, 2007).*

3. Assist in the formulation of an ECOWAS sub-regional post conflicts recovery and reconstruction programme.

Climate Change


ECOWAS, CILSS, UNECA and ACMAD will pursue their collaboration in the design of the Action Plan as the follow up to the February 2007 Ouagadougou Conference on climate change under ECOWAS leadership.

Way Forward

It was agreed that the proposed programme elements/activities will be revisited and adjusted as ECOWAS deepens its reform and engages in the implementation of its strategic plan. The two delegations will hold further consultations and prepare jointly the multiyear programme. The following officers were designated as focal points for purpose of follow-up: Prof. Lambert Bamba, Commissioner, Macro-economic Policy for ECOWAS, and Abdoulaye Niang, Director, SRO-WA, for UNECA.

Done in Abuja, Nigeria, on 17 August 2007

For UNECA



Dr. Abdoulaye Niang
Director, SRO-West Africa

For ECOWAS Commission



Prof N'galadjo Lambert N. Bamba
Commissioner, Macro-economic Policy

LIST OF PERSONS MET

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ECOWAS/ECA COLLABORATION MEETING

Venue: Committee Room 523
Time: 11:30 am
Date: 14/8/07

DRAFT AGENDA

1. Opening remarks
By Dr. Ada Okwuosa (Mrs), Commissioner, Administration and Finance
2. Remarks by ECA delegation
Dr. Urbain Zadi, Director, Office of Strategic Planning and Programme Management
3. Presentation of ECOWAS Strategic Framework
By Mr. Antoine Kouassi, Adviser, Strategic Planning
4. Discussions
5. A.O.B.

ANNEX 2: SUMMARY PRESENTATION OF MYP IMPLEMENTATION

ASSESSMENT OF THE IMPLEMENTATION OF THE ECA-WA/ECOWAS MULT-YEAR PROGRAMME

AREAS/ACTIVITIES	OBJECTIVES	IMPLEMENTATION	SUCCESS FACTORS/ CHALLENGES	OBSERVATIONS
1. Strengthening of the Capacity of the ECOWAS Commission	To support ECOWAS capacity building effort in line with its vision and strategic plan	Partial	Existence of spirit of cooperation and good will/ <i>staff constraints</i> <i>No work plan</i>	
<i>i. Technical Assistance for finalization ECOWAS Strategic Plan 2007-2010</i>		OPM provided technical assistance for finalization of ECOWAS Strategic Plan September, 2008		
<i>ii. Strengthening Human Resource Management System & Processes e.g. fast-track recruitment process, training</i>		NIL	Lack of Awareness of MYP	ECOWAS plans to undertake this activity in collaboration with ECA in 2010 when new Head of HR Dept. would have settled down
<i>iii. Support for team building for Senior Management: training seminars for Commissioners and Senior Staff</i>		Trained ECOWAS staff on result-based budgeting		
<i>iv. Support to modernization/improvement of ICT policy and systems e.g. dispatch a technical team</i>		NIL	Institutional inertia	
<i>v. Support to Agriculture, Water and Environment Programmes</i>		i. Organized with ECOWAS, NEPAD Business Group & Mali Government Forum on Rice, Oct. 2008 Segou, Mali ii. Prepared report on <i>Food Security</i> , theme of 2008-2009 Economic Report		<i>Rice Production and Marketing</i> became theme for Second ECOWAS Business Forum held in 2009.

AREAS/ACTIVITIES	OBJECTIVES	IMPLEMENTATION	SUCCESS FACTORS/ CHALLENGES	OBSERVATIONS
2. Support to ECOWAS Commission for Consensus and Policy Advocacy at sub-regional level	Contribute to on-going public-private dialogue to promote regional integration	Partial	Non-availability of counterpart staff of Commission No work plan	
i. Proposal for Establishment of WAIGO	To provide a forum for interaction among IGOs in West Africa	i. TOR for setting up a forum of WAIGO drawn up in collaboration with ECOWAS	Issue of rationalization of IGOs raised and settled	Other collaborating partners were UEMOA, CILSS, MRU, ACMAD, OMVG
ii. Convene meeting of Expert Group on establishment of Conference (Nov 2007)	To define modalities for setting up Forum	Organized jointly with ECOWAS two EGMs of IGOs in Ouagadougou, December, 2007; & Niamey, June 2008	Issue of funding of activities of WAIGO Forum yet to be resolved	WAIGO Forum was to have been formally set up in early 2008
iii. Convening SRO's ministerial conference back to back with meetings of policy organs of ECOWAS	To avoid duplication and ensure synergy	NIL		Difficult to implement as ECOWAS Council membership does not coincide with SRO's ministerial body
iv. Organize civil society roundtable in advancing integration process and programmes. UNECA to partner with ECOWAS and WACSOF	To provide a forum for involvement of non-state actors in integration process	NIL		
v. Provide technical assistance to ECOWAS/member states to promote private sector development	Contribute to on-going effort at mobilizing private sector for regional development and competitiveness	Provision of TA for: i. facilitation of launching ECOWAS Business Forum (EBF), Accra, 2007 ; ii. organization of 2 nd EBF, Ouagadougou 2009; iii. elaboration of action plan in March/April 2009 for implementation of 2 nd EBF recommendations iv. Participation in 1 st Joint meeting of Planning Committee for 3 rd EBF & 6 th ECOWAS Trade Fair, July 2009	Timely assumption of duty of key staff of PSD at ECOWAS Commission – Director and PPOs Action plan was an input for PSD, 2009-2010 work-programme	additional staff needed to strengthen PSD, now only 1 Director and 2 PP

AREAS/ACTIVITIES	OBJECTIVES	IMPLEMENTATION	SUCCESS FACTORS/ CHALLENGES	OBSERVATIONS
3. Monitoring the state of integration and economic performance in West Africa	To strengthen cooperation between the two institutions in promoting regional integration	Partial	<i>staff /time constraints no work plan</i>	More effort needed from both institutions to ensure staff commitment to production of joint report in 2010.
i. Preparation of joint UNECA/ECOWAS annual Economic Report on West Africa		Collaboration in production of two ECA Reports on <i>Economic and Social Conditions in West Africa</i> , and one report on Developmental Challenges is being finalized	ECA took initiative in providing drafts	Joint production of annual Economic Report on West Africa is yet to be properly organized by the two institutions - inability to meet and agree on outline and responsibilities
ii. Strengthening Economic Policy Analysis Unit (EPAU) of ECOWAS	To provide sound basis for policy decisions	NIL	Plans well advanced for operationalizing EPAU (technical and financial support from ACBF and other development partners)	This activity is taken over by ACBF and other partners
iii. Assistance in Formulation of an ECOWAS Community Development Programme	To contribute to providing a coherent framework for regional development	NIL	<i>MYP unknown to recently appointed Director in charge of CDP</i>	CDP is being formulated. Technical and intellectual input is required from ECA and other partners for finalizing the document in 2010.
iv. Strengthening ECOWAS statistical capacity e.g. Partnership in statistical harmonization in support of regional integration programmes	To contribute to providing a sound data basis for design, implementation and monitoring of integration programmes	i. Prepared and disseminated progress report on convergence criteria and monetary integration in West Africa; ii. Served on review team member of West African Multilateral Surveillance Database (ECOMAC) in 2008 iii. Organized a regional training session in March 2009 on database for disseminating statistical information (Stat Base - available on line)	High level of collaboration from relevant staff	ECOWAS also had collaboration of AFRISTAT, UNICEF, EUROSTAT, ACBF, ADB

AREAS/ACTIVITIES	OBJECTIVES	IMPLEMENTATION	SUCCESS FACTORS/ CHALLENGES	OBSERVATIONS
4. Support to implementation of NEPAD Infrastructural Programmes in sub-region	To strengthen cooperation between the two institutions in promoting regional infrastructural development	Substantial	Commitment of two institutions in playing respective roles <i>No work plan</i>	
<i>i. Assist in launching ECOWAS/PDIU in support of implementation of NEPAD short-term infrastructure action plan in West Africa</i>		i. Assisted in setting up ECOWAS Project Preparation and Development Unit(PPDU)	<i>Inadequate staff at ECOWAS Infrastructure Directorate for required interaction with ECA Adviser</i>	Work advancing for setting up PPDU Office at EBID in Lome, Togo
<i>ii. UNECA to post a regional advisor on infrastructure to ECOWAS</i>		Regional Adviser on Infrastructure posted to ECOWAS Commission in Abuja, March 2009	Presence of committed staff	ECA adviser's presence has improved considerably staffing problem of Infrastructure Directorate
<i>iii. Assist in the implementation of CAADP at sub-regional level</i>		NIL		ECOWAS has translated CAADP into ECOWAP

AREAS/ACTIVITIES	OBJECTIVES	IMPLEMENTATION	SUCCESS FACTORS/ CHALLENGES	OBSERVATIONS
5. Trade Issues	To strengthen cooperation between the two institutions in promoting regional trade and integration	Substantial	<i>Inadequate ECOWAS counterpart staff No work plan</i>	Considerable ECA delays in responding to ECOWAS requests
<i>i. Assist in the promotion of intra-West African Trade</i>		Organized EGM on potential of e-commerce for intra-West African trade		
<i>ii. Strengthen the capacity of ECOWAS in international trade negotiations (UNECA Africa Trade Policy Centre to provide training)</i>		Assisted joint ECOWAS-UEMOA Committee on EPA negotiations, Abuja 6-8 February 2008; Facilitated ECOWAS-UEMOA ministerial meeting on EPA February 18-21 2008 Nouakchott		
<i>iii. Provide technical support for the preparation of policy briefs, issue papers and technical background documents on emerging trade issues.</i>		NIL		ECOWAS requested ATPC in April 2009 for technical assistance in harmonizing WTO commitments of ECOWAS member states in preparation for the finalization of EPA negotiations

AREAS/ACTIVITIES	OBJECTIVES	IMPLEMENTATION	SUCCESS FACTORS/ CHALLENGES	OBSERVATIONS
6. Gender Issues	<i>Main streaming gender issues in the multi-year program</i>	Substantial	Commitment of staff No work plan	
<i>i. Institutional Strengthening of the ECOWAS Gender Development Centre(EGDC)</i>	To support EGDC's capacity building effort	i. Assisted EGDC in elaborating its Strategic Plan 2009-2013, Feb.2008 ii. Co-facilitated ECOWAS Ministers meeting in May 2008, Dakar iii. Member of EGDC's Consultative Committee and assisted in developing the work programme for 2009-2010	<i>Inadequate technical capacity and financial constraints at both the Gender Division of Commission and EGDC for needed follow up</i>	Need to streamline activities of EGDC and Gender Division of ECOWAS to avoid duplication and create synergy
7. Promoting Good Governance	To strengthen cooperation between the two institutions in promoting good governance	Substantial	Commitment of staff <i>No work plan</i>	
<i>i. Assist in the implementation of the ECOWAS Protocol on Good Governance</i>		Jointly organized an ad-hoc EGM in Bamako October 2007 on "Promoting Good Governance in West Africa, lessons learnt and the way forward."		Two background documents were produced: "Political Parties and Good Governance in West Africa" and "Harnessing traditional Governance Institutions in West Africa"
<i>ii. Assist the governance systems and institutions in West Africa</i>		Developed a field project on governance systems and the African wealth creation and retention strategy		
<i>iii. Assist in the formulation of an ECOWAS sub-regional post conflict recovery and reconstruction programme.</i>		NIL	inadequate staff	Other pressing emergency issues during the period may have diverted attention elsewhere

AREAS/ACTIVITIES	OBJECTIVES	IMPLEMENTATION	SUCCESS FACTORS/ CHALLENGE	OBSERVATIONS
8. Climate Change	To strengthen cooperation between the two institutions in promoting regional integration	Substantial	Strong leadership of ECOWAS <i>No work plan</i>	
i. <i>Collaboration with ECOWAS, UNECA, CILSS, ACMAD in the design of the Action Plan following the Ouagadougou February 2007 conference on climate change under ECOWAS leadership</i>		i. Elaborated sub-regional Action Plan on adaptation to climate change in collaboration with ECOWAS, CILSS and ACMAD; ii. Organized workshops in Banjul, March and Accra July, 2009 on Action Plan produced by Specialized Technical Committee	<i>Staff constraint at ECOWAS</i>	ECA-WA will participate in experts meeting, preceding meeting of Ministers of Environment on adoption of Action Plan, Accra November 17-20, 2009 Technical Adviser on Climate Change needed to follow up on implementation
9. Ad-hoc Activities/ Initiatives Joint Organization and Participation in meetings		i. Convened ad-hoc Experts Group meeting on “Development Financing and Fiscal Policy in Africa” Feb. 2009 ii. Prepared and disseminated report on strategies for developing bio-fuels sector in West Africa as theme of <i>Report on Economic and Social Conditions in West Africa in 2008</i> . iii Prepared background documents, and jointly organized expert group meeting on energy security in July 2009. The outcome will be an input into the Third ECOWAS Business Forum in 2010 - for attracting investment in the energy sector in West Africa – iv. Participated in regional Seminar on Impact of Global Financial Crisis on ECOWAS, Cotonou June, 2009 v. Participated in meeting of Strategic Monitoring Committee on impact of Global Financial Crisis on ECOWAS, Abidjan Sept, 2009		These are activities within the framework of the MYP, but not under any of the eight thematic areas. ECA assisted in preparation and presentation of papers as well as

ANNEX 3: SAMPLE ACTION PLAN OF ECA-ECOWAS MYP 2010-2012

THEMATIC/ACTIVITY AREA	PERIOD OF IMPLEMENTATION YEAR 1 YEAR 2 YEAR 3	RESPONSIBILITY	OBSERVATIONS
<p><u>Trade Issues</u> i. Organizing workshop on the Implications of the DOHA round and the EPAs trade negotiation outcomes; ii. building capacity of member States and regional economic communities to increase Africa's share of international trade (through the African Trade Policy Centre) iii. forum on trade transit facilitation between landlocked and coastal countries in West Africa</p>	<p>2011 2011 2011</p>	<p>Included in ECA Programme of activities</p>	<p>Budgeted under TFED</p>
<p><u>Environment and Natural Resource</u> i. capacity building for coordinated natural resources management policies in the ECOWAS zone (1) ii. towards the harmonization of mineral policies, laws, regulations, standards and codes: support to the African Union and to RECs (1)</p>		<p>Included in ECA programme of activities</p>	<p>Budgeted under NRID; No period for implementation indicated</p>
<p><u>Regional Integration</u> i. enhancing the capacity of NSOs and RECs in the development of harmonized and comparable data for regional integration ii. institutional support to ECOWAS and UEMOA</p>		<p>Included in ECA programme of activities</p>	<p>No period for implementation indicated neither source of budget</p>
<p><u>Governance</u> strengthening the capacity of regional and national institutions in combating corruption</p>		<p>Included in ECA programme of activities</p>	<p>No period for implementation indicated neither source of budget</p>