



THE AFRICAN CAPACITY  
BUILDING FOUNDATION

*RESULTS/OUTCOMES OF THE CAPACITY BUILDING  
ACTIVITIES OF SOME ACBF-SUPPORTED INSTITUTIONS*



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THE AFRICAN CAPACITY BUILDING FOUNDATION

**ACBF WORKING PAPER**  
**ACBFWP/8/2005**

**Results/Outcomes of  
the Capacity Building Activities  
of some ACBF-Supported Institutions**

**ACBF Knowledge Management  
and Program Support Department<sup>1</sup>**

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<sup>1</sup> The contributions received from some ACBF-supported institutions for the preparation at the Workshop held in Nairobi in July 2005 on the one hand, and the information contained in the Mid-term reviews on the other hand served as background material in the preparation of Sections II and III of this paper. The author thanks all the institutions that kindly submitted a paper on the results/outcomes of their capacity building activities for their valuable contributions and apologizes for not being able to use all of them in this Paper.

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**EPM - GHAN**

## **INTRODUCTION**

The purpose of this report is to highlight on activities of EPM-Ghana. It will include the achievements as well as the challenges of the programme in terms of capacity building.

## **NATURE OF AWARD**

Scholars on the EPM programme are sponsored by African Capacity Building Foundation (ACBF) and Joint Japan/World Bank Graduate Scholarship Programme (JJ/WBGSP) to be trained as well-rounded economic policy advisors who will contribute to the economic management capacity of their home organisations, including government ministries, central Banks, parastatal bodies and non-governmental organisations.

## **SCHOLARS TRAINED BY EPM - GHANA**

EPM-Ghana started operating in July 1998 and scholars of the first cohort were admitted into the programme in October 1998.

The programme has already trained one hundred and thirty-nine (139) scholars since its inception and 35 scholars are currently being trained. Out of the one hundred and thirty-nine trained scholars, ninety-three (93) scholars have successfully graduated with an M.A. Degree in Economic Policy Management. Thirty-four (34) scholars are currently working on their dissertations while twelve scholars could not meet the requirement of the award of the M.A degree. The breakdown is as follows;

### **Cohort 1:**

Twenty-four (24) scholars were admitted. Nineteen (19) out of this number were ACBF scholars while the remaining five (5) were World Bank scholars. Twenty-three scholars graduated successfully from this cohort. One ACBF scholar failed the course and therefore could not graduate.

### **Cohort 2:**

Twenty-four (24) scholars were admitted. Eighteen (18) out of this number were ACBF scholars while the remaining six (6) were World Bank scholars. All scholars in this cohort successfully graduated.

### **Cohort 3:**

Twenty-nine (29) scholars were admitted. Seven (7) of them were World Bank scholars while the remaining twenty-two (22) were ACBF scholars. Twenty-five scholars successfully graduated from this cohort. Three (3) World Bank scholars could not graduate because they failed to submit their dissertations whilst one (1) ACBF scholar, failed to meet the course credit requirement.

### **Cohort 4:**

Twenty-eight (28) scholars were admitted into this cohort consisting of twenty-two (22) ACBF scholars and six (6) World Bank scholars. All World Bank scholars have successfully graduated whilst only fourteen (14) ACBF scholars have graduated from this group. Those who did not graduate could not do so because they did not submit their dissertations.

**Cohort 5:**

Thirty-four (34) scholars were admitted into this cohort. Twenty-seven (27) on them are ACBF scholars while the remaining seven (7) are World Bank scholars. Scholars have just returned from their internship sites and are working on their dissertations.

**Cohort 6:**

Thirty-five (35) scholars are currently on the programme, twenty-eight (28) ACBF scholars and seven (7) World Bank scholars. Scholars are in their second semester which will end on July 22<sup>nd</sup> 2005.

**PROFILE OF SCHOLARS**

Scholars who have passed through EPM-Ghana, including those currently on the programme, are mostly dominated by males. The gender profile is as follows;

|                |   |     |
|----------------|---|-----|
| <b>Males</b>   | - | 119 |
| <b>Females</b> | - | 55  |

Most graduates who apply for admission into the programme are from Ghana, Kenya, Ethiopia, Nigeria, Liberia and Sierra Leone. We also receive a few applications from countries outside Africa. The breakdown is as follows;

|                     |   |    |
|---------------------|---|----|
| <b>Ghana</b>        | - | 95 |
| <b>Nigeria</b>      | - | 15 |
| <b>Sierra Leone</b> | - | 24 |
| <b>Liberia</b>      | - | 6  |
| <b>Tanzania</b>     | - | 3  |
| <b>Zambia</b>       | - | 3  |
| <b>Vietnam</b>      | - | 1  |
| <b>Benin</b>        | - | 1  |
| <b>Ethiopia</b>     | - | 16 |
| <b>Botswana</b>     | - | 1  |
| <b>Pakistan</b>     | - | 1  |
| <b>Kenya</b>        | - | 8  |

**ACADEMIC PROGRAMME**

The academic calendar of the EPM programme has been organised into a pre-programme period and three semesters. The programme starts with the pre-programme period which allows scholars to get acquainted with the programme before they start the main courses.

The pre-programme courses include French 1, Computer Skills & Management Information Systems, and Introductory Mathematics & Statistics.

The main programme courses are;

**First Semester**

1. French 2
2. Economic Principles (Micro I and Macro I)
3. Policy Analysis, Design and Evaluation
4. Mathematical & Statistical Methods
5. Effective Communication
6. Strategic Management

### **Second Semester**

1. Economic Policy Seminar I
2. Microeconomics
3. Macroeconomics
4. Public Sector Economics
5. Managerial Accounting

### **Third Semester**

1. Financial Management
2. Applied Quantitative Analysis
3. Programme and Project Management
4. Economic Policy Seminar II
5. International Economics (Elective)
6. Monetary Economics (Elective)
7. Rural Economy (Elective)

Scholars are required to take **only one** elective course in addition to the four core courses during the third semester. The programme had made provision for seven elective courses from which scholars can make a choice but only the three mentioned above are being offered due to lack of lectures for the other four.

### **INTERNSHIP**

After 14 months of course work, scholars go on a three month internship where they are given the opportunity to apply the economic policy tools and management skills they have acquired.

Reports received from the various internship sites where our scholars have worked help us to evaluate the performance of the programme in terms of capacity building. Reports received so far are very favourable to the programme. Our scholars are said to have made significant contributions, invaluable contributions, or participated actively in the planning activities of their organisations. In one of the reports for instance, a scholar was said to have produced excellent economic reports on various issues. The report further emphasised the intern's invaluable contributions to the organisation's Quarterly Economic Review and 2004 Annual Report. Many other reports have shown that our scholars have made impressive contributions at their internship sites.

Scholars have also gained considerable experience from their internship sites. This has further enhanced their skills.

## **INSTRUCTORS/PROGRAMME MANAGEMENT TEAM**

Thirty-seven (37) instructors currently handle courses on the programme. These instructors are evaluated from time to time to determine the effectiveness of their contributions to the programme.

A programme management team has also been put in place consisting of the Programme Director, Management coordinator, French Coordinator, Accounts Officer, IT specialist, Secretary, Instructors' representative and students' representative. Team members meet from time to time to discuss issues concerning the EPM programme and also interact with students from time to time. This is meant to ensure a smooth running of the programme.

## **TRAINEE FOLLOW-UP**

In order to know whether capacity building activities are yielding positive results, a tracer study is being carried out. Trainee follow-up questionnaires have been sent to most past scholars and responses received have shown that the programme has been very beneficial to them in their current jobs and their organisations.



**NOTE SUR L'INSTITUT DE DEVELOPPEMENT  
ECONOMIQUE DU BURUNDI : SES  
OBJECTIFS, SON IMPACT ET SES  
PERSPECTIVES**

Par

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**BUJUMBURA -BURUNDI**

Juin 2005

## LISTE DES SIGLES ET ABREVIATIONS

|          |   |                                                                              |
|----------|---|------------------------------------------------------------------------------|
| ACBF     | : | African Capacity Building Foundation                                         |
| BRB      | : | Banque de la République du Burundi                                           |
| C.A.     | : | Chercheur Associé                                                            |
| CCIB     | : | Chambre de Commerce, d'Industrie, d'Agriculture et d'Artisanat du Burundi    |
| CE       | : | Comité Exécutif                                                              |
| CF       | : | Conseil Fiduciaire                                                           |
| COMESA   | : | Common Market for Eastern and Southern Africa                                |
| CSLP-I   | : | Cadre Stratégique Intérimaire de Lutte contre la Pauvreté                    |
| CURDES   | : | Centre Universitaire de Recherche pour le Développement Economique et Social |
| DEA      | : | Diplôme d'Etudes Approfondies                                                |
| FSEA     | : | Faculté des Sciences Economiques et Administratives                          |
| FMI      | : | Fonds Monétaire International                                                |
| GTT      | : | Groupe Technique de Travail sur l'Intégration Régionale                      |
| IDEC     | : | Institut de Développement Economique                                         |
| MBGP     | : | Ministère de la Bonne Gouvernance et de la Privatisation                     |
| PACT     | : | Partnership for Capacity Building in Africa                                  |
| PAS      | : | Programme d'Ajustement Structurel                                            |
| PIB      | : | Produit Intérieur Brut                                                       |
| PMA      | : | Pays les Moins Avancés                                                       |
| PNUD     | : | Programme des Nations Unies pour le Développement                            |
| PRSP     | : | Poverty Reduction Strategy Paper                                             |
| SCEP     | : | Service Chargé des Entreprises Publiques                                     |
| SIDA     | : | Syndrome d'Immuno Déficience Acquise                                         |
| SP/REFES | : | Secrétariat Permanent de Suivi des Réformes Economiques et Sociales          |
| UB       | : | Université du Burundi.                                                       |
| UNESCO   | : | United Nations for Education, Science and Culture Organization               |
| UO       | : | Unité Opérationnelle                                                         |
| VIH      | : | Virus d'Immuno-déficience Humaine                                            |
| WBI      | : | World Bank Institute                                                         |

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## **I. HISTORIQUE**

L'Institut de Développement Economique (IDEC) est une Association Sans But Lucratif fondée en 1993 par des membres provenant des secteurs public et privé, nationaux et étrangers. L'IDEC a été agréé par Ordonnance Ministérielle N° 205.01/305/93 du 15 Juin 1993.

Le financement de l'Institut est assuré par l'accord de Don n° 0540 signé entre l'IDEC et l'ACBF le 22 Septembre 1993 et rendu effectif le 6 Juin 1995.

Les activités de l'IDEC ont toutefois démarré à partir du 1<sup>er</sup> Avril 1996, date à laquelle, le Directeur et l'équipe complète des Chercheurs Professionnels sont entrés en fonction. La première phase de l'IDEC a été clôturée à la fin du mois de mai 2002. L'IDEC est dans sa deuxième phase qui couvre la période du juin 2002 à mai 2006.

## **II. CONTEXTE ET HYPOTHESES DU PROJET**

Il convient de rappeler les hypothèses de départ du Projet IDEC phase I et les nouvelles hypothèses de la phase II. En effet, l'équipe d'évaluation de l'IDEC I et de conception de l'IDEC II est arrivée à la conclusion que les hypothèses de départ de l'IDEC restent valables. Mais qu'en même temps de nouvelles hypothèses ont émergé en cours de route en particulier eu égard à la signature des accords d'Arusha, la mise en place des institutions de transition ainsi que de la prise en compte des défis mondiaux de l'heure.

Le Projet IDEC I était basé sur les quatre hypothèses suivantes :

- (1) La forte dépendance du Burundi vis-à-vis de l'expertise étrangère dans l'analyse et la formulation des politiques économiques notamment en matière de ciblage des mesures de politiques macroéconomiques et d'évaluation de leurs impacts.
- (2) L'insuffisance de maîtrise dans la conduite des réformes économiques par les cadres et les décideurs politiques nationaux
- (3) Les défis d'économistes de haut niveau qui se reflètent dans la grave pénurie des enseignants nationaux au niveau de la Faculté des Sciences Economiques et Administratives (FSEA) de l'Université du Burundi.
- (4) L'insuffisance des ressources humaines, matérielles et financières au sein du Centre Universitaire de Recherche pour le Développement Economique et Social (CURDES) pour promouvoir la recherche à la FSEA et accroître la capacité de l'Université à retenir les services d'un personnel qualifié.

Bien que de l'avis des bénéficiaires, l'expérience édifiante de l'IDEC I mérite de continuer dans les années à venir, il y a une émergence de nouvelles hypothèses qui devraient être intégrées dans l'IDEC II.

- (i) La gestion du Burundi post-conflit. Après les Accords d'Arusha et dans le contexte de la mise en place de nouvelles institutions de transition d'arrêt des hostilités, le pays a besoin de renforcer ses capacités de gestion du pays de la période post-conflit. L'IDEC devrait notamment disponibiliser des analyses fines sur la réhabilitation/reconstruction et la relance

de l'économie.(ii) L'insuffisance de l'intégration des défis mondiaux de l'heure durant la phase I tels que : la lutte contre la pauvreté, l'environnement, le genre, la société civile, la promotion du secteur privé et la bonne gouvernance. (iii) Le pays est confronté à un défi économique structurel majeur à savoir : le problème de la satisfaction des besoins en alimentation face à un taux d'accroissement de la population nettement supérieur à celui de la production et au morcellement continu du facteur terre. Il faudrait donc intégrer le secteur dit réel incluant les volets suivants : l'agriculture, l'industrie, le transport, la santé, l'éducation, etc. Ces nouveaux défis ont conduit à la mise sur pied de deux modules additionnels : celui des « défis de l'heure » (questions économiques transversales) et celui du « secteur réel ».

### **III.OBJECTIFS DE L'IDEC**

L'Institut se propose de mettre en oeuvre le programme de renforcement des capacités nationales de Gestion du Développement. De façon générale, l'Institut voudrait renforcer les capacités nationales d'analyse des politiques économiques et le dialogue sur les politiques de développement, devenant ainsi une institution privée d'utilité publique.

De façon spécifique, l'Institut se propose de : (i) Augmenter les capacités locales de formulation et de mise en oeuvre des politiques économiques; (ii) Renforcer la collaboration entre les Chercheurs et l'Administration; (iii) Promouvoir un cadre objectif de discussion des questions économiques; (iv) Disponibiliser auprès des décideurs des analyses pointues sur les questions économiques et (v) Développer les capacités nationales dans le domaine de l'analyse des politiques économiques.

Pour ce faire, l'Institut oriente ses activités vers les questions intéressant le développement du pays à moyen et long terme, la gestion des ressources publiques du secteur financier et monétaire, les réformes des politiques commerciales et industrielles, la formation des formateurs pour conforter les capacités des institutions de formation des cadres économistes et l'animation des débats pour éclairer les décideurs. Son indépendance intellectuelle et institutionnelle lui confère un avantage comparatif.

### **IV PERFORMANCES DE L'IDEC**

Les activités de l'IDEC s'articulent autour du programme approuvé par le Comité Exécutif et l'ACBF et est conçu dans le cadre du suivi des recommandations issues des différentes missions de supervision et d'évaluation de l'ACBF. La performance de l'IDEC peut s'évaluer à partir de la réalisation des différentes activités programmées. Elles concernent les volets suivants : (i) le renforcement institutionnel ; (ii) la recherche ; (iii) la formation et (iv) la dissémination et le dialogue sur les politiques de développement ;

**Le renforcement institutionnel de l'IDEC** concerne l'adhésion de nouveaux membres à l'IDEC, le recrutement du personnel, la création et l'animation d'un centre de documentation et l'achat des équipements et du mobilier. (i) Au cours de la deuxième phase , le CE de l'IDEC a , conformément à son mandat, agréé 28 nouveaux membres portant ainsi à 64 les membres effectifs ; (ii) L'équipe des chercheurs professionnels est actuellement au complet ; (iii) Dans le souci de faciliter l'accès à la Bibliothèque de l'IDEC par un large public, l'IDEC a procédé à la création d'un centre de documentation dont l'emplacement est situé au centre ville de Bujumbura ; (iv) Le renforcement institutionnel de l'IDEC a

également consisté en l'acquisition des équipements informatiques et bureautiques ainsi que du matériel roulant. Bien plus, des équipements informatiques ont été disponibles pour le Ministère de la Bonne Gouvernance et de la Privatisation (MBGP) et le CURDES/FSEA.

**Le programme annuel de recherche de l'IDEC** est élaboré à partir des demandes formulées par les bénéficiaires (Administration publique, FSEA, Partenaires du Développement). Ces demandes sont transmises à l'IDEC à travers le Secrétariat ou les membres du Comité Exécutif ou du Conseil Fiduciaire. Le programme finalisé par le secrétariat est ensuite approuvé par le Comité Exécutif.

Depuis sa création, l'IDEC a encadré et collaboré avec 140 chercheurs associés (CA) dont 50 jeunes chercheurs en économie, venant de la BRB, du Ministère des Finances, du Ministère du Commerce, de l'Industrie et du Tourisme, du Ministère de la Planification du Développement et de la Reconstruction, du Ministère du Développement communal, du secteur privé, de la société civile etc.

**Pour encourager la recherche au sein de la Faculté des Sciences Economiques et Administratives (FSEA)**, une dotation de recherche est accordée au Centre Universitaire de Recherche pour le Développement Economique et Social (CURDES) rattaché à la FSEA sur base d'un programme approuvé par les instances du CURDES. La dotation consistait en un fonds de recherche de 24.000 \$ USD par an dans la première phase qui a été porté à 44.750 \$ USD au cours de la deuxième phase. Ce dernier permet l'exécution des travaux de recherche fondamentale en vue d'améliorer la qualité de l'enseignement à la FSEA et de motiver les professeurs à continuer leur carrière dans l'enseignement et la recherche.

Dans le cadre de la première phase et pour les deux premières années de la deuxième phase, 7 programmes de recherche du CURDES totalisant 90 travaux sont déjà achevés sur financement de l'IDEC.

**Pour conforter les capacités de l'Université par la formation des formateurs**, la première phase de l'IDEC avait mis à la disposition de la FSEA 4 bourses de doctorat et la deuxième phase prévoit 15 bourses de DEA/Master's. Le budget de formation prévu pour la première phase n'a pas été consommé totalement et celui de la deuxième phase connaît un faible taux d'utilisation. La capacité d'absorption des fonds destinés à la formation doctorale reste faible pour des raisons internes à l'université du Burundi, mais des pourparlers sont en cours et nous pensons qu'une solution satisfaisante sera bientôt trouvée.

**Le perfectionnement des cadres professionnels de l'IDEC** s'est fait grâce à la participation aux séminaires organisés par l'Institut de la Banque Mondiale (WBI), l'Institut du FMI, L'Institut Multilatéral d'Afrique, CEFOP... L'IDEC a également participé à l'échange d'expériences entre tous les projets financés par l'ACBF.

**La formation et l'encadrement des étudiants et mémorands de l'Université du Burundi** par les chercheurs professionnels de l'IDEC se sont poursuivis tout au long de l'existence de l'Institut. Par ailleurs, l'IDEC a encadré des stagiaires finalistes de l'Université du Burundi et des autres Universités et Instituts privés récemment établis au Burundi.

**L'IDEC a été également sollicité pour assurer les cours sur la macroéconomie, la dette et la pauvreté** aux agents et cadres de la confédération des syndicats du Burundi (COSYBU).

**La dissémination des résultats des études et travaux réalisés par l'IDEC** est régulièrement faite par :

- La communication des rapports aux commanditaires et aux décideurs ;
- L'organisation des séminaires, conférences, interventions dans la presse, Journées de réflexion sur les problèmes contemporains de l'économie burundaise, Journées de promotion des Jeunes Chercheurs en Economie, etc .
- La publication semestrielle de la Revue de l'Institut de Développement Economique « RIDEK » et trimestrielle des cahiers de l'IDEC ainsi que la mise à disposition de « working papers ».

## **V. QUELQUES ELEMENTS D'IMPACT DE L'IDEC**

Au terme de la première phase et au cours de la période couverte par la deuxième phase, en dépit de ses difficultés de démarrage dans un contexte de crise et de blocus économique, l'Institut a acquis et renforcé une expérience pratique qui a produit des résultats probants sur le terrain. Nous citerons à titre d'exemple les éléments d'impact ci-après en matière de renforcement des capacités nationales d'analyse des politiques et de dialogue sur les politiques de développement.

### **V.1 Renforcement des capacités nationales d'analyse et de formulation des politiques**

Par son programme de chercheurs Associés, l'Institut a encouragé les recherches orientées vers des analyses économiques et sociales et a renforcé la collaboration entre ses chercheurs et l'Administration.

Par ses séminaires, Conférences, Débats et plus spécialement ses « Journées de Réflexion sur les Problèmes Contemporains de l'Economie burundaise », l'Institut a pu promouvoir un cadre objectif de discussion des questions économiques

Un atelier sur l'élaboration d'un cadre opérationnel pour la programmation de la base monétaire et les prévisions de liquidités de la Banque centrale : le cas du Burundi a été tenu en considération pour présenter le rapport. Cet atelier réunissait la BRB, le Ministère de la Planification du Développement et de la Reconstruction, le Ministère des Finances, le Ministère du Commerce, de l'Industrie et du Tourisme, la Faculté des Sciences Economiques et Administratives, les Bureaux d'études, la Banque Mondiale, le PNUD et d'autres partenaires et bénéficiaires. En plus des résultats de ce travail, une note sur l'application prévisionnelle a été discutée et remise aux bénéficiaires.

A la demande de la Banque Mondiale et de l'ONG Internationale Action AID, l'IDEC a mené une étude sur l'analyse institutionnelle des structures centrales et décentralisées de lutte contre le VIH/SIDA implantées à travers tout le pays. L'étude constitue un outil indispensable pour le Gouvernement, les ONGs et autres intervenants dans la lutte contre le SIDA.

A la demande du Ministère des Finances et du PNUD, l'IDEC a réalisé une étude sur : « La gestion de la dette extérieure publique » en vue d'appuyer le Gouvernement du Burundi à

améliorer la qualité de gestion de sa dette extérieure et d'évaluer les possibilités d'accessibilité aux mécanismes existants de réduction de la dette. Les résultats de l'étude ont servi à l'élaboration du « Plaidoyer en faveur de l'allègement de la dette du Burundi » qui a été présenté à la Table ronde des bailleurs qui s'est tenue à Genève en Décembre 2001.

A la demande du Ministère du Commerce et de l'Industrie ainsi que de la Banque Mondiale, l'IDEC a contribué à l'élaboration de l'étude diagnostique sur l'intégration commerciale du Burundi. La contribution de l'IDEC a porté sur le chapitre relatif aux impacts des accords commerciaux régionaux et internationaux sur l'économie burundaise. Il a également assuré la présidence des groupes de travail lors des journées de pré-validation et de validation du rapport tenues en décembre 2003.

L'IDEC contribue à la réalisation de l'Etude Prospective Burundi 2025 à la demande du Ministère de la Planification du Développement et de la Reconstruction qui est appuyé par le PNUD. Dans la phase d'études rétrospectives, l'IDEC est chargé des thèmes portant sur : (i) Population et Développement ; (ii) Santé, Nutrition, Paludisme et VIH/SIDA et (iii) Production et Infrastructures d'Appui à la Production.

## **V.2 Dialogue sur les politiques de développement**

L'IDEC a été sollicité pour participer à la préparation de la Table Ronde sur la Réconciliation, la Reconstruction et la Relance de l'économie et à la préparation du cadrage macro-économique devant inspirer des programmes de réformes économiques.

A la demande du PNUD, l'IDEC s'est activement impliqué dans la mise au point du cadre méthodologique des études relatives au projet « Appui à la Formulation d'une Politique et des Stratégies de Lutte contre la Pauvreté (BDI/97/003) ».

Après la suspension de l'embargo, l'IDEC a été sollicité par le Bureau du Deuxième Vice-Président de la République Chargé des Questions Economiques et Sociales pour évaluer son impact sur l'économie burundaise et examiner les stratégies appropriées pour dissuader ou faire face à ce type de situation et mettre en place des politiques permettant de revenir rapidement à la situation d'avant la crise de 1993.

Dans le cadre des préparatifs pour l'adhésion à la Zone de Libre Echange du COMESA, le Ministère du Commerce, de l'Industrie et du Tourisme a sollicité l'IDEC pour effectuer l'étude portant sur : « L'Evaluation de l'Impact de la mise en vigueur de la Zone de Libre Echange au sein du COMESA sur l'économie Burundaise » afin d'éclairer le Gouvernement sur les implications pour l'économie burundaise de l'entrée du pays dans l'entité régionale.

Dans le prolongement de ladite étude, le Ministère du Commerce de l'Industrie et du Tourisme a sollicité l'IDEC pour élaborer la Note de politique sur le processus d'intégration du Burundi au sein du COMESA. La note de politique a éclairé le Gouvernement sur le calendrier de son entrée dans la zone de libre échange et sur les mesures d'accompagnement à initier par le Gouvernement, le Secteur privé et le Secrétariat du COMESA pour une intégration harmonieuse en même temps qu'elle a servi de plate-forme dans les discussions qui ont été menées entre les pouvoirs publics et le secteur privé.

Sur demande du Vice Président de la République via le Secrétariat Permanent de Suivi des Réformes Economiques et Sociales (SP/REFES), l'IDEC a été étroitement associé aux travaux d'élaboration du Cadre Stratégique de Croissance économique et de Lutte contre la Pauvreté intérimaire (CSLP-I). Cette activité cadre avec les recommandations formulées par le

Secrétaire Exécutif de l'ACBF dans sa lettre du 20 octobre 2000 adressée au Représentant Légal et Président du Comité Exécutif de l'IDEC. La conduite des consultations sectorielles/thématiques et du secteur privé dans le cadre de l'élaboration du CSLP-Complet a été confiée à l'IDEC.

L'IDEC a participé activement à la préparation, l'animation du séminaire sur les Etats Généraux de l'Economie burundaise qui a été organisé par le Ministère de la Planification du Développement et de la Reconstruction. Il a en outre assuré le secrétariat général de la manifestation et a financé l'impression du rapport et du recueil des communications.

L'IDEC a été sollicité par le Ministère de la Planification du Développement et de la Reconstruction, celui du Commerce et de l'Industrie ainsi que le Programme des Nations Unies pour le Développement (PNUD) pour faire partie des groupes techniques de travail. Il s'agit en particulier : (i) Du Comité National de Préparation de la 3<sup>ème</sup> Conférence des Nations Unies sur les Pays les Moins Avancés (PMA); (ii) Du Comité de Pilotage du Cadre Intégré pour le Développement du Commerce et de l'Industrie au Burundi; (iii) Du Groupe Technique de Travail sur l'Intégration Régionale (GTT); (iv) Du comité du Commerce et des Douanes du COMESA où l'IDEC a apporté son appui technique lors de la tenue des discussions annuelles du comité ; (v) Du groupe technique de travail pour la formulation des programmes et projets du PNUD 2005-2007 ; (vi) Du Comité Pédagogique du Plan Global de Formation des Agents de l'Administration Publique et (vii) Du Forum National du Développement et de la Politique Commerciale mis en place par le Gouvernement du Burundi pour mener les négociations des Accords de Partenariat Economique entre l'Union Européenne et les Groupes Pays d'Afrique Caraïbes et du Pacifique (ACP).

Sur demande du Ministère des Finances, l'IDEC a effectué l'étude relative à : (i) «L'Analyse des besoins en Renforcement des capacités Humaines et Institutionnelles de l'Administration Publique ». Les résultats de cette étude ont servi de base entre autres pour plaider la reprise de l'appui du Fonds Monétaire International (FMI) au Burundi et (ii) Le rapport de l'étude intitulée: « L'Analyse Economique, Appliquée au Système Educatif Burundais (1980 - 2000) » a soulevé l'intérêt du Ministère de l'Education Nationale et de l'UNESCO.

## **V. CONTRAINTES ET PERSPECTIVES DE L'IDEC II**

Au moment du démarrage de la deuxième phase de l'IDEC (IDEC II) , le staff de l'Institut était réduit à une portion congrue. En effet, sur trois chercheurs professionnels, il n'en restait qu'un. Parmi les deux Assistants de Recherche, un venait de partir. Sur le plan administratif, l'IDEC venait juste de remplacer le Comptable qui avait résilié son contrat. De même, deux départs nécessitaient un remplacement : la Secrétaire de Direction et la Standardiste.

En outre, les besoins identifiés pour l'IDEC phase II prévoyaient des postes supplémentaires, à savoir un Chercheur en Economie Réelle, un(e) Bibliothécaire, un Chauffeur-Mécanicien, un agent de liaison et un jardinier en vue du renforcement institutionnel de l'IDEC et de l'extension des domaines d'intervention. Les procédures longues de recrutement du personnel et d'acquisition du matériel et des équipements ont ralenti certaines activités.

Par ailleurs, l'insuffisance du personnel au moment du lancement de l'IDEC II a contraint l'Unité opérationnelle et le Comité Exécutif à s'occuper prioritairement du Renforcement Institutionnel de l'Institut et de l'appui direct au Gouvernement et aux communautés.

En termes de perspectives, l'IDEC compte poursuivre ses objectifs y compris ceux nouvellement introduits. Dans l'immédiat, l'IDEC s'emploie à mettre en œuvre les recommandations des différentes missions de supervision et d'évaluation de l'ACBF qui ont séjourné au Burundi. Ces recommandations de l'ACBF que l'IDEC fait d'ailleurs siennes peuvent se résumer comme suit : (i) Augmenter l'impact de l'IDEC ; (ii) Harmoniser la vision, les objectifs et les stratégies de développement des Institutions agréées oeuvrant dans le domaine du renforcement des capacités du pays ; (iii) Adopter des systèmes et procédures qui encouragent l'amélioration de la performance et la productivité ; (iv) Renforcer les capacités de gestion macroéconomique en incitant les responsables à entreprendre des travaux de recherche de haut niveau, en prêtant assistance à un nombre croissant de fonctionnaires dans l'analyse et la formulation des politiques. Un accent particulier doit porter sur la promotion de la culture basée sur l'apprentissage et l'information scientifique et technique parmi les bénéficiaires ; (v) Multiplier les activités de dissémination pour renforcer le volet « communication » en vue de faire mieux connaître l'IDEC et ses travaux ; (vi) Rechercher le partenariat avec les chercheurs burundais résidant à l'étranger ; (vii) Ouvrir sur une base compétitive, le volet formation à tous les lauréats de toutes les universités et Instituts de formation supérieure agréés au Burundi ; (viii) Publier le RIDEC, les cahiers et autres documents élaborés sur une base régulière ; (ix) Renforcer le patrimoine de la Bibliothèque et améliorer sa gestion en l'ouvrant davantage aux lecteurs extérieurs ( surtout les universitaires et fonctionnaires) ; (ix) Les membres du CE et du CF en accord avec les bailleurs de fonds, analyseront la faisabilité de toutes ces recommandations. L'IDEC II devra également affronter les défis de la période post-conflit, et étendre ses interventions aux domaines non traditionnels. Il s'attachera aussi à concevoir et à mettre en œuvre les stratégies susceptibles d'assurer la pérennité de l'Institutio

## **Cellule d'Etude de Politique Economique CEPEC**

*La CEPEC II : quatre ans déjà ! quel rôle dans l'influence des politiques*

Amadou BAH

## **Introduction**

Analyser le rôle joué par une structure de recherche comme la CEPEC pour influencer les politiques économiques, est intéressant à plus d'un titre. L'analyse est d'autant plus intéressante à faire que l'économie guinéenne semble traverser actuellement une crise sans précédent et à la solution de laquelle les centres de recherche pourraient être mis largement à contribution.

L'objectif du présent papier est de bien comprendre après quatre années d'existence le rôle de la CEPEC dans le débat de politique, plus précisément sa stratégie pour faire adopter des recommandations qu'elle est amenée habituellement à formuler dans les études qu'elle réalise ou pour orienter les mesures de gestion macro-économique.

Le rappel d'exemples concrets de mesures de politique prises par les pouvoirs publics et conformes aux propositions ex ante formulées par la CEPEC dans ses travaux de recherche sans négliger les recommandations qui n'ont pas retenu leur attention, permettent de mieux fixer les idées sur la stratégie mise en œuvre par elle pour influencer la gestion macroéconomique.

C'est dans la vocation de la Cellule de relever le défi en apportant toute sa contribution au dénouement de la crise actuelle. Cet apport et la stratégie de partenariat qu'elle a développée au cours des dernières années pour accroître sa notoriété constituent pour elle des opportunités à saisir.

## **Rôle de la CEPEC dans le débat de politique**

Pour bien comprendre le rôle de la CEPEC, il est nécessaire de rappeler son but et sa stratégie mise en œuvre pour influencer les décisions de politique économique.

## **Objet et but de la CEPEC**

Avec la mise en œuvre du PREF en 1986, une réflexion s'était engagée dans le pays pour faire autrement et mieux que par le passé en matière de renforcement des capacités dans les domaines de l'analyse et de la gestion macroéconomique :

- placer le renforcement des capacités dans une perspective de développement tenant compte d'une stratégie à moyen et long terme ;
- favoriser la concertation et la circulation des informations entre les acteurs nationaux de développement ainsi que la complémentarité entre les bailleurs de fonds ;
- concevoir le système dans son ensemble de manière à couvrir les besoins prioritaires de base dans une optique de résultats à atteindre et de produits à fournir ;
- assurer la pérennité des actions de renforcement ;
- favoriser la complémentarité entre les actions de renforcement des administrations publiques, du secteur privé et de la société civile.

La CEPEC vise globalement à renforcer les capacités nationales dans le domaine de la gestion macro-économique. Ses objectifs globaux sont ceux du programme cadre de renforcement des capacités. Elle a pour objectif spécifique de renforcer les capacités nationales de diagnostic, analyse, prévision et évaluation de la politique économique.

Les textes portant création de la CEPEC précisent qu'elle s'inscrit dans le champ de renforcement des capacités de gestion macroéconomique de la Guinée. Elle a été créée dans le but de répondre aux besoins du gouvernement en matière d'analyse de politique économique. La création était justifiée par le manque d'expérience et de compétence de la plupart des économistes guinéens, désireux de mener à bien des travaux d'analyse. Aujourd'hui encore la capacité locale requise pour bien réaliser les travaux d'analyse décisionnelle demeure faible d'une manière générale.

Au cours des années 90, le gouvernement a rencontré des difficultés à assurer convenablement toutes les fonctions liées à la gestion de l'économie nationale : fonction de coordination, fonction d'information, fonction d'analyse et de prévision, fonction de programmation.

Les erreurs d'appréciation faites sur les conséquences des décisions et des mesures de politique économique, la faiblesse de la réflexion stratégique l'ont empêché d'apporter des solutions adéquates aux difficultés économiques et sociales du pays.

### **Stratégie de la CEPEC pour prendre place dans le débat politique**

La stratégie de la CEPEC comporte trois axes majeurs :

- développer des activités pour rationaliser le système d'offres et de demandes d'études, le système d'offres et de demandes de formations, le système d'offres et de demandes d'informations dans le domaine de la politique économique et de la gestion macro-économique ;
- intégrer et/ou coupler les activités d'études/recherches, de formations/séminaires et d'informations/documentations/publications pour répondre aux besoins concrets des responsables de la politique économique ;
- articuler les activités de la Cellule avec celles des autres appuis engagés dans le même secteur d'intervention.

Les résultats annuellement attendus du rôle joué par la CEPEC dans le débat de politique sont :

- l'organisation d'un atelier de dissémination de ses travaux de recherche permettant de faire rencontrer les acteurs de la vie publique, de la société civile et du secteur privé ;
- la publication d'un Bulletin de Politique Economique trimestriel et la diffusion élargie des travaux de la Cellule ;
- l'établissement d'une base documentaire et la mise à disposition d'un nombre croissant de cadres, consultants et formateurs de modules de formation et de méthodes d'analyse appropriables par un cercle élargi d'opérateurs pouvant les utiliser dans l'exercice de leurs responsabilités ;
- des séminaires et formations couplées avec les études pour favoriser les débats et les discussions autour des thèmes majeurs de politique économique ;
- des études aboutissant à des informations nouvelles et à des recommandations de politique ou propositions de mesures pour les responsables et les acteurs de la politique économique ;

- un bilan des formations, études et informations en matière d'analyse de politique économique comportant des recommandations pour rationaliser le processus, coordonner les interventions des bailleurs, créer une dynamique nationale.

Ainsi la CEPEC joue un rôle dans le domaine de la gestion macroéconomique à travers trois catégories d'interventions : études, formations et informations.

A ce titre, elle recense les offres et les demandes d'études, des offres et les demandes de formation, d'information en matière de gestion macro-économique.

Les membres de l'équipe CEPEC bénéficient eux-mêmes des actions découlant du rôle joué par la Cellule : formations, partenariats avec les centres extérieurs, voyages d'études, réseaux de communication, base de documentation, etc. Les capacités doivent-elles augmenter dans le temps de manière à faire du pôle CEPEC un centre de recherche et de formation reconnu dans la sous-région.

Trois types d'analyse caractérisent la plupart des études réalisées à la CEPEC :

- évaluations qualitatives des choix opérés par les pouvoirs publics, fondées sur des principes économiques (ou d'autres principes scientifiques) pour expliquer de quelle manière une décision peut affecter la prospérité économique (ou d'autres objectifs des pouvoirs publics). Ce type d'analyse montre les implications possibles de certaines mesures, en permettant aux responsables d'évaluer l'impact de leur décision ;
- études de comportements parfois nécessaires pour déterminer les paramètres des relations à prendre en compte dans les analyses quantitatives.

Les études sont axées sur les problématiques plutôt que sur les généralités. La nature de la problématique soumise à l'étude est spécifiée clairement, assortie d'éventuelles options d'action de politique et d'idées visant à leur concrétisation.

Afin de jouer pleinement son rôle dans le débat de politique, la CEPEC tient des séances de formation séquentielles et organisées de manière à éviter des ruptures trop longues entre des modules ayant un lien logique, en particulier dans le domaine de l'analyse de politique économique. Elle veille à éviter la duplication et s'efforce d'élever le niveau des débats qui portent sur des éléments de gestion du développement et le processus de décision en général.

La formation est bien ciblée et assurée sous forme d'ateliers/séminaires de sensibilisation, étalée sur de courtes sessions, mais avec une série d'actions échelonnées pour couvrir une longue période et se consolider mutuellement.

Partant du principe que la libre circulation des informations améliore la qualité des débats et des décisions publiques, la CEPEC assure une large diffusion des résultats de ses recherches. Cette option vise à favoriser la création de l'indispensable synergie qu'il y a lieu d'instaurer entre théorie et pratique et qui est conforme à l'une des grandes priorités de la CEPEC qui

est de renforcer et d'étendre tout ce qui est relatif à l'analyse des politiques, à la gestion de l'économie et à la conduite du développement en Guinée.

La stratégie de communication adoptée par la CEPEC lui permet d'informer largement le public des grandes questions touchant le développement économique : ateliers pour présenter et discuter les résultats de recherche, colloques sur ces résultats à l'intention des hauts cadres des secteurs public et privé et des représentants des missions diplomatiques, etc., publication des résumés des études réalisées dans le Bulletin de Politique Economique de la Cellule et sur site Internet d'institutions partenaires, etc. Une telle stratégie permet au secteur privé et aux leaders d'opinion d'être plus attentifs aux résultats des travaux de la Cellule.

En entreprenant des activités de recherche, de formation et d'animation scientifique, la Cellule cherche à assurer une meilleure coordination interministérielle et interdirectionnelle, une synergie avec les programmes concernant l'analyse de politique et la gestion économique.

La CEPEC est consciente de l'importance de la réalisation en synergie des activités, seule à même d'aider le gouvernement dans la formalisation des politiques. Elle a jugé nécessaire de formaliser ses concertations avec les directions techniques des administrations économiques et financières et les secrétariats des structures de renforcement des capacités, pour arrêter ses programmes d'activités. Elle développe les relations de travail avec les responsables des études et de la formation des administrations centrales pour définir les thèmes prioritaires de recherche et des séminaires de formation.

Quelques exemples de la contribution de la CEPEC aux mesures de politique : quelle stratégie pour influencer les mesures ?

La CEPEC est la seule équipe d'analyse de politique économique composée de nationaux existant en Guinée. Elle a réalisé depuis 2001 une trentaine d'études dont :

- Accumulation des arriérés de paiement et son impact sur le secteur privé ;
- Accord général sur le commerce des services : les données du jeu pour la Guinée ;
- Analyse de l'impact de la crise ivoirienne sur l'économie guinéenne ;
- Impact des ressources PPTE sur la réduction de la pauvreté ;
- Stabilisation macro-économique et lutte contre la pauvreté en Guinée ;
- Délai de transmission des impulsions monétaires à l'économie réelle en Guinée ;
- Taux de change effectif et compétitivité de l'économie guinéenne ;
- Incidence des déficits budgétaires sur les agrégats macro-économiques : le cas de l'économie guinéenne.

C'est pour la première fois en Guinée qu'on voit naître une structure composée d'analystes de politique jouissant d'une autonomie tant sur le plan de la réflexion que sur celui de la gestion administrative et financière.

A noter que c'est le Directeur de Cabinet de la Primature qui assure la présidence du Comité de Pilotage de la Cellule composé de représentants des structures dont les préoccupations sont la formulation et le suivi des politiques économiques, de ceux du secteur privé et de la

société civile et un représentant des partenaires au développement qui appuient financièrement la Cellule.

Ce montage permet de concilier différents critères de choix comme ceux de la visibilité, de la stabilité, de la pertinence et de l'indépendance. Il permet également le rapprochement de la Cellule à des centres de décision économique et à des structures ayant le même domaine de travail. La supervision de la Cellule et la coordination des besoins des administrations économiques sont du ressort du Comité de Pilotage et impliquent donc très fortement les services des administrations économiques (en particulier ceux de la Primature).

La présence active du Ministère de l'Economie et des Finances, du Ministère du Plan et de la Banque Centrale dans le Comité de Pilotage donnent à la CEPEC un ancrage professionnel élargi aux quatre grandes structures centrales de la politique économique.

### **Des exemples d'impact à partir de travaux de recherche et des activités de formation**

Mesurer l'impact des travaux de recherche sur les choix de politique n'est pas aussi facile qu'il n'y paraît. En effet, le choix d'une politique peut être lié à différents facteurs. Toujours est-il qu'en ce qui concerne la CEPEC, l'étude sur la stabilisation et la croissance économique réalisée sous CEPEC I avait fortement inspiré le discours de présentation du projet de loi de finances de 1997.

Quelques unes des recommandations formulées dans l'étude ont été reflétées dans des décisions prises ultérieurement par les pouvoirs publics :

- collecte de l'épargne avec la possibilité pour les résidents guinéens en France d'émettre des mandats payables en francs guinéens ;
- souci d'améliorer l'efficacité de la dépense publique avec le rattachement des Directeurs des Affaires Administratives et Financières (DAAAF) des départements ministériels directement au Ministre de l'Economie et des Finances après informatisation de la chaîne des dépenses ;
- relèvement du niveau des ressources budgétaires en élargissant la base taxable et en simplifiant le système de taxation (ce qui a été fait avec la création de taxes nouvelles et l'instauration de la TVA).

La CEPEC a publié un article sur « la rationalisation et l'efficacité des investissements publics » qui a eu l'avantage de focaliser l'attention de la Direction Nationale de la Programmation Pluri-annuelle (DNPP) sur la nécessité de mettre en place une cellule de suivi et d'évaluation des projets du PIP.

Une note sur « les contre-performances et perspectives de l'économie guinéenne » datée de novembre 2003 a été le document de référence utilisé à l'occasion d'un Forum organisé sur les îles de Loos au large de Conakry regroupant les partis politiques et la société civile.

Une étude sur « les contre-performances récentes et les perspectives de l'économie guinéenne » réalisée en décembre 2003 a été distribuée dans les administrations centrales pour contribuer à la réflexion engagée sur la situation économique et sociale du pays.

Des articles parus dans un numéro spécial OMC en prévision du Sommet de Cancun 2003 et portant sur « l'Accord général sur le commerce des services », « l'Accord sur le droit de commerce », « l'Accord sur l'agriculture » ont été bien accueillis dans certaines missions diplomatiques y compris des bailleurs de fonds en poste à Conakry.

La CEPEC a formulé des propositions pour améliorer le niveau des recettes du budget dans le cadre d'une étude sur la Gestion et le Suivi budgétaire réalisée à la demande du Ministère des Finances en décembre 2003. Parmi les mesures proposées, on pourrait citer la révision à la hausse des loyers du patrimoine bâti public, le renforcement du suivi des flux de marchandises aux frontières terrestres, la rationalisation de la consommation de l'Etat en eau, électricité et téléphone, etc. Ces mesures ont fait partie intégrante des mesures structurelles adoptées en février 2004 par le gouvernement.

Par décret D/2004/066/PRG/SGG les exonérations ne découlant pas des lois, codes, conventions ou dons ont été supprimées le 5 octobre 2004. En avril 2004, cette mesure figurait dans les recommandations sur les exonérations non conventionnelles formulées par la CEPEC dans l'étude sur « l'Exécution du Budget et la Qualité de la Dépense » réalisée à la demande de l'Institut de la Banque Mondiale.

Les activités de formation en analyse économique/gestion macro-économique en 2003 et 2004 ont bénéficié aux cadres de la fonction publique et aux journalistes de la presse publique et privée. Certains cadres ayant bénéficié des activités de formation reconnaissent être mieux à même de contribuer à l'élaboration des mesures de politique. Des journalistes estiment avoir une meilleure compréhension des enjeux des programmes conclu entre la Guinée et les organisations internationales.

### **Le manque d'impact des résultats des travaux de recherche**

Par le passé, il est arrivé que les résultats des travaux de la CEPEC aient eu peu d'effets sur la décision de politique économique en raison notamment du caractère jugé non opérationnel des recommandations contenues dans les études réalisées. Quelques unes de ces études portaient notamment sur « la fiscalité et la croissance en Guinée », « la stratégie d'intégration du secteur informel dans les circuits modernes de l'économie nationale », « la mobilisation de l'épargne dans le secteur non structuré », etc.

Toutefois l'équipe de consultants internationaux et nationaux qui a élaboré en septembre 1998 le « Programme-cadre pour le soutien et le développement du secteur privé, notamment les PME/PMI et les micro-entreprises » y fait référence (au titre des actions à mettre en œuvre en faveur du secteur informel), aux séminaires de dissémination des résultats de recherche de la CEPEC sur l'informel en Guinée.

### **Défis et opportunités pour impacter la décision de politique économique**

A terme, plusieurs défis interpellent la CEPEC. On peut rappeler les principales d'entre elles sur la base des expériences qu'elle a vécues. En premier lieu on s'attend à ce que les résultats de ses prestations contribuent au développement de la capacité analytique et critique des administrations économiques et des centres de décision d'une manière générale. Ainsi par exemple la capacité des cadres de ces administrations à réaliser des travaux d'analyse aura été accrue.

La synergie entre les chercheurs de la Cellule et les décideurs pourra créer le sentiment d'être confronté à un défi commun qui est celui du développement économique. Il en résultera une grande osmose dans l'action des uns et des autres.

En deuxième lieu on s'attend à ce que les activités de la Cellule d'une manière générale consolident son image pour devenir un centre d'analyse de politique hautement respecté et dont l'autorité ne devrait faire l'objet d'aucun doute. Grâce aux résultats de ses travaux, elle peut contribuer à réduire la méfiance réciproque que les décideurs et les chercheurs se vouent généralement.

Du point de vue des résultats de ses travaux de recherche, la Cellule doit s'employer à revaloriser les approches stratégiques appliquées généralement en politique économique ainsi que les modalités d'intervention utilisées. En effet les travaux d'analyse réalisés par des chercheurs indépendants et critiques et voués à la dissémination ont un rôle particulièrement important à jouer.

En conduisant à une interaction entre chercheurs et décideurs, la Cellule relèvera le défi en permettant aux uns d'acquérir une expertise suffisante pour pouvoir dialoguer avec les autres, ainsi qu'avec les spécialistes des institutions internationales qui, pour l'essentiel, inspirent les réformes.

En troisième lieu on s'attend à ce que les activités de la CEPEC aient une importante répercussion et offrent l'opportunité d'une plus grande prise en charge par le pays de la conception et de l'exécution des politiques, et d'une forte réduction de la dépendance intellectuelle et professionnelle à l'égard de l'assistance extérieure. Ce qui traduirait alors le renforcement du caractère guinéen des programmes économiques nationaux.

Dans la mesure où la Guinée a entrepris de grandes réformes économiques, les circonstances sont plus opportunes que jamais pour accroître les performances de la CEPEC. En effet, au fur et à mesure que le gouvernement intensifiera les programmes de réformes, la demande de spécialistes en analyse et formulation de politique ira en augmentant. Et il faudra dès lors que l'offensive suive.

Hors de la Guinée, la CEPEC doit saisir les opportunités qui s'offrent à elle (partenariats avec d'autres centres, appartenance à des réseaux, etc.) pour améliorer sa crédibilité scientifique et acquérir une expérience certaine dans le domaine de la recherche appliquée.

## **Conclusion**

Les performances de la Guinée en matière de conception et de gestion macro-économique restent en de ça des attentes. Dans un tel contexte, la création d'une structure de recherche comme la CEPEC capable d'influencer l'orientation des politiques à partir des résultats de travaux de recherche est pleinement justifiée. En effet dans la mesure où elles bénéficient de ressources humaines compétentes, les institutions de recherche peuvent utilement contribuer à l'amélioration des politiques publiques en proposant des mesures et orientations fondées sur des diagnostics poussés.

En ce qui concerne la CEPEC, elle a formulé des recommandations dans le cadre des travaux d'analyse dont on peut penser qu'elles ont parfois influencé les décisions de politique

économique. Aussi poursuit-elle la réflexion pour mieux comprendre les raisons pour lesquelles les pratiques introduisent des distances par rapport aux règles, distances qui sont plutôt défavorables à la prise en compte des objectifs de développement en général. Une plus grande compréhension de ces raisons permet de faire face à un ensemble de défis générateurs d'opportunités et pour lesquelles la CEPEC entend capitaliser une somme d'expériences qui ont pu ailleurs s'avérer utiles à la conception et à la gestion des politiques.

### **Fighting poverty with consumer policy.**

#### **Sustainable policy formulation through participation and effective regulation.**

### **What is Consumers International?**

Consumers International Regional Office for Africa (CI-ROAF) is an independent, non-profit and non-political federation of African consumer organizations currently linking about 120 organisations in 46 countries out of 53 in Africa.

Established since 1994 in Harare, Zimbabwe with a sub-regional office in Dakar, Senegal covering West and Central Africa, CI has an observer status with the United Nations Economic and Social Council and its specialised agencies such as FAO, WHO, Codex Alimentarius, etc., as well as with regional and sub-regional institutions such as the Economic Community for West African States (ECOWAS), the Southern African Development Community (SADC), l'Union Economique et Monetaire Ouest Africain (UEMOA) and the Common Market for East and Southern Africa (COMESA).

It is a member of the European Economic and Social Committee for the Follow up and the Involvement of Non State Actors in the Cotonou Agreement and an elected member of the United Nations Economic Commission for Africa Bureau of the Committee for Human Development and Civil Society.

### **Membership and Funding**

The organization has three types of membership: Full, Affiliate and Government members:

**Full members:** Independent consumer organizations, do not take subsidies from business, have a national presence; track record of programmes and services on behalf of consumers covering a large range of issues. Full members have a voting right at CI triennial Congresses;

**Affiliate members:** Independent organizations restricted in their work to a region, or local community, or focus on a particular issue. Affiliates can become full members after 2 years of membership with CI during which they do not take subsidies from business.

**Government Affiliate members:** Government departments in charge of consumer protection, regulatory authorities, competition commissions / agencies. These bodies must support and complement the need for and work of independent consumer organizations.

In addition, CI liaises and exchanges information with several **contact** consumer groups. While CI counts 45 members in 32 countries in Africa it actually has contacts and supports 126 consumer organizations in 46 countries.

CI is funded by its membership fees (about 40%) and grants from bilateral, multilateral sources and foundations.

Currently CI ROAF is running a programme called "Building Consumers' Capacity and Institutions for a Fair and Transparent marketplace" dubbed FTM.

The FTM seeks overall to enhance the development of a fair and transparent marketplace in Africa and the participation of civil society in the process through national, regional and

international policy dialogue and decision-making. The project comprises the following components:

- Advocacy and skills development
- Institutional Strengthening and Development

The total cost of the project is US\$4,000,000 for four years. The Executive Board of the ACBF approved a grant of US\$1,000,000 in 2001. It became effective on 31<sup>st</sup> August, 2001 for a period of four years. CI-ROAF has been able to raise funds from other sources to fill the funding gap namely from the Ministry of Cooperation and Development of the Netherlands, the UK Department for Foreign International Development (DFID), the Ministry for Cooperation of Norway (NORAD) , the World Bank through the Water and Sanitation Programme, foundations and NGOs.

### **Vision and Mission of CI**

Our **vision** is that of a fair and transparent market place in which all consumers – particularly the most disadvantaged and marginalized ones- can have access to quality goods and services at affordable prices.

CI has two **missions**:

- **to build effective consumer protection institutions and develop the consumer movement worldwide.** We support our members' consolidation into strong consumer protection bodies through research, information networks, consumer education, publications, capacity building workshops and trainings, regional and international seminars. We also support their projects to get consumer rights enacted.
- **to represent and to speak on behalf of consumers- in regional and international decision making institutions and fora.** CI and its members represent consumers through advocacy and campaigning for consumers' rights to be taken into consideration in policy making at national, regional and global levels.

### **Rights and responsibilities of consumers.**

Consumer policy promotes the establishment of legislations and institutions that formulate and enact consumer rights.

This can be done by government agencies and by consumer organizations through provision of information and development of projects that improve the quality of life of citizens as consumers.

It seeks to ensure that basic human rights –the consumer rights- are recognized and enacted.

These are:

- the right to satisfaction of basic needs
- the right to safety
- the right to be informed
- the right to choose
- the right to be heard
- the right to redress
- the right to consumer education
- the right to a healthy environment.

Consumer policy also seeks to empower citizens with responsibilities for them to bring about positive changes in their own lives.

It is consumers' responsibilities to use their power in the market to drive out abuses, to encourage ethical practices and to support sustainable consumption and production. These responsibilities are:

- Action
- Social concern
- Critical awareness
- Solidarity
- Environment

#### **CI's priority action areas or programs.**

CI and its members apply these rights and responsibilities to current priority areas of work which are: Food and nutrition; Trade and Economics, Public utilities, Competition, Standards, Consumer legislation

#### **CI's strategies**

Consumers International's work is done through research, capacity building for engagement in credible and fact-based policy dialogue with decision makers, consumer information and education, exchange and cross-fertilization of experiences, lobbying, advocacy and campaigning using a multi-prong communication approach.

A salient feature in CI's strategy is the tripartite stakeholders' approach [public sector, private sector and civil society] to consumer problem identification and management.

#### **Servicing members: CI ROAF Approach**

Building strong and sustainable consumer organizations is still a major concern and high priority for CI ROAF. This is mainly done by building the knowledge and skills of its member organizations through:

- Fundraising,
- Conducting researches and surveys,
- Regional Capacity building training workshops and seminars;
- Production of manuals and publications,
- Establishment and Facilitation of information networks and exchange through newsletters, websites, Selective Dissemination of Information (SDI)
- Availing seed grants and technical assistance,
- Exchange visits and attachment programs,
- Assistance for the development at national level of pilot projects to generate incomes and increase membership.

Through the FTM programme, the ROAF has embarked on a new strategy by merging issue-based capacity building and institution building.

Activities in the FTM program aim at building/reinforcing members' understanding on issues and building their capacities to influence policy-making at national, regional and global levels on the same issues while at the same time building their organizations into strong institutions through generation of income and establishment of systems for sustainability.

Currently all CI ROAF programs have a horizontal objective of building the skills and expertise of all members through general information on and understanding of issues (Food and nutrition, Trade and economics, Public Utilities, Competition, Consumer Protection). Member organizations that show keen interest and expertise in some specific program areas are then brought together into a cluster.

Members of the cluster are supported with seed grants to develop activities (research, stakeholder's meeting, consumer education, lobbying, advocacy and campaigning, policy dialogue) that can bring about consumer-friendly changes in their national policies/environment. Cases of such changes brought about by constructive and fact-based consumer involvement in policy formulation, enactment and monitoring are showcased below.

The institutional support, however, focus on a limited number of core / pilot organizations that will be supported with funds to spearhead program-related income generating activities e.g. getting funding from governments through global and regional Trade agreements [Cotonou Agreement] for all African countries party to the Convention, running consumer buying-clubs for basic commodities in Zimbabwe, Senegal, Benin, consumer cooperatives in water in Chad, production and sale of information [CAMA, Malawi], etc) and establishing systems that can help the organization sustain its operations (strategic planning sessions in 8 countries, development of blue-print for proposal writing, financial and narrative reporting, recruitment of staff, intermediation with funders, etc...).

## **Outcomes of CI and its members' activities and Impacts in selected Action areas.**

### **Food and Nutrition**

**Objective:** To ensure consumer access to enough and safe food at all times, in a regular manner, and for all.

**Areas:** Food security, Food safety, Biotechnology and Sustainable food production and consumption.

**Some achievements:** To curb high inflation and secure access to basic commodities for disadvantaged consumers, CI supported its member organization Association Senegalaise pour la Defense de l'Environnement et des Consommateurs (ASDEC) to start consumer cooperatives in disadvantaged areas.

The establishment of these consumer buying clubs has resulted in much greater transparency in prices on the marketplace and helped consumers access basic commodities in an environment where prices skyrocketing because of cartels of major importers of the commodities such as rice.

Another action taken by CI's member to ensure food security particularly in rural areas is the case of the market liberalisation of maize in Malawi in 1990. As a result: private sector participation in agricultural input and produce trading was instituted.

The state-owned Agricultural Development and Marketing Corporation (ADMARC) ceased to be the only trader in this business and had to close some of its outlets in remote areas (because of competition and the gradual withdrawal of Government subsidies)

This created a vacuum, which private traders could not fill due to problems of access and transportation to such places. A bag of 50kg of maize was now selling for K850, an increase of 350%. Under pressure from CAMA and other CSOs the Malawian government resumed subsidies allowing thus ADMARC to re-open the outlets to service the rural areas, while seeking ways to ensure ADMARC is run on a more professional basis and without political inference.

### **Trade & Economics**

**Objective:** To ensure that international and regional trade agreements benefit consumers and take into account consumers' concerns.

**Areas:** Intellectual Property Rights, Standards and access to market,

**Some achievements:** Consumers International and its member organization the National Consumer Forum comprising 20 consumer organizations in South Africa teamed up with other civil society organizations in a reaction to the legal case pharmaceutical industry undertook against the South African government in a move to get cheaper ARV drugs through parallel import and compulsory licensing for the country's millions of patients suffering from the HIV/AIDS pandemics.

Pharmaceutical industry withdrew the case and the case was used as an illustration in the Doha WTO Ministerial to open the way for an agreement in the TRIPs negotiations to take into account public health policy.

### **Public Utilities**

**Objective:** To ensure access to basic services such as water, energy, telecommunications with particular focus on most disadvantaged consumers..

**Areas:** Sector reform. Contracts. Regulation. Tariffs. Subsidies. Institutional frameworks. Choice of infrastructure. Public-Private-Partnerships (PPP).

**Some achievements:** When a survey conducted by the Association des Consommateurs du Tchad (ADC Tchad) revealed that only 2,8% of the population in Chad had access to water the organization approached the Government and the National Assembly pointing out the flaws in the contract with the private partner; which they saw as the reason why the majority of the consumers in the country could not access water. Among the points raised by the ADC, the lack of an efficiency clause for the private operator regarding leakage management, network extension but also the need for a better targeting of tariffs and subsidies and the lack of a regulatory framework to monitor the policy guiding the reform in the country's public utilities sector.

When reformulating the reform of the water and sanitation sector, the Government later integrated most of the ADC's recommendations in its new partnership with the Banque Islamique de Developpement and the World Bank after rescinding the contract with the former private operator.

### **Competition**

**Objective:** To ensure that adequate competition rules prevail in the marketplace to promote consumer choice, quality and fair prices. Work has focused at national level on research, building members' capacity, market surveillance and consumer information.

**Areas:** Restrictive Business Practices on prices, distribution, quantity and quality of goods and services with particular focus on basic commodities and services.

**Some achievements:** Through market surveillance to check on prices, quality and availability of goods and services, CI's members in the Ugandan Consumer Protection association (UCPA) spurs and creates a competition culture on the marketplace for it to be more

transparent and fairer. The information collected and disseminated from their market surveillance exercise is nowadays used by business to help them assess their marketing strategies against competition, by government to monitor inflation in the country and by consumers for their purchases.

In Cote d'Ivoire the Federation des Associations de Consommateurs launched jointly with the Ministry of Trade the campaign "J'Affiche mes prix" (I display my prices) in an effort to combat opacity in the marketplace by getting traders to post prices, thus creating a competition culture for consumers to benefit from the effects of it.

### **Product Standards and health in a global economy**

**Objective:** To ensure standards are adopted and enacted that promote safety and performance of consumer goods and services.

**Areas:** Monitoring Standards of goods and services.

**Some achievements:** While further integration in the global economy may come with some opportunities such a wider choice of products on the marketplace, it may also come along with substandard goods being dumped on ACP countries, as their legislative frameworks may be weaker and their technological and laboratory infrastructure for testing may be inadequate.

After receiving many complaints from consumers on a make of toothpaste the Institute for Consumer Protection of Mauritius tested the product and found that the product was substandard and hazardous to consumers' health.

When presented with the results of the tests, the government requested the company to recall the batch of products from the market and destroy them.

While the company obliged on the first request of recalling the product from the Mauritian market it actually decided to send the same products to Cameroon where the Mouvement National des Consommateurs (MNC) realized -from its exchange of information with the ICP- that the same batch of product had found its way to the Cameroonian market.

### **Consumer Protection Laws and legislation**

**Objective:** To ensure that consumer protection laws and legislations are formulated and enforced on the basis of the UN Guidelines for Consumer protection at national, regional and global levels.

**Areas:** Complaints handling. Consumer education and information. Enforcement by governments.

**Some achievements:** At national level, CI's members are involved in radio programs, sometimes live programs as in Mauritius, where consumers phone in and seek advice on specific consumer problems with business or government services. Solving these problems have the effect of creating a conducive environment for citizens to feel confident in the accountability mechanisms in the country and making business more responsible towards consumers and the environment.

At regional level CI publishes an Annual report on Consumer protection and quality of life by using a consumer protection index which helps to rank the countries according to their efforts to put in place effective mechanisms to protect their citizens as consumers and improving thus the quality of their life.

Such publication has helped in cross fertilizing experiences between government agencies on mechanisms to put in place to ensure economic policies take into account the need to protect consumers' economic and social interests.

#### **Sustainable consumer protection organizations**

While building members' capacity to understand the issues around the themes above and engage with their policy makers to integrate consumer interests in policy formulation and enactment, the FTM was also used to build the organisations' institutional capacity to generate income to cover part of their operation costs/overheads and staffing sometimes up to the tune of 55% but also to increase their membership.

Cases in point are the ASDEC (Senegal) consumer cooperative, UCPA (Uganda) and CAMA (Malawi) selling information from their market surveillance activities and ADC (Tchad) and ADEETelS (Senegal) from their water cooperatives managed by their women's groups.

**Makerere University  
Faculty of Economics and Management**

**Master of Arts in Economic Policy Management**

**Landmark Developments (1998/99-2004/05)**

**June, 2005**

## **Introduction**

The first EPM Program was launched in 1992 at Columbia University on the initiative of the World Bank with funding from the Government of Japan through the Joint World Bank Graduate Scholarship program (JJ/WBGSP). The objective of the program was to strengthen economic management in developing and emerging market economies of Africa, Latin America and the Caribbean, Asia, the Middle East and Central and Eastern Europe.

During the implementation of the Program, it became apparent that existing master's programs in Africa and overseas could not adequately meet the economic management training needs in the context of debt crises and structural reform that were occurring in Sub-Saharan Africa. With the assistance of the Economic Development Institute (EDI) of the World Bank, the African Capacity Building Foundation (ACBF) based in Harare launched an initiative in 1994 to develop new Masters Degree Programs in Economic Policy Management, aimed at training government officials primarily from sub-Saharan Africa.

Through this initiative, two additional EPM programs were established in 1994, an "Anglophone" Program at McGill University in Montreal (Canada) and a "Francophone" Program at centre d' Etudes et de Recherches sur le Developement International (CERDI) of Auvergne University at Clermont - Ferrand (France). These programs targeted promising mid - career policy advisors and managers from developing countries, especially in Africa. McGill was required to establish 2 EPM Programrs in Anglophone universities while CERDI was supposed to do the same in Francophone universities.

At a meeting held in Nairobi, 5 June 1995, involving representatives of the ACBF, the AERC Secretariat and McGill set up the selection process for the in-Africa EPM Program and drew up the list of possible partner universities (University of Ghana, Legon, University of Nairobi, University of Ibadan, University of Dar es Salaam, Makerere University and University of Zimbabwe). Makerere University and University of Ghana, Legon were selected to host the EPM Program in Anglophone countries whereas Younde II and Abidjan Universities host the Program for Francophone Africa.

Subsequently, the EPM Program at Makerere University is offered by the Faculty of Economics and Management, Makerere University in collaboration with the Institute of Languages. It has also drawn on practitioners from the public and private sectors elsewhere to serve as guest speakers and resource persons for selected modules in the Program. Participants in the Program have been drawn from within and outside the Eastern African region in order to encourage the sharing of policy experience across countries.

The implementation of the program is funded by ACBF, JJ/WBGSP and Makerere University which has provided the physical infrastructure and human resources to the Program.

## **Objectives of the EPM Program**

The overall goal of EPM program is to improve the efficiency of the public and private sectors in Eastern, Central and Southern Africa through the enhancement of capacity for economic policy analysis and management. This goal has been achieved through the accomplishment of the following objectives.

- i) Consolidating the institutional capacity of Makerere University to provide high level academic training focusing on both theoretical and practical aspects of economic policy management relevant to Uganda and other developing countries;
- ii) Training of a critical mass of economic policy advisors and managers;
- iii) Developing teaching and reading materials for short - term training;
- iv) Developing teaching and reading materials;
- v) Networking with other programs and institutions both within and outside Uganda.

The program is designed mainly for practitioners who have three or more years of policy-relevant experience in government, state corporations and non-governmental organizations. The program will continue to offer economic analytical techniques, practical applications in the diverse contexts facing developing and emerging economies, as well as the management, language and information technology skills needed for effective policy formulation and implementation, supplemented by a practical internship and a research paper/research dissertation.

#### **Nature of the Program**

The EPM Masters Program consists of 14 months of coursework followed by a three-month internship. The program has four components:

- (i) An Economics core to enhance the policy analysts and managers' skills in analyzing economic issues;
- (ii) A Management core to enhance the advisor's management effectiveness within and across organizations;
- (iii) A French language core to facilitate the exchange of policy experience across countries and regions;
- (iv) An internship to apply the EPM skills in an organization.

Each cohort consists of thirty five (35) participants drawn from Uganda (40%) and (60%) drawn almost exclusively from elsewhere in Africa.

### **Achievements**

EPM program has been implemented according to schedule and by and large the program objectives have been achieved.

Since the inception of the program, the University has been receiving about one hundred and twenty (120) applications from the Region. To-date, 7 cohorts totaling 223 students have been admitted (see Table 1), out of whom, 60 percent have graduated, 17 percent are due to graduate in October, 2005, 18 percent are in their second semester of the program, and 5 percent have been unable to complete.

To find out how the program alumni are doing, the Faculty of Economics and Management commissioned a tracer study of its EPM graduates. The study sought among others other things to: (i) find out where the alumni are; (ii) what are they doing; (iii) whether they got any promotion having completed the program; and (iv) find out how they are utilizing knowledge and skills that they learned.

Preliminary findings indicate that overall, our graduates are gainfully employed in their home countries; some have been promoted since they returned to their jobs stations, while others are pursuing PhD studies.

**Table 1 EPM Student Composition by Gender, Sponsorship and Country (1998/99-2004/05)**

| <b>Cohort</b>             | <b>I<br/>(1998/99)</b> | <b>II<br/>(1999/00)</b> | <b>III<br/>(2000/01)</b> | <b>IV<br/>(2001/02)</b> | <b>V<br/>(2002/03)</b> | <b>VI<br/>(2003/04)</b> | <b>VII<br/>(2004/05)</b> | <b>TOTAL</b> |
|---------------------------|------------------------|-------------------------|--------------------------|-------------------------|------------------------|-------------------------|--------------------------|--------------|
| <b>Number of Students</b> | 28                     | 28                      | 28                       | 30                      | 32                     | 37                      | 40                       | 223          |
| <b>Gender:</b>            |                        |                         |                          |                         |                        |                         |                          |              |
| Female                    | 6                      | 6                       | 10                       | 9                       | 10                     | 13                      | 11                       | 65           |
| Male                      | 22                     | 22                      | 18                       | 21                      | 22                     | 24                      | 29                       | 158          |
| <b>Sponsor:</b>           |                        |                         |                          |                         |                        |                         |                          |              |
| ACBF                      | 22                     | 21                      | 21                       | 23                      | 25                     | 30                      | 34                       | 176          |
| JJ/WBGSP                  | 6                      | 7                       | 7                        | 7                       | 7                      | 7                       | 6                        | 47           |
| <b>Country:</b>           |                        |                         |                          |                         |                        |                         |                          |              |
| Ethiopia                  | 1                      | 2                       | -                        | 1                       | 1                      | -                       | 5                        | 10           |
| Kenya                     | 5                      | 6                       | 7                        | 8                       | 11                     | 9                       | 4                        | 50           |
| Lesotho                   | 1                      | -                       | -                        | -                       | -                      | -                       | -                        | 1            |
| Malawi                    | -                      | -                       | 1                        | -                       | -                      | -                       | -                        | 1            |
| Sierra Leone              | -                      | -                       | 1                        | 2                       | -                      | -                       | -                        | 3            |
| Sudan                     | -                      | -                       | 1                        | -                       | -                      | -                       | -                        | 1            |
| Tanzania                  | 2                      | 3                       | 5                        | 8                       | 4                      | 7                       | 5                        | 34           |
| Uganda                    | 15                     | 14                      | 12                       | 11                      | 14                     | 20                      | 23                       | 109          |
| Zambia                    | 4                      | 3                       | 1                        | -                       | 1                      | -                       | -                        | 9            |
| Rwanda                    | -                      | -                       | -                        | -                       | 1                      | 1                       | 3                        | 5            |

**A Summary of the Outputs and Outcomes of  
the Ethiopian Economic Association/Ethiopian  
Economic Policy Research Institute**

Since its establishment in 1991 the Ethiopian Economic Association has been an important professional association providing professional support to its members and the policy makers of this country. The establishment of the Ethiopian Economic Policy Research Institute in the year 2000 with the generous support of ACBF as its research and training unit has been a major turning point in the history of EEA. Since its establishment, the EEA/EEPRI has been engaged in several capacity building activities. EEA/EEPRI is now a reputable and credible think tank in the field of economics in this country. The support from the ACBF and other donors has enabled EEA/EEPRI to engage itself in several national development issues. The capacity building activities of EEA/EEPRI can broadly be categorized under three major headings, namely research, training and advocacy through organizing discussion forums and conferences.

## **1. Research Activities**

EEA/EEPRI has undertaken several policy related researches in the field of economics over the last few years either independently or in collaboration with other organizations. Some of the recent research undertakings by EEA/EEPRI are listed below.

**Annual Reports on the Ethiopian Economy:** This is one of the major regular research activities of EEA/EEPRI. The report presents a careful and objective annual evaluation of the performance of the economy and the policy measures that need to be put in place. This publication is in great demand by government officials, students, researchers and the donor community. Very often the report is used as an important reference material for students in universities and colleges.

**Research Report on Land Tenure in Ethiopia:** The research used primary data to investigate the different aspects of the land question. The land question is one of the highly debated and controversial issues in this country on which there is no national consensus. The research has helped to highlight some of the issues related to land and had aroused more discussion on the land question. The policy makers, researchers, students and the wider public are using this research report as an important reference material.

**Study on Family Planning Practices in Ethiopia:** This study has focused on one of the major development problems of this country. The study has examined and identified the gaps in the provision of family planning services. The research result has clearly shown that there is a large gap between the supply of family planning services and the demand for such services in the country. Many organizations are using the result of this research for their advocacy work.

**Building a Macroeconometric Model for Ethiopia:** This is an ongoing project whose aim is to develop a national macroeconometric model that will be used for policy formulation and forecasting. There has not been any such model in the country before. It is expected that when completed, the model will be highly useful for policy makers and researchers.

**Quarterly Report on the Macroeconomic Performance of the Ethiopian Economy:** This quarterly report reflects on the performance of the macroeconomic aggregates over the respective quarters including the development of prices and inflation, the developments in public finance and financial sector, developments in the external sector and in the labour market. The report has been extremely useful for students, researchers, policy makers and the public and is in great demand.

**Report on the Industrial Sector and the Industrialization Policy:** This research has critically examined the structure and performance of the industrial sector and the industrial strategy adopted by the government. It has also suggested policy measures. Experts from the Ministry of Trade and Industry, researchers and students have highly appreciated this report and are using it in their works.

**Working Paper Series:** EEA/EEPRI has published a series of working papers based on researches undertaken by its staff. The issues raised and discussed in these working papers have also helped to narrow the knowledge gap.

**Other Research Undertakings:** EEA/EEPRI has undertaken several other research undertakings independently and in collaboration with national and international organizations. Some of these researchers include, a Women Empowerment Study undertaken in collaboration with the World Bank, the Role of Agriculture Study undertaken in collaboration with FAO, Poverty Assessment study in collaboration with Action Aid, etc. These research undertakings have also provided useful information for policy makers, donors, researchers, and students.

## **2. Training Activities**

In addition to its research activities, EEA/EEPRI also organizes training opportunities for its members, policy makers and the public at large. Some of the trainings were organized only for members of the Association and were more technical while the others were directed for the general public. Some of the recently organized training programs are listed below.

**Training programs organized for members:** Over the last few years the following training programs were offered for the members of the Association:

- Training on Report writing (Three rounds of trainings were offered)
- Developments in Econometrics and Panel data techniques
- Recent Developments in economics
- Macroeconomic Policies, Agrarian Constraints and Poverty in Africa (organized in collaboration with IDEAS).
- ....., etc.

These training programs were well attended by the members of the Association, who were selected from among its members on competitive basis. On the average more than 30 people participated in each of the above training programs.

**Training Programs for Non-Members:** EEA/EEPRI has also tried to organize non-technical training programs for policy makers and the general public. Two of the most recent training programs that were organized for non members are indicated below.

### **Measuring Democracy, Good Governance and Human Rights**

The training program on “Measuring Democracy, Good Governance, and Human rights” has been one of the two most recently organized training programs for non members. This training program was organized for civil servants, parliamentarians, non governmental organizations employees, the media, statistics office employees, and various other societal groups. More than 300 people participated in this training, which was organized in five rounds at five different places and covered the entire country. The training was provided in the local language with the aim of removing any language barrier.

### **Fundamentals of Economic Policy Formulation**

EEA/EEPRI has also organized a two days training program on the basic fundamentals of an economic program/policy formulation primarily for registered political parties in Ethiopia. The training program was organized with the aim of improving the capacity of political parties in their effort to formulate their respective economic programs within the context of the recent parliamentary elections in the country. The training was attended by more than 20 political parties.

## **3. Discussion Forums and Conferences**

One of the routine activities of EEA/EEPRI is to organize regular discussion forums and conferences on relevant developmental issues. EEA/EEPRI had been extremely successful in organizing various such forums in which it was able to attract several participants both from within Ethiopia and from outside Ethiopia. It has now become a role model for several similar institutions in this country. Some of the recently held discussion forums and conferences are listed below.

**The International Conference on the Ethiopian Economy:** EEA used to organize annual conferences on the Ethiopian Economy. But, recently it had expanded and changed the annual conferences into International Conferences with the aim of involving and attracting both local and international experts. So far, three International Conferences were held, each of which were attended by more than 450 participants coming from the Diaspora and from within Ethiopia. On the average more than 80 papers were presented in each of these conferences. The papers presented on the first and second international conferences were published in six volumes for wider dissemination.

**Vision 2020 Discussion Forum:** This is a monthly discussion forum that replaced the previous roundtable discussion forums that were held regularly before 2003. The vision 2020 forum has a multidisciplinary character and is not restricted only to economic issues. The average number of attendants at each of the monthly discussion events is

about 100. This forum has received wide appreciations and has become an extremely popular forum. The discussion is held in the local language so that the wider public is able to understand the gist of the discussions. Moreover, the discussions are compiled and published every month on the monthly Economic Focus magazine both in the local language and in English for wider circulation.

**Debate Forum for Political Parties:** In conjunction of the recently held parliamentary elections the Association has organized debate forums for political parties in different parts of the country. The main issues raised during these forums were focused on how to reduce unemployment and poverty in the shortest possible time and how to promote investment and technology transfer. This forum has provided an opportunity for the main political parties to present their approach to these economic issues. The debates were held at four major towns and more than 500 people attended each of the debates. The participants had the opportunity to raise many challenging questions for the political parties.

**Public Lectures:** EEA also has long experience in organizing public lectures by prominent economists. Some of the recent public lectures organized by EEA/EEPRI include the ones delivered by prominent scholars such as Professor Frank Ellis from the University of East Anglia, François Bourguignon Vice President and Chief Economist of the World Bank, and Dr. Abbi Mamo Kedir and Professor Richard Disney University of Nottingham.

These are only a sample of activities that EEA/EEPRI has been undertaking over the last few years. In each of these activities, participation by policy makers and the public has been extremely high.

**6**

*NOTE SUR LE PROGRAMME*  
**GPE - ABIDJAN**

Juin 2005

Depuis novembre 1998, la Fondation pour le Renforcement des Capacités en Afrique (en anglais ACBF) a décidé d'organiser en collaboration avec l'Institut de la Banque Mondiale (WBI), à travers l'appui du gouvernement japonais, un programme de formation appelé « Programme de Formation en Gestion de la Politique Economique (GPE) ».

La mise en place de ce programme est motivé par le manque de cadres africains bien formés aux techniques modernes d'élaboration, d'analyse et de gestion des politiques économiques, obstacle majeur à l'amélioration durable de la situation économique des pays africains. Le programme GPE vise de ce fait deux objectifs:

1. renforcer les capacités humaines des cadres des administrations publiques et privées des pays de la sous région ouest africaine dans le domaine de l'analyse et de la gestion des politiques économiques.
2. renforcer les capacités institutionnelles et humaines des structures d'accueil notamment l'Unité de Formation et de Recherche en Sciences Economiques et de Gestion (UFR SEG) et le Centre Ivoirien de Recherches Economique et Social (CIREs) pour ce qui est du programme GPE-ABIDJAN.

Les résultats obtenus par le Programme GPE-Abidjan depuis son lancement peuvent être appréciés à deux niveaux :

- au niveau du renforcement des capacités humaines des administrations publique, parapublique et privée ;
- au niveau du renforcement des capacités humaines et institutionnelles des structures d'accueil.

Par ailleurs, les perspectives de développement du programme nécessitent la satisfaction de quelques besoins.

## **I Le Renforcement des Capacités Humaines des administrations**

On peut distinguer les résultats de la formation diplômante de ceux de la formation qualifiante

### **1.1 Les résultats de la formation diplômante**

Depuis 1998, le programme GPE a formé 5 promotions pour un effectif total de 151 cadres ouest africains de 10 nationalités :

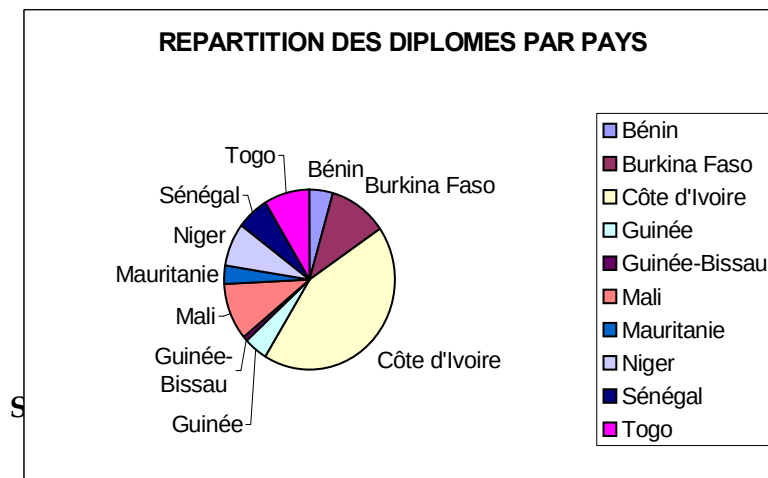
- COTE D'IVOIRE avec 62 cadres soit 41,05%.
- BURKINA FASO avec 17 cadres soit 11,25%.
- MALI avec 16 cadres soit 10,59%.
- TOGO avec 13 cadres soit 8,60%.
- NIGER avec 11 cadres soit 7,28%
- SENEGAL avec 10 cadres soit 6,62%.
- BENIN avec 8 cadres soit 5,29%.
- MAURITANIE avec 7 cadres soit 4,63%.
- GUINEE avec 6 cadres soit 3,97%.
- GUINEE-BISSAU avec un seul cadre soit 0,66%.

Le tableau ci-dessous présente la répartition des diplômés par pays et par promotion.

Tableau n°1 : La répartition des diplômés GPE par pays et par promotion

| PAYS          | GPE 1     | GPE 2     | GPE 3     | GPE 4     | GPE 5     | TOTAL      | %          |
|---------------|-----------|-----------|-----------|-----------|-----------|------------|------------|
| Bénin         | 1         | 1         | 1         | 2         | 3         | 8          | 5,29       |
| Burkina Faso  | 3         | 4         | 3         | 3         | 4         | 17         | 11,25      |
| Côte d'Ivoire | 12        | 14        | 12        | 12        | 12        | 62         | 41,05      |
| Guinée        | 3         | 0         | 1         | 1         | 1         | 6          | 3,97       |
| Guinée-Bissau | 0         | 0         | 1         | 0         | 0         | 1          | 0,66       |
| Mali          | 3         | 4         | 2         | 3         | 4         | 16         | 10,59      |
| Mauritanie    | 0         | 0         | 2         | 2         | 3         | 7          | 4,63       |
| Niger         | 2         | 3         | 2         | 2         | 2         | 11         | 7,28       |
| Sénégal       | 1         | 1         | 2         | 3         | 3         | 10         | 6,62       |
| Togo          | 3         | 2         | 3         | 2         | 3         | 13         | 8,60       |
| <b>TOTAL</b>  | <b>28</b> | <b>29</b> | <b>29</b> | <b>30</b> | <b>35</b> | <b>151</b> | <b>100</b> |

Source : Statistiques du Programme GPE-Abidjan



Parmi ces diplômés, on dénombre 26 femmes réparties comme suit :

- Le BURKINA FASO avec 6 femmes sur 17 cadres soit 35,29%.
- La MAURITANIE avec 2 femmes sur 7 cadres soit 28,57%.
- Le SENEGAL avec 2 femmes sur 10 cadres soit 20%.
- Le MALI avec 3 femmes sur 16 cadres soit 18,75%.

- La COTE D'IVOIRE avec 11 femmes sur 62 cadres soit 17,74%.
- Le BENIN avec 1 femme sur 8 cadres soit 12,50%.
- Le TOGO avec 1 femme sur 13 cadres soit 7,69%.
- Le NIGER, la GUINEE et la GUINEE-BISSAU ne totalisent aucune femme dans leur effectif respectif, soit 0% chacun.

Tableau n°2 : Répartition des diplômés par genre

|    | PAYS          | NOMBRE<br>AUDITEURS | NOMBRE<br>FEMMES | %            |
|----|---------------|---------------------|------------------|--------------|
| 1  | BENIN         | 8                   | 1                | 12,50        |
| 2  | BURKINA FASO  | 17                  | 6                | 35,29        |
| 3  | Côte d'Ivoire | 62                  | 11               | 17,74        |
| 4  | Guinée        | 6                   | 0                | 0            |
| 5  | Guinée Bissau | 1                   | 0                | 0            |
| 6  | Mali          | 16                  | 3                | 18,75        |
| 7  | Mauritanie    | 7                   | 2                | 28,57        |
| 8  | Niger         | 11                  | 0                | 0            |
| 9  | Sénégal       | 10                  | 2                | 20,00        |
| 10 | Togo          | 13                  | 1                | 7,69         |
|    | <b>TOTAL</b>  | <b>151</b>          | <b>26</b>        | <b>17,22</b> |

**Source :** Statistiques du Programme GPE-Abidjan

Ces diplômés du programme GPE sont issus de diverses administrations de la sous région. Les annexes 1 et 2 présentent par pays et par promotion, les administrations qui ont été renforcées par le biais du Programme. On peut notamment relever que les Ministères de l'Economie et des Finances ont accueilli 33,11% des diplômés, les Ministères de la Santé 11,26% des diplômés, les Ministères de la planification 5,3% des diplômés, les autres ministères (Défense, Intérieur, Mines et Energie...) 20% des diplômés.

Dans l'ensemble, ces formations ont été bénéfiques pour les participants. A titre d'exemple, on peut relever le cas des auditeurs suivants qui ont obtenu des promotions à l'issue de leur formation. Il s'agit des cas de :

- ❖ **Monsieur Guella Michel** de Côte d'Ivoire, Sous-Directeur des statistiques et de l'évaluation au Ministère de l'Education Nationale, aujourd'hui Directeur de la Planification et du Suivi Evaluation au Ministère de la lutte contre le sida (GPE4);
- ❖ **Monsieur Aka Safo** de Côte d'Ivoire, Chef de mission économie et finance au BNETD au moment de la formation, aujourd'hui Responsable des Etudes Economiques et Financières au Programme de Transfert de la Capitale à Yamoussoukro (GPE2);
- ❖ **Monsieur Honorat de Yédagne** de Côte d'Ivoire, journaliste économique au moment de la formation, aujourd'hui Directeur Général du Groupe Fraternité Matin (GPE3);

- ❖ **Monsieur Goré BI Hué** de Côte d'Ivoire, Journaliste à Fraternité Matin au moment de la formation, aujourd'hui Directeur d'un cabinet d'Etude Economique (GPE2);
- ❖ **Monsieur THIAM Abdou Salam** du Sénégal, Chargé d'Etude à la direction de la planification au moment de la formation, aujourd'hui Conseiller en politique Economique à la Direction de la Prévision et de la Statistique (GPE1) ;
- ❖ **Monsieur ASSALI N'DJAH** du TOGO, Directeur des affaires communes, planification et Contrôle au moment de la formation, aujourd'hui Coordonnateur National du projet « Programme de gouvernance du PNUD-Gouvernement » (GPE2) ;
- ❖ **Monsieur ISSA Ousséini** du Niger, Fonctionnaire au Ministère des finances au moment de la formation, aujourd'hui Inspecteur d'Etat à l'Inspection Générale d'Etat (GPE3) ;
- ❖ **Monsieur DIALLO Abdou** de Mauritanie, fonctionnaire sans responsabilité au moment de la formation, aujourd'hui Conseiller Technique au programme d'Appui à la mise en œuvre du CLSP (GPE4)

L'une des conséquences de l'impact positif de la formation sur la carrière professionnelle des diplômés est le nombre de plus en plus croissant des candidats aux différents tests de recrutement. Ces résultats globalement satisfaisants qui méritent cependant d'être améliorés ont été obtenus grâce à la collaboration d'institutions nationales et internationales partenaires dans l'organisation des stages des auditeurs du Programme GPE. En effet, 73 Institutions ont répondu positivement aux sollicitations de stage des auditeurs, dont :

- La BCEAO siège et agences nationales pour 24 stagiaires ;
- La Banque Mondiale et représentations résidentes pour 15 stagiaires ;
- L'ONUDI siège pour 6 stagiaires ;
- Le CERDI pour 4 stagiaires ;
- La Commission Européenne pour 5 stagiaires ;
- Le PNUD siège et représentations résidentes pour 6 stagiaires ;
- Le Ministère de l'Economie et des Finances du TOGO ( 5 stagiaires ) et celui de la COTE D'IVOIRE(4 stagiaires).

De façon globale, les stages se sont déroulés sur trois (3) continents à savoir l'Afrique avec 55% des auditeurs, l'Europe avec 32% et l'Amérique avec 13%.

## 1.2 Les résultats des séminaires de formations GPE

Les séminaires de formation GPE constituent de nouvelles possibilités de formation mises en place en janvier 2004. Quatre (4) séminaires ont été organisés au cours de cette année de lancement dans les modules suivants :

- Programmation financière ;
- Gestion de la dette ;
- Promotion et gestion de l'économie locale ;
- Planification stratégique et étude prospective

Pour ces premiers séminaires, le Programme a enregistré la participation de 45 participants venus de 4 pays d'Afrique (le Burkina, la Côte d'Ivoire, le Mali, le Tchad).

Tableau n°3 : Répartition des participants aux Séminaires de formation GPE par pays et par institution d'origine

| ADMINISTRATIONS                                       | PAYS D'ORIGINE DES SEMINARISTES |               |          |          | TOTAL     |
|-------------------------------------------------------|---------------------------------|---------------|----------|----------|-----------|
|                                                       | BURKINA FASO                    | COTE D'IVOIRE | MALI     | TCHAD    |           |
| Ministère de l'Economie et des Finances               | 1                               | 8             | 4        | 6        | 19        |
| Ministère du Plan                                     |                                 |               | 1        |          | 1         |
| Ministère de la Justice (Chambre des comptes)         | -                               | 6             | -        | -        | 6         |
| Ministère de l'Agriculture                            | -                               | 4             | -        | -        | 4         |
| Fonds de Développement à la Formation Professionnelle | -                               | 2             | -        | -        | 2         |
| Collectivités locales                                 | -                               | 2             | -        | -        | 2         |
| Ministère du Transport                                |                                 | 5             |          |          | 5         |
| Ministère des NTIC                                    |                                 | 2             |          |          | 2         |
| Ministère l'Enseignement                              |                                 | 3             |          |          | 3         |
| Ministère des affaires Etrangères                     |                                 | 1             |          |          | 1         |
| <b>TOTAL</b>                                          | <b>1</b>                        | <b>33</b>     | <b>5</b> | <b>6</b> | <b>45</b> |

Source : Statistiques du Programme GPE-Abidjan

## **II Les résultats du renforcement des capacités humaines et institutionnelles des structures d'accueil.**

Le programme a mené des actions de renforcement de capacités au profit des institutions d'accueil. On peut dans ce cadre relever que :

- 5 séminaires de formation des formateurs ont été organisés pour une cinquantaine de personnes ressources. Ces séminaires ont permis aux participants d'acquérir ou d'améliorer les techniques de conception des documents de formation ; l'approche andragogique a été privilégiée au cours de ces formations.
- La capacité d'accueil des centres de calcul de l'UFR-SEG et du CIRES a été agrandie.
- D'importants matériels informatiques et divers équipements ont été acquis pour le compte de l'UFR-SEG et du CIRES, qui ont permis d'améliorer le cadre et les conditions de travail des formateurs de ces institutions.
- La bibliothèque du CIRES a été renforcée en matériels et en ouvrages.

Ces divers investissements en biens d'équipements, en accroissement de capacité, en ouvrages etc. sont estimés à plus de 100 millions de FCFA.

### **III Les Besoins du Programme GPE-Abidjan**

Les perspectives de développement du programme nécessitent la satisfaction d'un certain nombre de besoins, principalement :

- des besoins de financement du cycle de formation.
- des besoins d'équipement
- des besoins d'extension
- *des besoins de communication*

#### **3.1 Les besoins de financement du cycle de formation.**

L'Accord de Don signé dans le cadre de la phase II du programme GPE laisse apparaître un gap de **US\$ 417 526,73**, soit environ **FCFA 250 517 000**. Ainsi le besoin de financement exprimé par cycle de formation est de **FCFA 60.587.000**.

#### **3.2 Les besoins d'équipement**

Afin d'améliorer son niveau de performance en matière de renforcement des capacités humaines des administrations de la sous région Ouest africaine, le Programme doit se doter de matériels didactiques supplémentaires (20 ordinateurs, 1 photocopieuse à grand tirage, 1 scanner, 2 vidéo-projecteurs, 2 rétroprojecteurs, 1 tableau interactif).

Ces besoins d'équipement sont estimés à **FCFA 41 713 635**

#### **3.3 Les besoins d'extension**

La mise en œuvre des séminaires de formation ainsi que la poursuite de la formation diplômante nécessitent l'extension des locaux actuels du programme en vue d'accroître sa capacité d'accueil.

Les besoins d'extension sont estimés à **FCFA 200 millions**.

#### **3.4 Les besoins de communication**

Afin de remplir convenablement sa mission de renforcement des capacités humaines des administrations des pays de la sous région, le programme a besoin de mieux se faire connaître par une large information des décideurs sur l'opportunité du renforcement des capacités, sur les modules de formation dispensés et sur leur contenu.

Cette campagne d'information et de sensibilisation est à mener dans trois directions :

- améliorer le site Internet du programme et sa connexion à des moteurs de recherche ;
- recourir régulièrement aux médias des pays de la sous région comme support de la communication ;
- effectuer des missions d'explication et de sensibilisation dans les pays de la sous région.

Les besoins de communication sont estimés à **FCFA 20 millions**

**Tableau n°4 : Besoins du Programme GPE pour la phase II**

|   | <b>Besoins</b>                              | <b>Estimation<br/>(FCFA)*</b> |
|---|---------------------------------------------|-------------------------------|
| 1 | Besoin de financement du cycle de formation | 250 517 000                   |
| 2 | Besoin d'équipement                         | 41 713 635                    |
| 3 | Besoin d'extension                          | 200 000 000                   |
| 4 | Besoin de communication                     | 20 000 000                    |
|   | <b>TOTAL</b>                                | <b>512 230 635</b>            |

*\* Besoins estimés pour 4 ans.*

**Source :** Statistiques du Programme GPE-Abidjan

**Mano River Union Training Project : A  
Synopsis of Results**

## **INTRODUCTION**

This paper is intended to serve as a contribution of the Mano River Union Training Project (MRUTP) to the Workshop for Executive Directors of ACBF Supported Institutions scheduled to be held in Nairobi, Kenya from 1-2 July 2005 to among other issues, review a report by the Operations Evaluation Department of the World Bank.

## **BACKGROUND**

The Mano River Union, a sub-regional organization comprising the neighbouring countries of Liberia, Sierra Leone and Guinea, is regarded as the first attempt at closer economic cooperation in Anglophone West Africa. It came into being on 3 October 1973 with the original objective of promoting free trade among its Member States. Towards that end, the Union has indeed made some tangible progress, with the adoption of a Common External Tariff in 1977 and the liberalization of intra-Union trade on May 1 1981. It became evident even before the attainment of this objective that by itself, the liberalization of Intra-Union trade was not sufficient to exploit the full potential of the Union.

In recognition of this reality the Secretariat of the Union embarked on the development and implementation of complementary programmes including those in the areas of transport and communications, physical infrastructure (roads in particular), industry, agriculture, education and the training of middle-level manpower.

It should be mentioned that it is in the area of training that the Union has made its highest marks in terms of the training of medical doctors through its scholarship and fellowship programme. In addition the Union implemented a middle-level training programme in the areas of customs, excise and trade statistics; post and telecommunications, forestry resources management and marine.

Just as the Union was about to embark on consolidating these gains and chart a new path for the future, a civil war broke out in 1989, firstly in Liberia and eventually engulfed the entire Mano River Union (MRU) sub-region.

The more than one decade of crisis that followed has indeed been devastating in both human and material terms. It has not only disrupted development initiatives but has also severely eroded the human and institutional capacities of the Mano-River Union countries.

## **CONTEXT AND JUSTIFICATION**

The gradual return of peace and security in the Mano River Union after more than a decade of conflict has raised new hopes for the future of the sub-region and indeed for its people, with increasing indications of long-term stability; supported by a strong international support. However, as the Member States of the Union embark on consolidating peace and security and improving the standards of living of their people, the lack of human and institutional capacity could delay the process.

Against this background a preliminary needs assessment study sponsored by the African Capacity Building Foundation (ACBF) was undertaken in February 2003. The study confirmed the existence of an urgent need for capacity building in the sub-region, especially in the area of policy analysis and development management.

The study pointed out that the training of civil servants will play a critical role in the ability of MRU countries to analyze, formulate, implement and evaluate policies and that inadequate capacity in the public sector is a major constraint to the ability of the Member States to achieve their social and economic objectives. The project recognizes the post-conflict nature of the three countries; especially the massive brain drain occasioned by the devastating conflict that has forced trained and experienced professionals to flee the sub-region.

Moreover, an assessment made of the capacity of public institutions during project development and appraisal found that there is also a lack of institutional capacity within the three MRU countries to train civil servants. The project will therefore contribute to strengthening institutional capacity by supporting the development of national training institutions.

## **MAIN OBJECTIVES OF THE PROJECT**

Training activities will constitute the core of the project, which will be implemented through a range of customized workshops and seminars to provide policy makers, senior and executive level civil servants with short-term training tailored to their needs. It will equip them with the operational, management and leadership skills needed to promote and lead change and strengthen their capacity for effective development planning and implementation, especially within the context of post-conflict recovery. The project will also support the development of local training capacity as well as the development of comprehensive training delivery strategies and provide institutional support to the MRU Secretariat through the establishment within the Secretariat of a Project Implementation Unit.

In terms of project outputs, an average of 150 civil servants and policy makers will be trained each year and a total of 600 during the four years lifespan of the project.

## **RESULTS OF PROJECT ACTIVITIES**

As the Mano River Union Training Project is still in the initial stages of implementation, the focus to date has been on putting in place the necessary organizational foundations from which an effective implementation strategy can be built and sustained. The results, which have been achieved in a relatively short period of time are indeed encouraging.

Specifically, efforts have been concentrated in fulfilment of Grant conditions and in putting measures in place for the recruitment of project staff, particularly the Project

Director and two other professionals. To this end the focus has been directed towards the following activities:

- The Terms of Reference (TOR) for the post of Project Director has been prepared and subsequently approved by the ACBF;
- The Terms of Reference for the other two professional posts of Training Officer and Admin/ Finance Officer are near completion and will soon be submitted to the ACBF for its approval;
- Plans are well advanced for advertising the Terms of Reference for the Project Director as well as for the other two professional posts. These advertisements will be widely circulated on websites and in the local newspapers of MRU Member countries.
- The short-listing for the post of Project Director will be contracted out to a consultant. In this regard, contacts have been established with a number of consultants with a view to selecting one whose services will be engaged to do the short-listing;
- Following the short-listing, a meeting of the Project Steering Committee comprising one representative from each Member State and the Secretary General of the Mano River Union will be convened to consider and make the final selection for the appointment of the Project Director with the prior approval (no objection) of the ACBF.
- The recruitment process is expected to end by August 2005 with the establishment of the Project Implementation Unit. The first priorities of the Project Implementation Unit will include a rigorous assessment of training needs in the three MRU countries to ensure that the project is driven by needs and demand.
- The official launching of the project will then take place at a date to be determined. An appropriate conference, symposium or workshop designed to address issues related to the implementation of the project will be organized to take place along with the launching of the project.

## CONCLUSIONS

We would like to first of all express our profound thanks and appreciation to the organizers of the Workshop, in particular the ACBF and the World Bank for giving us the opportunity to be a part of this important undertaking. There is no doubt that the sharing of ideas and experiences at the Workshop will further enrich the work of the Mano River Union Training Project and indeed put it on a sound and sustainable footing. The knowledge and experience gained will contribute to on-going progress towards the implementation of the project and indeed improve overall managerial and operational efficiency.

The implementation of the Mano River Union Training Project is not only appropriate but also timely, coming at a time when the decade-long conflict in the Mano River Union sub-region has virtually decimated the human and institutional capacities of the three MRU countries. The Member States are fully aware that to quicken the pace of their

post-conflict socio-economic recovery, they must embrace capacity building as an indispensable instrument.

Based on its experience in and involvement with training and capacity building in the past and as exemplified by the MRUTP, the Mano River Union is also aware that the regional approach to capacity building is the most practical solution to bridging the knowledge and capacity gaps in the sub-region. This approach promotes the sharing of ideas and actions among the MRU countries and increases the chances of achieving economic growth and social development. It is also a means of ensuring sustainable development, which may be very difficult to achieve if there is no base on which to build development activities.

The regional approach to capacity building has several other advantages. Apart from enabling officials from the Member States to forge links with one another, it also ensures efficient and effective allocation of limited resources and enables capacity building activities to focus on areas where there is maximum potential for regional cooperation and synergy. Furthermore, regional capacity building can contribute to promoting regional cooperation and ensuring enhanced coherence and synergy of capacity building activities funded by different donors, which could bring about an increase in the level of financial and technical support.

It was against the background of these advantages to regional capacity building that the Mano River Union established a number of joint training institutions in 1978 to develop the skills of middle-level personnel from the MRU countries. These institutions, together with a fellowship and scholarship programme through which students pursued further studies at University-level in the medical and other fields were successfully run by the Union but were closed in 1986 due to financial constraints. Efforts to reactivate the institutions were aborted when the crisis started in the sub-region

There is clearly a need to have a fresh look at these institutions with a view to reactivating some. In addition to that and given that the sub-regionional conflict has brought new realities in its wake, the Union has to re-direct its efforts to developing adequate institutional and human resource capacity, focusing on priority sectors such as peace and security (conflict resolution and management), the development of youth and women; HIV/AIDS, the control of small arms and light weapons in the sub-region, the promotion of democracy and accountability, as well as other priority interventions that could be identified through an in-depth capacity building needs assessment.

While it is true that the implementation of projects (such as the MRUTP) for a limited duration is highly appreciated and indeed helps to build capacity if capacity building needs have been properly identified, it is equally true that the building of capacity requires more than that. It entails, in the context of the post-conflict transition on-going in the Mano River Union sub-region, the establishment of a permanent regional capacity building center that could serve as an effective means to further the socio-economic goals of the regional Member States and to provide guidance and direction to achieve efficiency and effectiveness.

Such a center could, among other things, be responsible for coordinating capacity building activities under one umbrella. This approach constitutes an important means of imparting knowledge and skills on a sustainable basis and should as such, be considered fundamental to the success of capacity building interventions in the Mano River Union sub-region.

# **SUMMARY OF RESULTS AND OUTCOMES OF THE MPPA PROGRAMME**

**Mr. Hoze Riruako**

*Dean of the Faculty of Economics and Management Science and Project Leader, MPPA Programme*

The University of Namibia in collaboration with the Institute of Social Studies (ISS) launched a Master's of Arts in Public Policy and Administration (MPPA) in July 1999. African Capacity Building Foundation (ACBF) funds this programme. The MPPA course came as a result of a need within the Namibia Public Service. When the new government headed by SWAPO came into office it realized that the Namibian Public Service needed to be restructured to meet the challenges presented by the new statehood. This culminated in Namibian first rationalization exercise, which among others identified shortcomings in its public service as stemming from the protracted and brutal colonial history. The colonial legacy had neglected local capacity building in human resources. Because of Namibia's policy of reconciliation and affirmative action all public servant from the colonial era were retained. In addition new staff members were hired. These led to a blotted public service that was neither efficient nor effective. It is against this background that the Government of Namibia approached African Capacity Building Foundation (ACBF) to assist the University of Namibia to introduce a Masters programme in Public Policy and Administration to achieve the following objectives:

- To improve Namibia's Public Service through enhanced capacity building.
- To support Namibia's human resources capacity in Public Policy Management.
- To improve the knowledge base and sharpen the skills of middle and senior Public Servants.
- To enhance UNAM's infrastructure and facilities in the field of Public Policy and Administration.

This is a twenty months Masters Degree. On the completion of the course the students are expected to do the following:

- Present a critical overview of the major issues, theories, debates and strategic interventions in the field of Governance, Public Policy and Management;
- Demonstrate professional skills to analyse issues as well as to design and assess interventions aimed at solving/reducing those issues;
- Express their analyses in writing systematically and clearly;
- Demonstrate basic skills in research methodology; and
- Produce a Research Paper on an approved topic as per post-graduate guidelines.

Students enrolled for this programme are expected do the following courses:

#### **Term ONE**

##### **Basic Courses:**

- PSG 5605      - State, Government and Society
- PEP 5605      - Economics of the Public Sector

#### **Term TWO**

##### **Core Courses:**

- PIP 5605      - Introduction to Governance, Public Policy and Public Management
- PPF 5605      - Policy Preparation, Formulation, Design and

## Appraisal

### Term THREE

#### Core Courses:

- PPM 5605 - Research Methodology
- POI 5605 - Implementation and Organizations
- PRE 5605 - Review and Evaluation of Public Policies, Projects and Programmes

### Term FOUR

#### Options:

- PDE 5605 - Decentralization, Empowerment and Effectiveness

OR

- PMPF 5605 - Public Finance, Macro Economics and Fiscal Policy

OR

- PMPR 5605 - Public Sector Reforms: Shifting Boundaries between State and Market

OR

- PMEP 5605 - Environment Policy and Sustainable Development

Up to date the University of Namibia (UNAM) in conjunction with the Institute of Social Studies (ISS), based in the Netherlands, the Hague was able to train a total of 50 public servants from the majority of key ministries such as: Office of the President, Office of the Prime Minister, Ministry of Women Affairs & Child Welfare, Ministry of Defence, Ministry of Basic Education, Sport and Culture, Ministry of Regional, Local Government and Housing, Ministry of Home Affairs, Ministry of Lands, Resettlement and Rehabilitation, Ministry of Prisons and Correctional Services, Ministry of Labour, Ministry of Environment and Tourism, Ministry of Safety and Security Namibian Police, National Planning Commission, Ministry of Agriculture, Water and Rural Development, Ministry of Health and Social Services, parastatals and other institutions that interact on a frequent basis with the government of Namibia policy matters such as: Polytechnic of Namibia, NAMPOWER, NAMPOST, Municipality of Windhoek, etc.

### Here below are the graduates per cycle:

|                       |           |             |
|-----------------------|-----------|-------------|
| 1 <sup>st</sup> Cycle | Year 2001 | 19 students |
| 2 <sup>nd</sup> Cycle | Year 2003 | 12 students |
| 2 <sup>nd</sup> Cycle | Year 2004 | 4 students  |
| 3 <sup>rd</sup> Cycle | Year 2005 | 15 students |

For the current academic year 25 students are enrolled for the MPPA Programme and are expected to complete their studies by the end of 2006 and graduate in April 2007. Four PhD candidates are suppose to be trained under the MPPA programme as part of capacity building. Currently one PhD candidate has been trained and is expected to complete his studies at the end of the current academic year. Another PhD candidate is

busy with his PhD studies and he is expected to complete his studies at the end of the next academic year. The remaining two other PhD candidates are to commence with their studies soon. Two of the four PhD candidates are female while the other two are male.

The founding Programme Coordinator who is been trained by African Capacity Building Foundation (ACBF) for studies leading to his PhD has been promoted to the position of a Project Leader, which is the Executive Director position of the programme and he has also been appointed as the Dean of the Faculty of Economics and Management Science.

The MPPA programme also has recruited an Administrative Assistant, who is being paid by the project.

Through generous funding from African Capacity Building Foundation (ACBF), the University of Namibia was able to beef up its Library resources by acquiring books under the project. Also as part of capacity building, African Capacity Building Foundation (ACBF), provided funds that were used to procure computers, printers, office furniture's and other equipments for the programme offices and boardrooms.

**NECF: NATIONAL ECONOMIC  
CONSULTATIVE FORUM - ZIMBABWE**

## 1.0 PROJECT CONTEXT

The overall objective of this project is to strengthen the capacity of the Secretariat of the National Economic Consultative Forum to enable it to operate effectively and efficiently through providing a consultative platform to interface with already existing organizations and facilitating relationships between policy, business, labour, academia and scientists and civil society.

### **The objectives of the project are:-**

- i) To enhance the capacity of the Secretariat at the National Economic Consultative Forum to enable it to operate effectively and efficiently in creating partnership among key economic players; Government, private sector, labour and other stakeholders in economic development issues;
- ii) To improve Public-Private sector and Labour dialogue and Consultation Mechanism;
- iii) To create a clear understanding within the public sector, private sector and labour on their respective and mutually supportive roles; encouraging all the stake holders to participate in economic development issues of Zimbabwe; and
- iv) To enhance the role of the private sector as the engine of growth.

### **Its mission is to:**

- Develop confidence in our country;
- Grow confidence in ourselves;
- Build confidence in our future; and
- Create a stable, Prosperous and United Nation.

The Institution's Motto is *"Together We Make Zimbabwe Great"*

## 2.0 PROJECT OUTCOMES

- 2.1 Provision of technical support to the Tripartite Negotiation Forum a Special Task Force of Government, Business Leadership and the Labour Unions; when negotiating a Prices and Incomes Protocol and Macro-Economic Stabilisation Programme.
- 2.2 Developed monitoring tools for use by Government in improving the design of Economic Recovery Programmes through ex-ante evaluation process of the Programmes.
- 2.3 Enhanced national economic governance through a media and dialogue campaign to elicit stakeholder views on national economic recovery.

- 2.4 Established a Dialogue process on the national economic crisis aimed at evolving an agreed policy framework for national economic recovery.
- 2.5 Built confidence around agreed issues and initiatives by producing studies and policy briefs for use by all stakeholders.
- 2.6 Initiate secretariat and organizational reviews with a view of strengthening organizational Governance and accountability structures including performance management systems for stakeholders.
- 2.7 Advocacy for good economic governance such as for the Anti-Corruption Bill and the setting up of the Anti-Corruption Commission.
- 2.8 Initiated and launched the process of the development of a National ICT Strategic and Policy Framework for the country.
- 2.9 Published the first ever report on the Status of ICT including challenges to be tackled in Zimbabwe.
- 2.10 Convene National Dialogues and produce a reports with an Implementation Matrix which directly impacted the monetary and fiscal policies.
- 2.11 Convene dialogues on the stabilization of Prices, Incomes and Wages to come up with innovative ways of restraining incomes and wages in order to reduce inflation.
- 2.12 Supports participation by the NECF in the Southern African International Dialogues, programmes held in Africa and Global Dialogues in Asia. This is a regular event of countries in the International Smart Partnership Movement which promotes interface among Presidents, Corporate Leaders, Unionists and Academicians involved in a search of smart win-win partnerships.
- 2.13 Supports the dialogue processes in Africa to diffuse tension between government, business and labour and pave the way for regular consultation between the all institutions.
- 2.14 Supports efforts by Government, Labour and Business to inform civil, labour, academic and political organizations internationally about prevailing economic and political opportunities in Zimbabwe. The activity is part of a broader exercise by Zimbabwean stakeholders to reduce national risks factors.
- 2.15 NECF is an Active Member of the Reserve Bank of Zimbabwe Foreign Currency Auction Board and chairs the Incomes and Wages Sub-Committee of the Board.

- 2.16 Project is funding the full complement of Secretariat staff, computers and other IT equipment while counterpart funding meet the shortfalls and compliments some of the activities funded by the project.

### 3.0. **RECENT PROJECT OUTCOMES**

- Inculcated a culture of dialogue and consensus building among national stakeholders working in the economic policy spheres;
- Provided the technical content of the Land Donor Conference of September 1999 and the land redistribution programme in 2002;
- Produced the Industrial Policy Framework for the country in 2000;
- Launched the country's Tourism recovery plan;
- Successfully managed the Millennium ICT roll-over for the country;
- Launched a successful NECF Margazine on NECF Activities continues to make technical inputs into the national budget and conducts studies which underpin national macro-economic stabilization policies;
- Successfully organized the Southern Africa International Dialogue at the Victoria Falls in 1999;
- NECF dialogue process gave birth to a negotiation forum, the Tripartite Negotiation Forum, through which a social contract and an Incomes and Prices Stabilisation Protocols are now being negotiated by Social Partners;
- Produced a state of the art CD-ROM Interactive Guide to promote Zimbabwe internationally. An upgrade was done in 2003 and in 2004;
- Carried out training workshops on Conflict Resolution, Negotiation and Mediation in 2000 to 2003;
- Run a series of dialogue discussions on topical national economic issues;
- Successfully lobbied Government on problems of price controls in a very difficult environment which resulted in the lifting of the controls;
- Commissioned studies on the national Brain Drain, Pricing Systems and Strategies to enhance Agricultural Productivity which highlighted to the nation the deep rooted nature of Zimbabwe's problems;
- Produced and published the first Small and Medium Scale Enterprise Policy Framework on the country;
- Organize half a day workshop to brief accredited Diplomats and technical partners on the work of the NECF and the economy;
- Prepare technical papers on the structuring of a bonds to attract foreign currency from Zimbabweans in the diaspora;
- Respecifies the pricing models on basic commodities to reduce the tension between manufactures and government on their pricing;

### 4.0. **PROJECT IMPACT**

- 4.1 The project has developed a nationwide economic consultative culture which is providing a useful feedback to Government on the impact of its policies. The NECF organizes national outreach programmes which

yielded useful lessons that are used in designing macro-economic stabilization programmes and monetary policies. In addition, it is now a norm and expectation among stakeholders that Government has to consult and elicit inputs from stakeholders on all major economic policy initiatives.

- 4.2 The NECF has become an independent honest broker between Government and the other stakeholders and provides technical inputs that allow for proper decisions to be made e.g. the pricing study that led to the lifting of price controls on basic commodities that had vanished from supermarket shelves; the Brain Drain Study which led to the review of factors causing the outflow of key labour personnel from the country; the Incomes, Prices and Wages publication which led government to review the impact of its macro-economic policies on the people;
- 4.3 It has become an autonomous organization that can develop monitoring tools for major economic programmes for purposes of ensuring accountability, implementation of agreed actions, the impact of such programmes on poverty reduction and innovative ways to stabilize the economy based on research findings and empirical evidence;
- 4.4 The extent of the effectiveness of the institution is to the extent that almost every sector with a problem brings it to the NECF for advice as well as a medium to break an impasse with Government.
- 4.5 The Government on its part is increasingly seeking NECF advice on major policy decisions such as on interest rates, inflation, the national budget and the views of other stakeholders before coming up with decisions.
- 4.6 Recently at a regional and global smart partnership dialogue in Swaziland and Malaysia, NECF emerged as one of the top smart partnership institutions in the world operating in a very tough environment which was directly impacting positively on the efforts to resolve the socio-economic impasse in the country.
- 4.7 The NECF remains one of the institutions on the frontiers of creating new knowledge for Zimbabwe's long-term requirements. It has generated outputs useful for human capital formation and retention, policy advocacy and the correction of defective macro-economic programmes.
- 4.8 Currently, the institution is co-implementing with UNDP, Government and the business sector a project on Information and Communication Technologies aimed at formulating a national ICT policy for the country.
- 4.9 Last but not least, the NECF is a nationally recognized dialogue and consensus building institution whose independent approach to issues of

national importance such as agrarian reform and economic recovery has led it to getting recognition as a reputable think tank.

## 5.0 **STAFF LEVEL AND GENDER PROFILE**

The core staff of the NECF is as follows:

- The Executive Secretary
- The Programme Manager
- The Finance and Administration Manager
- The Information and Documentation Manager

These are supported by a Data Capture Assistant, Administrative Assistant, Confidential Secretary, 1 Driver/Messenger and 1 Office Orderly.

*June 2005*

**10**

**Capacity building for economic policy making  
at NEPRU**

**1-2 July 2005, Nairobi  
By Dirk Hansohm**

The Namibian Economic Policy Research Unit (NEPRU) was set up by the first Government of independent Namibia a few weeks ahead of independence in 1990. NEPRU is an autonomous trust with the tasks of applied research, training, and information. Having a staff of 26 presently, it has carried out more than 700 projects so far. Projects can be reports on the economy, monitoring and evaluation reports, feasibility studies, preparation of policy documents, academic papers and reports, organisation of seminars and workshops, and training. Information is disseminated through publications, a library, the website, e-mail, policy seminars, interviews, memberships in committees and other ways.

Research deals with policy related topics. Clients are government agencies (mainly economic ministries), donor agencies, private sector institutions, and regional or international organisations. While research is mainly driven by demand of government and other clients, NEPRU is driving to complement this by more basic research so as to increase its competence for the applied research. This is facilitated through its research programmes. Six programmes are in operation:

- Macroeconomics and governance
- Trade, regional integration and private sector development
- Fiscal policy
- Employment and poverty
- Agriculture, land and rural development
- Financial and information economics

During its lifetime of 15 years, NEPRU has grown not only in quantitative terms, but also qualitatively: from an NGO to a research institute, from an expatriate dominated to a Namibian institution, from a narrowly targeted to a broadly oriented research agenda, from a purely national to a regional focus, from national to international recognition. NEPRU also works increasingly in a network fashion with other partners. It is secretariat to the Southern and Eastern African Policy Research Network (SEAPREN).

As indicated above, the mandate for research is complemented by that of capacity building. This has internal (own staff) as well as external (for Namibia) dimensions. NEPRU has gained valuable experiences over its 15 years of existence and does increasingly take a systematic approach to capacity building. From an entirely individually defined approach it has moved to an approach of institutional capacity building. From an informal way of management it has moved to line management, to a flat structure with a researcher pool, to a nuanced structure with research programmes.

While a specific training section to facilitate capacity building was established in 1998, lately this function has been integrated into the research programmes. The introduction of a performance incentive system was a major step to increase productivity. A constantly refined project management system is another way. The establishment of a culture of change is vital to the success of NEPRU's capacity building. A key way for systematising capacity building is the formulation of a strategic plan in 2004. The plan has 10 key strategies:

1. Comprehensive approach to capacity building
2. Combination of policy oriented and basic research
3. Specialisation on fields relevant to Namibia
4. Focus on the Southern African region
5. Attraction and retention of competent staff
6. Build up of Namibian staff

7. Expanded public information function
8. Intensified communication with Government
9. Closer interaction with private sector and civil society
10. Financial sustainability and operational efficiency

A key element of capacity building and increasing operational efficiency is monitoring and evaluation. Measurement is done to enable management and the board of trustees to monitor the organisation, for donors and the public to see its progress. But as important is its function to drive the process of capacity building. Reference point of the measurement is the strategic plan. Capacity of the organisation is defined as its potential to perform. Measurement of performance has been refined and improved over time. The key challenge for the further development of NEPRU is to balance capacity development, performance, and incentives.

The second element of capacity building is on the national level. This concerns the quality of economic policy decision making, but also the quality of the public discussion on economic policy matters. Capacity building is inextricably related to research. As policy making is not a one-to-one result of economic policy research, but subject to many other influences, it is methodologically difficult to isolate the results of capacity building.

Nevertheless, NEPRU monitors and documents the outcomes of its work. These include better informed policy makers, better policy choices, improved public discussion.

## **Résumée de la situation de la PNRC/CAF -**

Workshop Nairobi 1-2 juillet 05

La République de Guinée Bissau s'étend sur une superficie de 36.125 Km<sup>2</sup> et est limitée au Nord par le Sénégal, à l'Est et au Sud par la Guinée Conakry et à l'Ouest par l'Océan Atlantique.

Avec une population estime de 1.300.000 habitants, d'énormes potentialités en ressources naturelles, et en dépit des efforts entrepris dans le passé la Guinée Bissau accuse des indices sociaux et économiques qui la classent parmi les 10 pays les plus pauvres du monde.

Dans le cadre d'un objectif global de promotion économique et sociale, la Guinée-Bissau, en concertation avec les autres Pays de l'UEMOA, s'inscrit dans une dynamique d'intégration.

Au cours des sept dernières années qui ont suivi son adhésion à l'UEMOA, la Guinée-Bissau a connu des difficultés de parcours qui se sont manifestées par la lenteur et perturbations dans le fonctionnement d'Etat.

En 1998, un conflit politico-militaire, d'une grande ampleur, s'est abattu sur le pays, avec des conséquences très graves pour l'ensemble de la vie sociale et économique.

Pour la normalisation de la vie politique et institutionnelle, les élections législatives ont été réalisées en 1999. En conséquence de ce progrès important et des objectifs alors énoncés, les espoirs convergeaient vers la construction d'une société équilibrée, basée sur la maximisation du revenu et l'allocation équitable des ressources internes ainsi que leur gestion rigoureuse. Mais non seulement les attentes n'ont pas été satisfaites, mais on a assisté à la dissolution du Parlement et l'installation d'un Gouvernement à l'initiative présidentielle.

Cependant, la persistance d'un climat d'instabilité politique liée à l'affaiblissement de l'état de droit au niveau national a rendu impossible la conception et la mise en œuvre de politiques durables de développement et l'optimisation de la mobilisation des ressources externes pour financer le développement

C'est dans ce contexte politique et social que s'inscrit la préparation et l'adoption de l'Accord de Don du Projet PNRC/CAF en Guinée-Bissau, qui a finalement démarrée les activités en avril 2002.

En décembre 2000 l'ACBF a approuvé un Don de USD 1, 300,000 pour le financement de la Cellule d'Appui a la Formation du Programme National de Renforcement des Capacités PNRC/CAF, après une vaste consultations avec les autorités du pays au tours des résultats d'une évaluation préalablement effectuée (Appraisal Report).

L'objectif du projet est de créer une masse critique et le savoir faire suffisant capable d'appuyer le gouvernement ainsi que la société civil en général dans la conception et mise en œuvre des politiques économiques à travers la formation de leurs agents. Egalement le projet poursuit la dotation d'incentives de carrière dans la Fonction Publique en vue de retenir les cadres valables et motivés dans les fonctions clés de l'Administration Economique.

En 31 décembre 2004, au bout 14 mois de l'achèvement du projet, 46 actions de formation ont été réalisées en bénéfice de 218 cadres bissau-guinéens de tous les institutions ciblées par le projet, soit 77.6% des cibles, dont 29 sont femmes. Le coût total des actions réalisées s'élève à USD 360,905 ce que représente 52.6% du budget total de formation. Le plan global pour la durée du projet (04 ans), prévoit 53 actions de formation devant bénéficier 281 cadres nationaux, en différentes modalités, pour un total de USD 685,500.

Dans le Document de projet, il est prévu la formation de 20 Master's à un coût total de USD 420,000. A ce jour la CAF a envoyé à l'étranger (Europe et Afrique) 11 bénéficiaires, dont 04 ont terminés et rentrés au pays, ayant dépense USD 239,068. Compte tenu du taux de change de dollar qui prévalait, il y a jusqu'à présent un déficit de USD 8,068 par rapport au coût unitaire stipulé. Les principaux points d'étranglement de ce niveau de formation ont à voir avec l'acceptation des candidats dans les institutions, puisque la plupart ont du diplôme des institutions de l'anciens pays socialistes et que n'ont pas de l'agrément d'équivalences nécessaires. Alors que le pays a vivement besoin de leurs conversion et mise en niveau. De noter que, ceux qui ont pu finalement avoir l'accès aux différentes institutions, ont pu finaliser et ont retournés au pays avec des bons résultats académiques, ce que nous incite à poursuivre avec cette initiative et de tout faire pour appuyer ces encadrements.

De même, il est prévu 12 Ateliers/Séminaires dans l'intérieur du pays à un coût total de USD 60,000, alors qu'il ont été déjà réalisés 09 actions (bénéficient en moyen 20 à 30 cadres en chaque action) à un coût total de USD 66,383.

En revanche, il est prévu dans le document du projet, la réalisation de 04 cours de court durée en Europe à un coût total de USD 72,000 alors qu'il ont été déjà réalisés 05 à un coût de USD 30,623, ayant généré un reliquat de USD 41,377. Aussi, tous les cours de court durés réalisés dans la sous région ont été effectués à un coût inférieur au coût unitaire prévu, soit de 12 action initialement budgétisées à un coût total de USD 96,000 il a été réalisées 07 à un coût total de USD 45,091 ayant accumulé un reliquat de USD 10,909 par rapport aux coûts unitaires dans son ensemble. Même tendance s'est enregistrée par rapport aux « work attachements », qu'ont été prévu 05 actions à un coût total de USD 37,500 mais, du à une large demande de cette modalité de formation, 14 sollicitations ont été approuvées et réalisées à un coût total de 32,703 générant encore un reliquat de USD 4,797.

Espérons que l'effort sera réussi, permettant ainsi une réallocation dans la même catégorie pour faire face à l'ensemble des actions prévues pour les quatre ans du projet au minimum malgré la chute du dollar.

En dépit de la situation d'instabilité que s'enregistre dans le pays, depuis le démarrage du projet, les plusieurs remaniements du gouvernement (cinq Premier ministres), ont reconnu incessamment l'importance du projet. Les résultats quantitatifs sont évidents, mais il est très tôt pour voir claire les incidences qualitatives de fond découlant de l'intervention de la CAF/PNRC en Guinée Bissau. Si au niveau d'autres pays de la sous

région la lecture est plus claire, la situation de la Guinée Bissau suggère encore un soutien plus intense de façon à permettre de poursuivre les efforts dans le domaine de formation des cadres dans les domaines actuellement retenus, et d'autres que la revue à mi parcours pourra recommander. L'ACBF vient d'accorder un financement au Secrétariat Nationale pour le Renforcement des Capacités, à travers duquel une étude doit être entamée au cours de cette année en vu de recenser les besoin réel en renforcement des capacités dans le pays, et de dégager les domaines cibles par chaque bayer de fond en accord avec leurs domaines de concentration. Le pays espère compter aussi très brièvement avec une autre intervention de l'ACBF dans la reforme structurale des Ministères des Finances et de l'Economie.

Avant l'intervention de l'ACBF, seulement 02 des 32 cadres professionnels du Ministère de l'Economie et des Finances avaient le niveau Master, et la majorité n'avaient que la maîtrise au maximum, et sens spécialisation spécifique. De noter aussi l'inexistence des centres de formation ou spécialisation de niveau du troisième cycle dans le pays, ce qui constitue un facteur important de blocage à longs termes en matière de renforcement des capacités, car toutes les formations de ce niveau se font à l'étranger.

Si dans les modalités de formations de niveau Master et des Cours de courtes dures à l'étranger il reste difficile de voir l'impact dans l'immédiat, dans les modalités des Séminaires et cours de courtes dures réalise dans l'intérieur du pays et les "Work attachements", la visibilité est plus claire. Entre autres nous pouvons citer comme exemple :

L'atelier sur le budget d'état organise à l'intention des Parlementaires à la veille de la discussion qu'a mené à sa approbation en temps record et avec les modifications valables apportées par l'Assemblée Nationale;

La libéralisation des activités des Assureurs a été possible grâce au stage pratique organise par la CAF en collaboration avec le Ministère des Finances du Sénégal. Jusqu'à l'époque il n'existait que la seule société d'état dans ce secteur et maintenant il y a deux privées et d'autres en voie de création;

Le noix de cajou bissauguineens – le principal produit d'exportation, de meilleur qualité qu'a été connu jusqu'à lors comme produit Indien - a été reconnu aux Etats-Unis de l'Amérique comme production de la Guinée Bissau, grâce à la participation du Président de l'Association de Producteurs, appuyé par la CAF, au échanges organisé à PORTLAND USA, entre les représentants des exportateurs de ce produit.

La reprise du projet SYDONIA (système douanier informatisé de l'Afrique de l'ouest), a été possible après le stage de deux cadres de la douane à Conakry et deux autres à Lomé.

Coordonnateur a effectué des missions de prise de contacts et d'échanges à Dakar et à Praia dont les résultats on permis de combler la pénurie en expertise pouvant appuyer les actions de formation en en Guinée Bissau, surtout au Cap Vert ou il a été possible

d'avoir l'expertise lusophone de niveau acceptable, qui ont déjà effectuer des formations avec sucée en lingue portugaise dans le pays.

Au niveau des opérations, Le Rapport d'Audit annuel à la CAF/PNRC de chaque année ont révèles d'évolutions incessamment positives au fil des années d'exécution du projet

Le Coordonnateur  
Marcelo d'Almeida

C/c : - Ministre des Finances  
- Président du Comité de Pilotage  
- SENAREC

**Projet d'Appui à la professionnalisation de  
l'Administration publique en  
République du Tchad**

**PROFESS**

**Financement :** Don de la Fondation pour le Renforcement des Capacités en  
Afrique ( ACBF )

**Etat d'avancement du projet PROFESS**

## INTRODUCTION

Le projet d'appui à la Professionnalisation de l'Administration Publique (PROFESS) est mis en place en juin 2001 par un accord de Don signé entre le gouvernement Tchadien et la Fondation Africaine pour le renforcement des capacités(ACBF).

Le projet a connu des perturbations pendant la période allant de septembre 2003 à Juillet 2004. Ce qui explique le retard dans le démarrage des activités essentielles.

Cependant la reprise des activités depuis août 2004, a permis au projet PROFESS d'amorcer le démarrage des activités du programme suivantes :

- L'audit organisationnel et institutionnel des quatorze ministères ;
- la reforme des système d'information des quatorze ministères ;
- la formation sur la planification stratégique destinée aux cadres des ministères.

Tirant les leçons des audits des neufs ministères financés par la Banque Mondiale et l'audit test de la Fonction Publique, financé par l'ACBF, Il sera permis d'espérer au démarrage et au succès des audits des ministères restants ainsi que les autres activités essentielles du projet.

### ***1 RAPPEL DES OBJECTIFS DU PROJET***

Le but du Projet est d'améliorer la performance du secteur public par la réforme de l'environnement institutionnel et organisationnel des ministères sectoriels et partant promouvoir la bonne gouvernance et lutter contre la pauvreté.

**Quatre objectifs spécifiques sont assignés au projet :**

- 1) Renforcer les capacités institutionnelles et humaines de la Cellule Technique chargée du Suivi et la Mise en Œuvre de la Réforme de l'Administration Publique (CESRAP);
- 2) Renforcer les capacités des ressources humaines chargées de la réforme de l'administration publique au sein des ministères dans les domaines clés liés à cette réforme;
- 3) Appuyer l'évaluation institutionnelle des ministères non couverts par le projet gestion de l'économie à l'ère pétrolière (GEEP)
- 4) Et enfin former le personnel des ministères concernés dans les domaines liés à la formulation, à la mise en œuvre, au suivi et à l'évaluation des stratégies, des programmes et projets de réduction de la pauvreté.

Pour réaliser ces objectifs, les stratégies sont axées sur le développement et le renforcement institutionnel et sur le développement des ressources humaines par la formation en cours d'emploi.

Ainsi par rapport aux stratégies, trois volets d'activités sont mis en œuvre:

- Appui à la CESRAP;
- Appui à l'évaluation institutionnelle ;

- Programme de formation des cadres des ministères cibles dans les domaines prioritaires.

## II ETAT D'AVANCEMENT DU PROJET

### **II.1 Renforcement des capacités**

#### **II.1.1 Appui à la CESRAP**

##### **a) Voyage d'étude :**

**Pour accompagner la réforme préconisée, la CESRAP a bénéficié de plusieurs voyages d'études au profit de ses membres. Ce sont des missions d'échanges d'expériences effectuées dans le cadre du renforcement des capacités. Elles concernent les pays suivants :**

**Mission Bénin :** Trois(3) membres de la CESRAP

**Objectifs de la mission :**

- Capitaliser l'expérience du Bénin en matière d'élaboration, de mise en œuvre et de gestion de cadre organique ;
- S'informer sur le système d'évaluation des performances et l'avancement au mérite ;
- Repérer et situer les principales difficultés rencontrées dans la mise en œuvre des différentes actions ;
- S'informer auprès de l'observatoire des fonction publiques Africaines (OFPA) sur l'état des réformes en Afrique et sur l'expertise Africaine en la matière.

#### **Impacts:**

Les résultats obtenus se traduisent par les informations reçues sur le mécanisme de pilotage de la réforme au Bénin.

En termes d'impacts, ce mécanisme a inspiré la CESRAP dans la mise place des groupes de travail chargés de conduire l'audit de leurs ministères.

**Mission au Burkina Faso :** deux (2) membres de la CESRAP

**Objectifs de la mission :**

Capitaliser l'expérience en matière d'élaboration, de mise en œuvre et de gestion du système d'appréciation des performances.

#### **Impact :**

Les informations reçues ont permis à la CESRAP :

- D'animer en septembre 2002, l'atelier de validation du système d'appréciation des performances ;
- Contribuer à l'élaboration du guide de l'appréciateur ;
- Concevoir deux projets de textes sur le concours sur poste et le concours professionnel

**Mission au Mali :** Trois(3) membres de la CESRAP

**Objectifs de la mission**

- S'enquérir de l'expérience malienne en matière de politique de rémunération ;

- S'informer sur les procédures de conception, d'élaboration et de gestion de cadre organique ;

**Impact :**

L'expérience Malienne a permis :

- De contribuer enrichir les projets de texte sur le recrutement, la grille indiciaire et le projet de texte sur la politique de formation ;
- De s'inspirer sur l'audit des ministères pour appuyer l'option de l'audit des ministères par les cadres nationaux.

Mission en Afrique du Sud : Un (1) membre CESRAP et un(1) membre PROFESS

**Objectifs de la mission :**

Renforcer les capacités de pilotage de la réforme de l'administration publique particulièrement dans le domaine de l'amélioration des systèmes de gestion des services publics par l'utilisation des technologies de l'information et de la communication.

**Impact :**

Après ce voyage, la mission a suggéré au gouvernement :

- Faire des nouvelles technologies de l'information et de la communication l'axe central de la réforme de l'administration publique ;
- la présentation d'une requête auprès de la commission économique des nations unies pour l'Afrique, relative à un appui pour l'élaboration d'une stratégie nationale de nouvelles technologies de l'information et de la communication et de mettre en place un groupe de réflexion pluridisciplinaire sur les enjeux de la bonne gouvernance.

**b) Dotations en équipements**

Pour permettre à la CESRAP de bien coordonner les actions de la réforme, Le PROFESS a mis à la disposition de la CESRAP les matériels suivants :

- Cinq (5) ordinateurs équipés d'imprimantes et des onduleurs ;
- Deux(2) ordinateurs portables ;
- Une photocopieuse de grande capacité ;
- Une (1) moto.

**II.2 Audit test du ministère de la Fonction Publique**

Les membres des groupes de travail formés au ministère de la Fonction Publique ont réalisé entre juillet et septembre 2003, l'audit test de leur ministère avec l'appui d'un consultant international. Cet audit a permis de tester le groupe de travail du ministère de la Fonction Publique quant à leur capacité à mener une opération de ce genre.

**II.3 Appui à l'évaluation institutionnelle**

Il est envisagé pour ce volet, d'effectuer l'audit des quatorze ministères non couverts par le projet Gestion de l'Economie à l'Ere Pétrolière (GEEP). Un préalable a été réalisé : La mise en place de quatorze(14) groupes de travaux au sein des 14 ministères .

Sur les quatorze (14) groupes ainsi formés, treize(13) ont reçu des équipements informatiques leur permettant de produire des documents.

Ainsi donc, la deuxième opération de l'audit des 14 ministères démarrera bientôt, et elle concernera les ministères suivants :

- 1) **Aménagement du Territoire, Urbanisme et Habitat ;**
- 2) **Affaires Etrangères et Intégration Africaine ;**
- 3) **Commerce, Industrie et Artisanat ;**
- 4) **Mines et Energie ;**
- 5) **Communication ;**
- 6) **Administration du Territoire ;**
- 7) **Développement Touristique ;**
- 8) **Environnement et Eau ;**
- 9) **Travaux Publics et Transport ;**
- 10) **Pétrole ;**
- 11) **Culture, Jeunesse et Sports ;**
- 12) **Décentralisation ;**
- 13) **Sécurité Publique et immigration ;**
- 14) **Secrétariat Général du Gouvernement.**

Les termes de référence pour cette opération ont obtenu l'accord de l'ACBF, un appel a concurrence a été lancé et le PROFESS attend incessamment le rapport d'adoption de la Commission d'Ouverture et de Jugement des offres pour la désignation d'un attributaire de ce marché.

### II.3 Reforme sur les systèmes d'information des 14 ministères

Il s'agit de faire une étude sur les systèmes d'information des 14 ministères. L'objectif recherché se définit comme suit :

- ❑ **Assurer la formation des 40 cadres sur les concepts et techniques de mise en place des systèmes d'informations des ministères et la formulation d'un plan de développement de ces systèmes.**
- ❑ **Mener l'étude des systèmes d'informations des ministères avec l'appui des cadres formés, et, cette étude sera sanctionnée par un rapport, assorti des plans d'actions permettant de moderniser les systèmes d'informations existants.**

**Les documents de l'étude sur les ministères seront validés au cours d'un atelier.**

**Le commencement de cette activité est prévu pour la fin du mois de juillet 2005.**

### II.4 Formation sur la planification stratégique

Cette formation est destinée aux Directeurs Administratifs et financiers et les membres de la CESRAP. Elle a pour thème : la planification stratégique. La première

session a eu lieu du 09 au 13 juin 2005 et la deuxième session aura lieu à la dernière semaine du mois de juillet 2005.

### **III DIFFICULTES**

les difficultés rencontrées dans la réalisation de ce projet sont les suivantes :

- La plupart des membres de la CESRAP qui sont formés pour appuyer les actions de la réforme sont mutés de leur poste à d'autres responsabilités. Cela diminuera la contribution de la CESRAP et il faudra un nouveau crédit pour former les nouveaux.
- La Chute du dollar constitue un grand manque à gagner pour le projet étant donné que le budget de l'accord de Don est libellé en dollar ;
- Le changement dans l'environnement institutionnel crée d'autre besoin que le projet n'a prévu. Pour preuve, le projet prend en compte 14 ministères alors que d'autres ministères nouveaux ont vu le jour.

### **Conclusion**

Le projet Professionnalisation de l'Administration Publique bien qu'il a connu quelques périodes de trouble, vient de prendre un tournant décisif, qui tend vers des actions de reforme d'une manière générale et particulièrement le renforcement des capacités des agents publics de l'Etat.

L'année 2005 offre des opportunités par les expériences tirées sur la réalisation de l'audit des neuf ministères couverts par le projet GEEP et l'audit test du ministère de la Fonction Publique.

Les cadres qui ont conduit l'opération d'audit test du ministère de la Fonction Publique connaissent déjà les insuffisances et les besoins réels pour apporter leur contribution à la réussite de l'audit des autres ministères restants, et la reforme des systèmes d'information des 14 ministères.



**Results / Outcomes of Capacity Building  
Activities of Economics Association of Malawi  
(ECAMA)**

June 2005

## Introduction

Economics Association of Malawi (ECAMA) and Africa Capacity Building Foundation (ACBF) signed a grant agreement on 19<sup>th</sup> May 2004, designed to strengthen the Association's activities. Among others, ECAMA was to develop a fully-fledged resource centre to provide information on the Malawi economy and offer access to literature on various socio-economic issues including the Malawi Poverty Reduction Strategy (MPRS) and the country's Growth Programs. The Association was to purchase computers and related equipment (printer and UPS), acquire new books on economic issues and subscribe to relevant journals for the resource centre. In addition, the Association was required to issue press statements on topical issues, maintain its website, produce various publications and disseminate information to a wider audience on the MPRS and Malawi Growth Programs, *inter alia*. Presented below is an outline of activities carried out and associated results/outcomes from the project:

### **(1) Dissemination of the Malawi Poverty Reduction Strategy (MPRS) and Growth Programmes**

#### **(a) ECAMA Public Talk on MPRS and Growth Issues**

ECAMA held a Public Talk entitled '*MPRS Annual Review and Prospects for the 2004/05 Government Budget*' on 6<sup>th</sup> August 2004 at Lilongwe Hotel, Lilongwe. The objective of the Public Talk was to hold a public discussion on whether the MPRS is being implemented according to plans and suggest improvements on its implementation, besides soliciting views and contributions from participants, which could be forwarded to the Minister of Finance for inclusion in the 2004/2005 Government Budget. The main speaker was the Director of Monitoring and Evaluation in the Ministry of Economic Planning and Development (MEPD) and his discussant was Mr. Perks Ligoya, the then Publicity Secretary of ECAMA.

## Results / Outcomes

*The recommendations of the meeting provided a lot of guidance on the outcome of the Government Budget for the 2004/2005 fiscal year as most of them were incorporated in the final Budget. In particular, the following proposals made were implemented (and in cases of certain recommendations, the Minister of Finance suggested that further empirical research be undertaken before he can take action):*

- *As per recommendation on Human Development, the government is addressing the manpower deficit, which has been frustrating delivery of services, in particular, education and health. Government has started selectively improving pay and benefits packages for certain categories of civil servants such as health workers, especially nurses, in order to keep the system functioning.*
- *The Ministry of Economic Planning and Development received a larger allocation of public resources in the 2004/2005 Government Budget compared to the previous budget for it to effectively monitor the MPRS.*

- *Allocation to the Ministry of Education, Agriculture and Health received a major share in the 2004/05 Budget allocation of public resources in line with the MPRS.*
- *The controversial Special Activities vote was removed in the 2004/2005 Government Budget. While we appreciated the rationale behind a Special Activities Vote – that this would take care of one-off activities – it was generally felt that this vote was prone to abuse by politicians. Accordingly, we recommended that on grounds of transparency and accountability, any such special activities should be allocated to their respective ministries, and expenditures that are referred to as statehood should be more specific and re-classified properly. Allocation to this vote should be reduced and expenditure to this category should be closely monitored.*
- *The Ministries whose functions play a major role in promoting Economic Growth had increased allocation of public resources as per recommendation; i.e. Ministry of Trade and Private Sector Development and Ministry of Tourism and Wildlife, in line with the Malawi Growth Strategy Paper.*
- *The Minister of Finance agreed to review the whole Tax Policy where the aim is to achieve growth and not simply as a mode of collecting more revenues i.e. low taxes are a linchpin to growth. ECAMA and its cooperating partners were involved in this review exercise.*
- *There is now greater emphasis on maintaining macroeconomic stability aimed at achieving low interest rates, inflation and stable exchange rates with the view of creating a conducive operating environment for the private sector development.*
- *Economic Growth for the country has been prioritized over immediate un-productive pressures and consumption patterns given the limited resources where now the focus is on investment and not on consumption.*

**(b) Public Talk on ‘Economic Growth Prospects in Malawi: From a Private Sector Perspective’**

ECAMA organised a public talk entitled ‘*Economic Growth Prospects in Malawi: From A Private Sector Perspective*’ which took place on 8<sup>th</sup> October 2004 at Blantyre Sports Club in Blantyre. The talk was organised with the aim of compiling more objective information on the economy as it relates to the country’s growth programs and prospects, especially with regard to private sector development. This was an important topic for public debate because the country’s private sector has remained stagnant for many years, in the process failing to positively contribute to the country’s economic development in spite of the generally held view that the private sector is the engine of growth.

The objective of the Public Talk was, therefore, to allow members of the public to make their contributions on the measures that can rejuvenate the growth of the private sector so that it plays its rightful role towards sustainable economic growth and poverty reduction.

The main presentations were made by Mr. Simon Itaye, Managing Director of Packaging Industries (Malawi) Limited and Mr. Chancellor Kaferapanjira, Chief Executive Officer of Malawi Confederation of Chambers of Commerce and Industry (MCCCI) with Mr. George Partridge, Deputy Chief Executive Officer of National Bank of Malawi Limited, as a discussant.

The talk was graced by the presence of the Minister of Trade and Private Sector Development, Honourable Eunice Kazembe and a report of the meeting, outlining recommendations to the Government, among others, was sent to her.

## **Results / Outcomes**

*The recommendations and issues raised are being used by the Ministry of Trade and Private Sector Development to review Trade and Private Sector Development Policies. The Ministry of Trade and Private Sector Development is also now fully aware of the need to consult with the private sector in most of its initiatives to develop the sector; and more particularly because the country's main development agenda is to transform the economy from an importing and consuming country to a predominantly producing and exporting one.*

*At the end of the conference, participants identified 10 critical areas that would restore economic growth. These critical areas have since been presented to Government and the feedback so far is that some are already being implemented while others are being looked into. Among those being implemented is the establishment of the office of the Tax Ombudsman, which has been taken up as one of the nine priorities of the Integrated Framework's Action Matrix for the further mainstreaming of trade into the MPRS (or the next development agenda). A project profile for its financing has already been developed. The 10 critical areas are presented as follows:*

- i. Ensure that the Government's own deadlines for tax refunds are honored*
- ii. Make investment incentives clear, transparent and non-discretionary*
- iii. Extend the deadline for businesses to calculate and pay provisional tax.*
- iv. Establish the office of Tax Ombudsman*
- v. Revitalize Malawi Investment Promotions Agency (MIPA)*
- vi. Improvements in key service utilities: electricity, telecommunications and water*
- vii. Remove requirement for exporters to convert 40% of foreign exchange on receipt*
- viii. Improved transparency of government spending*
- ix. Capital goods and spare parts (except for motor vehicles) to be duty free and zero-rated for surtax*
- x. More public scrutiny of appointment of board members to statutory corporations*

*In general, attendance at the public talks went up with the number of talks. A total of 45 people attended the MPRS workshop while 60 people attended the Public Talk on 'Economic Growth Prospects in Malawi: From a Private Sector Perspective.' In addition, corporate membership has increased from 13 to 18 while ordinary individual membership has gone up from 73 to 80.*

## **(2) ECAMA Resource Centre**

The Association has been re-organising the Resource Centre at the Secretariat with support from ACBF. The goal of the project is to generate more information on economic and social sectors and to encourage readership.

An electronic catalogue has since been prepared with full details on the number of books, journals and pamphlets in stock in the resource centre. This was enabled by the purchase of a desktop computer and related accessories (Printer and UPS) using the project's resources.

### **Results / Outcomes**

*ECAMA has purchased several books besides binding a number of reports, consultant papers and studies as a way of acquiring materials for the resource center. The books that have been purchased with ACBF funding are Longman Dictionary of Contemporary English, Voices of the Poor, Crying Out for Change, Voices of the Poor from Many Lands, Quantitative Changes, Management Theory and practice, Reforming Infrastructure, Anticorruption in Transition 2, Health Financing for Poor People, The Quality of Growth, Making Services Work for Poor People, Toward Pro-poor Policies (Aid Institutions and Globalisation), Voices of the Poor, Can Anyone Hear Us?, Financing Vocational Training in Sub Saharan Africa, A case for Aid, Aid and Reform in Africa, A Strategy for Development, Empowerment and Poverty Reduction and From Early child Development to Human Development. Reports that have been bound are too numerous to be listed here. ECAMA has also purchased two computers for the Resource Centre through the ACBF Project.*

*The available statistics indicate that the average number of visitors and materials borrowed was 24 and 57 per month, respectively, during the period May 2003 to May 2004, before the ACBF Project. After the project (between May 2004 and May 2005), the number of visitors and materials borrowed rose to 42 and 66 per month, in that order.*

## **(3) Newsletter**

The Association also produced its now regular newsletter called ECAMA ECONOMIKA. The newsletter covered articles from members on the theme 'Sustainable Economic Growth for Malawi, Challenges and Way Forward'.

### **Results / Outcomes**

*We produced only one newsletter with ACBF money. While as in the past we would only manage to produce up to 150 copies, we increased production to 200 copies in the wake of the ACBF funding. The newsletter was circulated widely, including to all district assemblies in the country. The circulation of the Newsletter to the districts has enabled the general public to be conversant with policies that are being formulated by the Central Government. There has been telephonic feedback from the Assemblies, requesting for more copies. And as a result of sending the newsletter to district assemblies we managed to get a few more ordinary individual members for ECAMA.*

## **(4) ECAMA Profile**

The implementation of the project has improved the profile of ECAMA as an organisation that promotes dialogue and debate on economic issues in Malawi.

## **Results / Outcomes**

*The Government has changed its attitude towards ECAMA, which it now considers a cooperating partner. A recent development is an agreement between ECAMA and the Minister of Finance where ECAMA will commission research papers in liaison with the Ministries of Finance and of Economic Planning and Development for use by Government in Policy Formulation.*

*In addition, it has been observed that ECAMA's public functions are attended by people from a cross-section of professions in the economy as people have started taking ECAMA seriously as a body of professionals. Furthermore, there is a lot of support from donors, who are willing to support ECAMA by co-financing some of its public talks, debates and conferences on topical issues on the economy. When economic issues come up, the general public is comforted if such a topic was commented on by ECAMA for it to be accepted, i.e. ECAMA's comments on topical economic issues are well received by the general public.*

## **Project Extension**

At the end of the project in May 2005, ECAMA felt that there was need to extend the project for a further four months following several operational problems, including delays in disbursement of the first, second and final tranches of funds. An activity implementation plan is attached in the APPENDIX.

## **Conclusion**

It can safely be concluded that the general public is now more aware of Growth and PRSP programmes and other economic policies in Malawi and it is better equipped to articulate economic issues in the media and public forums. Continuity and sustainability of information dissemination on general economic issues, however, remain crucial and essential towards Malawi, as a whole, making significant impact or having a greater influence over policy formulation.

## **Post Script**

The ACBF supported project being undertaken by ECAMA is managed by a Project Coordinator and reviewed regularly by the Executive Committee. In addition, ECAMA's accounts are audited by Certified Public Accountants, Peter Holdsworth and Company, and are available on request.

## APPENDIX

### THE AFRICAN CAPACITY BUILDING FOUNDATION

#### **GRANT NO.13 - STRENGTHENING OF THE ECONOMICS ASSOCIATION OF MALAWI (ECAMA) - ACTIVITY IMPLEMENTATION PLAN**

#### **PROGRAMME OF ACTIVITIES FROM MAY 2005 TO SEPTEMBER 2005**

| <b>No. of<br/>Activity</b> | <b>Activity Name</b>                                 | <b>May<br/>2005</b> | <b>June<br/>2005</b> | <b>July<br/>2005</b> | <b>August<br/>2005</b> | <b>Sept.<br/>2005</b> |
|----------------------------|------------------------------------------------------|---------------------|----------------------|----------------------|------------------------|-----------------------|
| 1                          | Establishment of Resource Centre                     |                     |                      |                      |                        |                       |
|                            | • Purchase of computer                               | x                   |                      |                      |                        |                       |
|                            | • Furniture for the Resource Centre                  | x                   |                      | x                    |                        |                       |
|                            | • Purchase of Books and subscription to Journals     |                     | x                    | x                    | x                      | x                     |
|                            | • Maintenance of website                             | x                   | x                    | x                    | x                      | x                     |
| 2                          | Support to one coordinator                           | x                   | x                    | x                    | x                      | x                     |
| 3                          | Dissemination of PRSP Process/Malawi Growth Programs |                     | x                    |                      | x                      |                       |
| 4                          | Press Release on the economy                         |                     | x                    | x                    |                        |                       |
| 5                          | Reimbursement of Transport Costs                     | x                   | x                    | x                    | x                      | x                     |
| 6                          | Publications                                         |                     | x                    |                      |                        | x                     |
| 7                          | Rentals for the Resource Centre                      |                     | x                    |                      | x                      |                       |
| 8                          | Postage and Postal Charges                           | x                   | x                    | x                    | x                      | x                     |
| 9                          | Stationery                                           | x                   | x                    | x                    | x                      | x                     |
| 10                         | Telephone Charges                                    | x                   | x                    | x                    | x                      | X                     |

**Summary of Results/Outcomes of Capacity  
Building Activities of ESRF**

## **1 Purpose and Methodology of Capacity Building Activities of ESRF**

The primary objectives of the ESRF project is to strengthen capabilities in policy analysis and decision making, to enhance understanding of policy options in Government, the public sector, the donor community, and the growing private sector and civil society. The three core activities of the project, which depend on each other and input each other, are Research, Commissioned Studies and Capacity Building.

In collaboration with Research as well as Commissioned Studies, Capacity Building Activities of ESRF aim at strengthening capacity for effective policy analysis; management and implementation; co-ordination; monitoring and evaluation in key government ministries and departments of the United Republic of Tanzania (i.e., both mainland and Zanzibar). While initially the focus was on key government ministries<sup>2</sup>, the focus has been expanded to include umbrella organs of the private sector organizations, Civil Society Organizations (CSOs) and the donor community.

Capacity building activities at ESRF have mainly been through conventional approaches including policy dialogue seminars, short-term policy analysis training, technical assistance/policy advisory, mentoring and coaching through attachments and internship. Capacity building has also been executed through ESRF hosted ICT projects namely Tanzania Development Gateway and Tanzania Online<sup>3</sup>.

## **2 ESRF Criteria for Assessing Results/Outcomes of Capacity Building Activities**

Over years the outputs of ESRF project have made a significant impact on relevant individual stakeholders and therefore the respective institutions as well as the policy process both within the country and outside. Through various dissemination methods such as policy dialogues, dissemination workshops and training, the findings from research studies and commissioned assignments have improved the institutional capacities in the government, private sector as well as civil society.

Outcomes/results of capacity building activities are measured through different ways:

### *(a) Capacity Needs and/or Demands*

ESRF has contributed in creating effective demand for capacity building in areas of policy research, policy analysis skills enhancement training and policy research dissemination/dialogue: Since its inception the ESRF has been called upon to carry out research, deliver short-term training courses or organize policy dialogue seminars to respond to policy analysis needs of government institutions, donors, parliament and civil society organizations. Between 1994-2004, an average of 12 demand driven research projects per annum have been carried out; a total of 51 tailor made courses in policy analysis have been organized and delivered by ESRF on request from government

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<sup>2</sup> Finance, Planning and Privatization, Agriculture, Industries and Trade, Lands, Works, Energy, Water, Health and Education

<sup>3</sup> ESRF research outputs is widely and easily accessed online through Tanzania Development Gateway and Tanzania Online

institutions, non-government institutions, civil society organizations etc, and the parliament. ESRF is a key institution providing the government of Tanzania and other policy actors the technical assistance on Growth and Poverty Reduction Policies in Tanzania. The Foundation is currently supporting the government of Tanzania in costing of its medium term growth and poverty reduction plan (MKUKUTA); the Foundation is supporting the Government and other actors in monitoring Poverty Reduction Policy through involvement and membership of the Research and Analysis Working Group and the Technical Committee of the National Strategy for Growth and Poverty Reduction.

*(b) Demand Driven Policy Dialogues*

Through involvement in ESRF activities, beneficiaries have pursued/taken actions to continue the policy dialogue and/or in some cases demand for formulation of a policy or strategy. More policy dialogue seminars have been requested or organized by beneficiaries as a follow-up to the Foundations' activities. For instance A seminar organized by ESRF to disseminate research results on Socio-economic Impact of HIV and AIDS in Tanzania, triggered request for training/knowledge enhancement on HIV and AIDS and its mainstreaming into policy processes by the Parliament in Tanzania. In addition, a study carried out by ESRF for the Confederation of Tanzania Industries triggered demand for a policy on Review of the Business Licensing System in Tanzania as well as a Programme for Business Environment Strengthening for Tanzania. The programme is currently being implemented by Presidents Office - Planning and Privatization (PO-PP). A needs Assessment study on Capacity of Economic Services of the government conducted by ESRF in 1997-8, contributed in the re-organization of ministries in Tanzania leading to strengthening of the policy and planning function of the government.

*(c) Policy Advice Services and Knowledge Base Enhancement*

ESRF has been able to create effective demand for technical assistance/support in form of policy advice services and knowledge base enhancement. There have been increasing demands from different actors for technical assistance and support services in areas of economic and social policy management from the Foundation. ESRF is providing policy advisory services through membership/involvement into various national and regional level policy processes and forum. To mention but a few: membership into the technical committee of PRS now the National Strategy for Growth and Poverty Reduction Secretariat; membership into the Research and Analysis Working Group of the Tanzania Poverty Monitoring System<sup>4</sup>; membership into the Human Development Working Group under the joint government and private sector Tanzania National Business Council; member of the Task Force for Fast Tracking EA Political Federation. The Foundation is also a member of the secretariat of the Helsinki Process of Globalization and Democracy, which is Co-Chaired, by the two Foreign Ministers of Tanzania and Finland, and it also serves as a member of the Policy Advisory Group on child labour research, which feeds into the PMS.

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<sup>4</sup> The PMS has four Working Groups. Others are Routine Data Group, Surveys and Census Group and Dissemination Group

The Foundation has contributed in Strengthening Knowledge Base for evidence - based policy management, through commissioned research and short-term studies. Several commissioned researches have been carried out by the foundation. These have informed policies and policy discussions in Tanzania and within the East African Region. For instance results from the Socio-Economic Impact on HIV and AIDS research commissioned to ESRF by SIDA have been used by the National AIDS Control Programme in projecting HIV and AIDS prevalence rates. ESRF track record in agricultural policy research has resulted into the Foundation being commissioned to prepare and develop policies and strategies in this area<sup>5</sup>. In addition, the foundation is providing policy advise services in areas of regional integration and trade to the ministry of industry and trade, Presidents' Office Planning and Privatization and many other government, donor and non-government institutions.

Furthermore, among the training programs, which were designed for various committees of the parliament, include the HIV/AIDS National Plans and Strategies, HIV/AIDS budgetary process and Poverty Monitoring System (PMS).

In the effort to meet a growing demand for data and information thus effectively performing the monitoring and evaluation of poverty eradication function in Tanzania, the government have instituted a Poverty Monitoring System (PMS) which is primarily meant to be a tool for collecting data and information on poverty, analyse it and disseminate it to enable policy makers to assess progress under Poverty Reduction Strategy (PRS) and subsequently take appropriate actions. Since 2001, the PMS has been providing the output and/or status on poverty situation in the country, which is discussed every year during the poverty policy week. This Foundation has all along been participating fully as a member of the Research and Analysis Working Group of the PMS, atop organizing, hosting and facilitating various workshops of the poverty policy week.

*(d) Building the Analytical Skills*

ESRF has contributed in building analytical skills in budget performance among policy actors through involvement of policy actors in various policy review processes including Public Expenditure Review (PER) and Medium Term Expenditure Framework.

In addition, ESRF in collaboration with Research on Poverty Alleviation (REPOA) and ISS are running a Post Graduate Diploma course in Policy Analysis and Poverty. The first intake has 25 students mainly drawn from the public institutions, NGOs, private consulting firms, and donor agencies. The first group are expected to graduate later this year. Judging from the total number of applications submitted for this course (about 250), it is clear that there is a high demand of the products and services provided by the project.

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<sup>5</sup> Policy and Strategy Documents that have been formulated by ESRF include, the Poverty Reduction Strategy Paper; the Rural Development Strategy; Agricultural Marketing Policy; Tanzania Investment Policy; Tanzania Mining Policy; The East African Private Sector Development Strategy, member of the team Tanzanias' Rural Development Policy

### **3 Developments/Changes or Directions of Capacity Needs**

Results from needs assessment conducted by ESRF as well as evaluation of capacity building activities conducted by the Foundation reveals that capacity building has concentrated on the first part of the policy cycle namely, policy formulation while the implementation, including monitoring and evaluation part is marginalized. In other words, it is generally felt that capacity on policy implementation, monitoring and evaluation is weak and that is one of the factors for poor performance of most policies in Tanzania.

There is a need for attention on strengthening capacity for policy implementation, monitoring and evaluation. In many of our end of activity evaluations, comments are made to the fact that we have been successful in formulating good and many policies, with little effort in making these policies functional and operational.

**CI-ROAF**

**Fighting poverty with consumer policy.  
Sustainable policy formulation through  
participation and effective regulation**

### **What is Consumers International?**

Consumers International Regional Office for Africa (CI-ROAF) is an independent, non-profit and non-political federation of African consumer organizations currently linking about 120 organisations in 46 countries out of 53 in Africa.

Established since 1994 in Harare , Zimbabwe with a sub-regional office in Dakar, Senegal covering West and Central Africa, CI has an observer status with the United Nations Economic and Social Council and its specialised agencies such as FAO, WHO, Codex Alimentarius, etc., as well as with regional and sub-regional institutions such as the Economic Community for West African States (ECOWAS), the Southern African Development Community (SADC), l'Union Economique et Monetaire Ouest Africain (UEMOA) and the Common Market for East and Southern Africa (COMESA).

It is a member of the European Economic and Social Committee for the Follow up and the Involvement of Non State Actors in the Cotonou Agreement and an elected member of the United Nations Economic Commission for Africa Bureau of the Committee for Human Development and Civil Society.

### **Membership and Funding**

The organization has three types of membership: Full, Affiliate and Government members:

**Full members:** Independent consumer organizations, do not take subsidies from business, have a national presence; track record of programmes and services on behalf of consumers covering a large range of issues. Full members have a voting right at CI triennial Congresses;

**Affiliate members:** Independent organizations restricted in their work to a region, or local community, or focus on a particular issue. Affiliates can become full members after 2 years of membership with CI during which they do not take subsidies from business.

**Government Affiliate members:** Government departments in charge of consumer protection, regulatory authorities, competition commissions / agencies. These bodies must support and complement the need for and work of independent consumer organizations.

In addition, CI liaises and exchanges information with several **contact** consumer groups. While CI counts 45 members in 32 countries in Africa it actually has contacts and supports 126 consumer organizations in 46 countries.

CI is funded by its membership fees (about 40%) and grants from bilateral, multilateral sources and foundations.

Currently CI ROAF is running a programme called "Building Consumers' Capacity and Institutions for a Fair and Transparent marketplace" dubbed FTM.

The FTM seeks overall to enhance the development of a fair and transparent marketplace in Africa and the participation of civil society in the process through national, regional and international policy dialogue and decision-making. The project comprises the following components:

- Advocacy and skills development
- Institutional Strengthening and Development

The total cost of the project is US\$4,000,000 for four years. The Executive Board of the ACBF approved a grant of US\$1,000,000 in 2001. It became effective on 31<sup>st</sup> August, 2001

for a period of four years. CI-ROAF has been able to raise funds from other sources to fill the funding gap namely from the Ministry of Cooperation and Development of the Netherlands, the UK Department for Foreign International Development (DFID), the Ministry for Cooperation of Norway (NORAD), the World Bank through the Water and Sanitation Programme, foundations and NGOs.

### **Vision and Mission of CI**

Our **vision** is that of a fair and transparent market place in which all consumers – particularly the most disadvantaged and marginalized ones- can have access to quality goods and services at affordable prices.

CI has two **missions**:

- **to build effective consumer protection institutions and develop the consumer movement worldwide.** We support our members' consolidation into strong consumer protection bodies through research, information networks, consumer education, publications, capacity building workshops and trainings, regional and international seminars. We also support their projects to get consumer rights enacted.
- **to represent and to speak on behalf of consumers- in regional and international decision making institutions and fora.** CI and its members represent consumers through advocacy and campaigning for consumers' rights to be taken into consideration in policy making at national, regional and global levels.

### **Rights and responsibilities of consumers.**

Consumer policy promotes the establishment of legislations and institutions that formulate and enact consumer rights.

This can be done by government agencies and by consumer organizations through provision of information and development of projects that improve the quality of life of citizens as consumers.

It seeks to ensure that basic human rights –the consumer rights- are recognized and enacted.

These are:

- the right to satisfaction of basic needs
- the right to safety
- the right to be informed
- the right to choose
- the right to be heard
- the right to redress
- the right to consumer education
- the right to a healthy environment.

Consumer policy also seeks to empower citizens with responsibilities for them to bring about positive changes in their own lives.

It is consumers' responsibilities to use their power in the market to drive out abuses, to encourage ethical practices and to support sustainable consumption and production. These responsibilities are:

- Action
- Social concern
- Critical awareness
- Solidarity
- Environment

### **CI's priority action areas or programs.**

CI and its members apply these rights and responsibilities to current priority areas of work which are: Food and nutrition; Trade and Economics, Public utilities, Competition, Standards, Consumer legislation

### **CI's strategies**

Consumers International's work is done through research, capacity building for engagement in credible and fact-based policy dialogue with decision makers, consumer information and education, exchange and cross-fertilization of experiences, lobbying, advocacy and campaigning using a multi-prong communication approach.

A salient feature in CI's strategy is the tripartite stakeholders' approach [public sector, private sector and civil society] to consumer problem identification and management.

### **Servicing members: CI ROAF Approach**

Building strong and sustainable consumer organizations is still a major concern and high priority for CI ROAF. This is mainly done by building the knowledge and skills of its member organizations through:

- Fundraising,
- Conducting researches and surveys,
- Regional Capacity building training workshops and seminars;
- Production of manuals and publications,
- Establishment and Facilitation of information networks and exchange through newsletters, websites, Selective Dissemination of Information (SDI)
- Availing seed grants and technical assistance,
- Exchange visits and attachment programs,
- Assistance for the development at national level of pilot projects to generate incomes and increase membership.

Through the FTM programme, the ROAF has embarked on a new strategy by merging issue-based capacity building and institution building.

Activities in the FTM program aim at building/reinforcing members' understanding on issues and building their capacities to influence policy-making at national, regional and global levels on the same issues while at the same time building their organizations into

strong institutions through generation of income and establishment of systems for sustainability.

Currently all CI ROAF programs have a horizontal objective of building the skills and expertise of all members through general information on and understanding of issues (Food and nutrition, Trade and economics, Public Utilities, Competition, Consumer Protection). Member organizations that show keen interest and expertise in some specific program areas are then brought together into a cluster.

Members of the cluster are supported with seed grants to develop activities (research, stakeholder's meeting, consumer education, lobbying, advocacy and campaigning, policy dialogue) that can bring about consumer-friendly changes in their national policies/environment. Cases of such changes brought about by constructive and fact-based consumer involvement in policy formulation, enactment and monitoring are showcased below.

The institutional support, however, focus on a limited number of core / pilot organizations that will be supported with funds to spearhead program-related income generating activities e.g. getting funding from governments through global and regional Trade agreements [Cotonou Agreement] for all African countries party to the Convention, running consumer buying-clubs for basic commodities in Zimbabwe, Senegal, Benin, consumer cooperatives in water in Chad, production and sale of information [CAMA, Malawi], etc) and establishing systems that can help the organization sustain its operations (strategic planning sessions in 8 countries, development of blue-print for proposal writing, financial and narrative reporting, recruitment of staff, intermediation with funders, etc...).

### **Outcomes of CI and its members' activities and Impacts in selected Action areas.**

#### **Food and Nutrition**

**Objective:** To ensure consumer access to enough and safe food at all times, in a regular manner, and for all.

**Areas:** Food security, Food safety, Biotechnology and Sustainable food production and consumption.

**Some achievements:** To curb high inflation and secure access to basic commodities for disadvantaged consumers, CI supported its member organization Association Senegalaise pour la Defense de l'Environnement et des Consommateurs (ASDEC) to start consumer cooperatives in disadvantaged areas.

The establishment of these consumer buying clubs has resulted in much greater transparency in prices on the marketplace and helped consumers access basic commodities in an environment where prices skyrocketing because of cartels of major importers of the commodities such as rice.

Another action taken by CI's member to ensure food security particularly in rural areas is the case of the market liberalisation of maize in Malawi in 1990. As a result: private sector participation in agricultural input and produce trading was instituted.

The state-owned Agricultural Development and Marketing Corporation (ADMARC) ceased to be the only trader in this business and had to close some of its outlets in remote areas (because of competition and the gradual withdrawal of Government subsidies)

This created a vacuum, which private traders could not fill due to problems of access and transportation to such places. A bag of 50kg of maize was now selling for K850, an increase of 350%. Under pressure from CAMA and other CSOs the Malawian government resumed subsidies allowing thus ADMARC to re-open the outlets to service the rural areas, while seeking ways to ensure ADMARC is run on a more professional basis and without political inference.

### **Trade & Economics**

**Objective:** To ensure that international and regional trade agreements benefit consumers and take into account consumers' concerns.

**Areas:** Intellectual Property Rights, Standards and access to market,

**Some achievements:** Consumers International and its member organization the National Consumer Forum comprising 20 consumer organizations in South Africa teamed up with other civil society organizations in a reaction to the legal case pharmaceutical industry undertook against the South African government in a move to get cheaper ARV drugs through parallel import and compulsory licensing for the country's millions of patients suffering from the HIV/AIDS pandemics. Pharmaceutical industry withdrew the case and the case was used as an illustration in the Doha WTO Ministerial to open the way for an agreement in the TRIPs negotiations to take into account public health policy.

### **Public Utilities**

**Objective:** To ensure access to basic services such as water, energy, telecommunications with particular focus on most disadvantaged consumers..

**Areas:** Sector reform. Contracts. Regulation. Tariffs. Subsidies. Institutional frameworks. Choice of infrastructure. Public-Private-Partnerships (PPP).

**Some achievements:** When a survey conducted by the Association des Consommateurs du Tchad (ADC Tchad) revealed that only 2,8% of the population in Chad had access to water the organization approached the Government and the National Assembly pointing out the flaws in the contract with the private partner; which they saw as the reason why the majority of the consumers in the country could not access water. Among the points raised by the ADC, the lack of an efficiency clause for the private operator regarding leakage management, network extension but also the need for a better targeting of tariffs and subsidies and the lack of a regulatory framework to monitor the policy guiding the reform in the country's public utilities sector.

When reformulating the reform of the water and sanitation sector, the Government later integrated most of the ADC's recommendations in its new partnership with the Banque Islamique de Developpement and the World Bank after rescinding the contract with the former private operator.

### **Competition**

**Objective:** To ensure that adequate competition rules prevail in the marketplace to promote consumer choice, quality and fair prices. Work has focused at national level on research, building members' capacity, market surveillance and consumer information.

**Areas:** Restrictive Business Practices on prices, distribution, quantity and quality of goods and services with particular focus on basic commodities and services.

Some achievements: Through market surveillance to check on prices, quality and availability of goods and services, CI's members in the Ugandan Consumer Protection association (UCPA) spurs and creates a competition culture on the marketplace for it to be more transparent and fairer. The information collected and disseminated from their market surveillance exercise is nowadays used by business to help them assess their marketing strategies against competition, by government to monitor inflation in the country and by consumers for their purchases.

In Cote d'Ivoire the Federation des Associations de Consommateurs launched jointly with the Ministry of Trade the campaign "J'Affiche mes prix" (I display my prices) in an effort to combat opacity in the marketplace by getting traders to post prices, thus creating a competition culture for consumers to benefit from the effects of it.

### **Product Standards and health in a global economy**

**Objective:** To ensure standards are adopted and enacted that promote safety and performance of consumer goods and services.

**Areas:** Monitoring Standards of goods and services.

**Some achievements:** While further integration in the global economy may come with some opportunities such a wider choice of products on the marketplace, it may also come along with substandard goods being dumped on ACP countries, as their legislative frameworks may be weaker and their technological and laboratory infrastructure for testing may be inadequate.

After receiving many complaints from consumers on a make of toothpaste the Institute for Consumer Protection of Mauritius tested the product and found that the product was substandard and hazardous to consumers' health.

When presented with the results of the tests, the government requested the company to recall the batch of products from the market and destroy them.

While the company obliged on the first request of recalling the product from the Mauritian market it actually decided to send the same products to Cameroon where the Mouvement National des Consommateurs (MNC) realized -from its exchange of information with the ICP- that the same batch of product had found its way to the Cameroonian market.

### **Consumer Protection Laws and legislation**

**Objective:** To ensure that consumer protection laws and legislations are formulated and enforced on the basis of the UN Guidelines for Consumer protection at national, regional and global levels.

**Areas:** Complaints handling. Consumer education and information. Enforcement by governments.

**Some achievements:** At national level, CI's members are involved in radio programs, sometimes live programs as in Mauritius, where consumers phone in and seek advice on specific consumer problems with business or government services. Solving these problems have the effect of creating a conducive environment for citizens to feel confident in the accountability mechanisms in the country and making business more responsible towards consumers and the environment.

At regional level CI publishes an Annual report on Consumer protection and quality of life by using a consumer protection index which helps to rank the countries according to their efforts to put in place effective mechanisms to protect their citizens as consumers and improving thus the quality of their life.

Such publication has helped in cross fertilizing experiences between government agencies on mechanisms to put in place to ensure economic policies take into account the need to protect consumers' economic and social interests.

### **Sustainable consumer protection organizations**

While building members' capacity to understand the issues around the themes above and engage with their policy makers to integrate consumer interests in policy formulation and enactment, the FTM was also used to build the organisations' institutional capacity to generate income to cover part of their operation costs/overheads and staffing sometimes up to the tune of 55% but also to increase their membership.

Cases in point are the ASDEC (Senegal) consumer cooperative, UCPA (Uganda) and CAMA (Malawi) selling information from their market surveillance activities and ADC (Tchad) and ADEETelS (Senegal) from their water cooperatives managed by their women's groups.

**ESRF - TANZANIA**

**Summary of Results/Outcomes of Capacity  
Building Activities of ESRF**

## **1 Purpose and Methodology of Capacity Building Activities of ESRF**

The primary objectives of the ESRF project is to strengthen capabilities in policy analysis and decision making, to enhance understanding of policy options in Government, the public sector, the donor community, and the growing private sector and civil society. The three core activities of the project, which depend on each other and input each other, are Research, Commissioned Studies and Capacity Building.

In collaboration with Research as well as Commissioned Studies, Capacity Building Activities of ESRF aim at strengthening capacity for effective policy analysis; management and implementation; co-ordination; monitoring and evaluation in key government ministries and departments of the United Republic of Tanzania (i.e., both mainland and Zanzibar). While initially the focus was on key government ministries<sup>6</sup>, the focus has been expanded to include umbrella organs of the private sector organizations, Civil Society Organizations (CSOs) and the donor community.

Capacity building activities at ESRF have mainly been through conventional approaches including policy dialogue seminars, short-term policy analysis training, technical assistance/policy advisory, mentoring and coaching through attachments and internship. Capacity building has also been executed through ESRF hosted ICT projects namely Tanzania Development Gateway and Tanzania Online<sup>7</sup>.

## **2 ESRF Criteria for Assessing Results/Outcomes of Capacity Building Activities**

Over years the outputs of ESRF project have made a significant impact on relevant individual stakeholders and therefore the respective institutions as well as the policy process both within the country and outside. Through various dissemination methods such as policy dialogues, dissemination workshops and training, the findings from research studies and commissioned assignments have improved the institutional capacities in the government, private sector as well as civil society.

Outcomes/results of capacity building activities are measured through different ways:

### *(e) Capacity Needs and/or Demands*

ESRF has contributed in creating effective demand for capacity building in areas of policy research, policy analysis skills enhancement training and policy research dissemination/dialogue: Since its inception the ESRF has been called upon to carry out research, deliver short-term training courses or organize policy dialogue seminars to respond to policy analysis needs of government institutions, donors, parliament and civil society organizations. Between 1994-2004, an average of 12 demand driven research projects per annum have been carried out; a total of 51 tailor made courses in policy analysis have been organized and delivered by ESRF on request from government

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<sup>6</sup> Finance, Planning and Privatization, Agriculture, Industries and Trade, Lands, Works, Energy, Water, Health and Education

<sup>7</sup> ESRF research outputs is widely and easily accessed online through Tanzania Development Gateway and Tanzania Online

institutions, non-government institutions, civil society organizations etc, and the parliament. ESRF is a key institution providing the government of Tanzania and other policy actors the technical assistance on Growth and Poverty Reduction Policies in Tanzania. The Foundation is currently supporting the government of Tanzania in costing of its medium term growth and poverty reduction plan (MKUKUTA); the Foundation is supporting the Government and other actors in monitoring Poverty Reduction Policy through involvement and membership of the Research and Analysis Working Group and the Technical Committee of the National Strategy for Growth and Poverty Reduction.

(f) *Demand Driven Policy Dialogues*

Through involvement in ESRF activities, beneficiaries have pursued/taken actions to continue the policy dialogue and/or in some cases demand for formulation of a policy or strategy. More policy dialogue seminars have been requested or organized by beneficiaries as a follow-up to the Foundations' activities. For instance A seminar organized by ESRF to disseminate research results on Socio-economic Impact of HIV and AIDS in Tanzania, triggered request for training/knowledge enhancement on HIV and AIDS and its mainstreaming into policy processes by the Parliament in Tanzania. In addition, a study carried out by ESRF for the Confederation of Tanzania Industries triggered demand for a policy on Review of the Business Licensing System in Tanzania as well as a Programme for Business Environment Strengthening for Tanzania. The programme is currently being implemented by Presidents Office - Planning and Privatization (PO-PP). A needs Assessment study on Capacity of Economic Services of the government conducted by ESRF in 1997-8, contributed in the re-organization of ministries in Tanzania leading to strengthening of the policy and planning function of the government.

(g) *Policy Advice Services and Knowledge Base Enhancement*

ESRF has been able to create effective demand for technical assistance/support in form of policy advice services and knowledge base enhancement. There have been increasing demands from different actors for technical assistance and support services in areas of economic and social policy management from the Foundation. ESRF is providing policy advisory services through membership/involvement into various national and regional level policy processes and forum. To mention but a few: membership into the technical committee of PRS now the National Strategy for Growth and Poverty Reduction Secretariat; membership into the Research and Analysis Working Group of the Tanzania Poverty Monitoring System<sup>8</sup>; membership into the Human Development Working Group under the joint government and private sector Tanzania National Business Council; member of the Task Force for Fast Tracking EA Political Federation. The Foundation is also a member of the secretariat of the Helsinki Process of Globalization and Democracy, which is Co-Chaired, by the two Foreign Ministers of Tanzania and Finland, and it also serves as a member of the Policy Advisory Group on child labour research, which feeds into the PMS.

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<sup>8</sup> The PMS has four Working Groups. Others are Routine Data Group, Surveys and Census Group and Dissemination Group

The Foundation has contributed in Strengthening Knowledge Base for evidence - based policy management, through commissioned research and short-term studies. Several commissioned researches have been carried out by the foundation. These have informed policies and policy discussions in Tanzania and within the East African Region. For instance results from the Socio-Economic Impact on HIV and AIDS research commissioned to ESRF by SIDA have been used by the National AIDS Control Programme in projecting HIV and AIDS prevalence rates. ESRF track record in agricultural policy research has resulted into the Foundation being commissioned to prepare and develop policies and strategies in this area<sup>9</sup>. In addition, the foundation is providing policy advise services in areas of regional integration and trade to the ministry of industry and trade, Presidents' Office Planning and Privatization and many other government, donor and non-government institutions.

Furthermore, among the training programs, which were designed for various committees of the parliament, include the HIV/AIDS National Plans and Strategies, HIV/AIDS budgetary process and Poverty Monitoring System (PMS).

In the effort to meet a growing demand for data and information thus effectively performing the monitoring and evaluation of poverty eradication function in Tanzania, the government have instituted a Poverty Monitoring System (PMS) which is primarily meant to be a tool for collecting data and information on poverty, analyse it and disseminate it to enable policy makers to assess progress under Poverty Reduction Strategy (PRS) and subsequently take appropriate actions. Since 2001, the PMS has been providing the output and/or status on poverty situation in the country, which is discussed every year during the poverty policy week. This Foundation has all along been participating fully as a member of the Research and Analysis Working Group of the PMS, atop organizing, hosting and facilitating various workshops of the poverty policy week.

*(h) Building the Analytical Skills*

ESRF has contributed in building analytical skills in budget performance among policy actors through involvement of policy actors in various policy review processes including Public Expenditure Review (PER) and Medium Term Expenditure Framework.

In addition, ESRF in collaboration with Research on Poverty Alleviation (REPOA) and ISS are running a Post Graduate Diploma course in Policy Analysis and Poverty. The first intake has 25 students mainly drawn from the public institutions, NGOs, private consulting firms, and donor agencies. The first group are expected to graduate later this year. Judging from the total number of applications submitted for this course (about 250), it is clear that there is a high demand of the products and services provided by the project.

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<sup>9</sup> Policy and Strategy Documents that have been formulated by ESRF include, the Poverty Reduction Strategy Paper; the Rural Development Strategy; Agricultural Marketing Policy; Tanzania Investment Policy; Tanzania Mining Policy; The East African Private Sector Development Strategy, member of the team Tanzanias' Rural Development Policy

### **3 Developments/Changes or Directions of Capacity Needs**

Results from needs assessment conducted by ESRF as well as evaluation of capacity building activities conducted by the Foundation reveals that capacity building has concentrated on the first part of the policy cycle namely, policy formulation while the implementation, including monitoring and evaluation part is marginalized. In other words, it is generally felt that capacity on policy implementation, monitoring and evaluation is weak and that is one of the factors for poor performance of most policies in Tanzania.

There is a need for attention on strengthening capacity for policy implementation, monitoring and evaluation. In many of our end of activity evaluations, comments are made to the fact that we have been successful in formulating good and many policies, with little effort in making these policies functional and operational.

**IDEG - GHANA**

**IDEG, INTERFACE AND CAPACITY BUILDING IN  
GHANA**

## SOWING THE SEEDS OF SUCCESS

Since the mid-1990s, Ghana's public policy process has been incrementally liberalised to enable non-state actors to interface with the state in the formulation and implementation of social development policies and poverty reduction strategies especially. Although this opening up of the public policy space to civil society and private sector actors was intended to enhance good governance and democracy, *participation, interface and civic engagement* had remained less institutionalized and systematic, and therefore ineffectual.

Historically, interface between the state and non-state actors in Ghana, as elsewhere in Africa, in public policy formulation and implementation had been constrained by several factors. Among these are a culture of suspicion, mistrust, and confrontation; limited experience in pro-active and 'win-win' forms of interaction; and a dearth of information, knowledge, and skills (analytical, advocacy and lobbying) for influencing public policy outcomes.

Because these constraints, among others, are known to impede effective interfacing and, for that matter, progress in development and democratic governance (participation, transparency and accountability), support for measures of intervention that could tackle them effectively and holistically also tends to be broad-based. Encouraged by such support in Ghana, the Accra-based Institute for Democratic Governance (IDEG) and ACBF embarked on the implementation of IDEG Interface Capacity Building (IDEGCAP) Project in 2003.

Designed as a strategic response to the demand-oriented needs of civil society, private sector and state (public sector) actors, the *IDEG-CAP Project* seeks to promote effective interfacing between state and non-state (i.e. civil society and private sector) actors in support of the concurrent processes of political, economic and social change in progress in Ghana. The project is based on the concept that effective and *successful interface* between the state and non-state actors requires a strong institutional champion, capacity building (knowledge and skills) of key actors, and an established public space for sustained dialogue, deliberation, and collaborative action by key actors.

In December 2002 the ACBF Executive Board approved the *IDEG Interface Capacity Building (IDEG-CAP) Project* in Ghana, providing support for the pursuit of four (4) medium-term objectives comprising:

- (a) Strengthening the human and institutional capacity of IDEG
- (b) Developing processes for establishing a formal and sustainable framework within which civil society and the private sector will interface effectively with the State on public policy issues
- (c) Providing alternative policy options through evidence-based research and analysis to inform debates and decisions on public policy choices, and
- (d) Upgrading the skills and knowledge of civil society and the private sector actors so that they would be empowered to make professional interventions in the public policy process and influence its outcomes

The Grant Agreement was signed in March 2003 and became effective in April 2003. Since then project implementation had progressed steadily, focusing initially on two of the four key objectives of the project, i.e. strengthening the *institutional capacity* (human resource and operational) of IDEG, and developing a *collaborative programme of interface activities* through further stakeholder consultations.

All professional category recruitments were completed in October 2004, resulting in a much-enhanced human resource base, complemented by a revamp of the institutional framework and operational infrastructure of IDEG, which had been in progress since late 2003. Furthermore, mechanisms to ensure effective governance of the project under the oversight of the IDEG Governing Council, and also strengthen broad-based ownership and relevance of programmes to stakeholder needs were put in place. These activities contributed to a remarkable enhancement of the institutional and operational capacity of IDEG by the end of 2004, positioning the Institute well to not only champion project implementation but also intensify and expand the delivery of integrated interface, research and capacity building activities and outputs from 2005 onwards.

A purposeful shift in the thrust of project implementation also occurred in 2004 towards a participatory generation of an integrated programme of interface and capacity building activities, involving research and analysis, policy dialogue and public deliberation, and skills training and knowledge building on public policy issues. A 3-day residential conference, held at the Ghana Institute for Management and Public Administration (GIMPA), Achimota, Accra, attracted over 150 participants drawn from 110 Districts and several national institutions. It attracted extensive media coverage – press, radio, and television – and generated a debate on the political, legal, and institutional challenges to achieving and sustaining an 8% growth of the economy over the medium- to long-term. A major panel session was devoted to discussions on “international cooperation frameworks and their influence on Ghana’s development”, focusing on NEPAD-APRM, the Comprehensive Development Framework (CDF) and the Millennium Development Goals (MDG) including Poverty Reduction Strategies Papers (PRSP) such as the GPRS.

The conference achieved several important objectives. Participants overwhelmingly endorsed the concept of a *Governance Issues Forum (GIF)* as a mechanism for institutionalising interface and promoting dialogue and collaborative relations between state agencies, on the one hand, and civil society and private sector actors, on the other, at the national and local (district) levels. They also called for capacity building (training) to build both their knowledge of public policies and skills for engaging the processes of policy formulation and implementation. Finally, the conference endorsed the convening of pilot GIF involving 22 out of the 138 Districts of Ghana over a 12-month period.

After the conference, considerable efforts were made to implement the recommendations of the conference, especially pertaining to the establishment of the GIF, as an interface mechanism, and building the capacity of the non-state actors to participate effectively in the public policy process. Since effective participation in a GIF requires *knowledge* of public policies and *skills* of deliberation, dialogue and advocacy, a

strategic decision was made to **train local resource persons (trainers)** to assist IDEG to design and implement an integrated programme of action. Consequently, the following steps were taken:

- A *multidisciplinary faculty* with members drawn from the University of Ghana, independent gender and development consultants, participatory development practitioners, and private sector and civil society leaders and trainers was formed and tasked to produce a curriculum for training
- Technical assistance was sought from the Ohio-based Charles F. Kettering Foundation for an international team of experts on public deliberation methodology to travel to Accra to work with the local faculty in designing public deliberation course modules. The Kettering Foundation fully sponsored a 5-member team, drawn from US, Jamaica, Argentina, Russia and Cameroon, to Accra, Ghana to participate in the April conference. After the conference, 8 members of the faculty were selected for further training in the United States as participants in the 2004 International Deliberative Democracy Workshop (IDDW), Dayton, Ohio, June 25-July 1.
- Selected faculty members, including those trained in the US worked for several weeks to develop course materials -manuals, issue papers, public policy literature, and tool kits etc. that were subsequently tested in three training workshops held in the months of October and November 2004 for lead *journalists, focal persons, and facilitators*, who are expected to assist in the convening of the pilot GIFs. A total of 120 trainees had been trained by December 2004.

In addition to the preparation towards the convening of the GIFs, the development of a work programme of 'policy research and analysis', 'information dissemination', and 'civic engagement' for implementation in 2005 was intensified in the last quarter of 2004. Work in progress include the setting up of a 'Library and Information Resource Centre (LIRC)' together with internet facilities; and a more focused pursuit of the key strategies of the IDEGCAP Project. The latter comprises:

- *Fostering and/or strengthening partnership* with credible civil society and private sector organizations, networks and coalitions at international, regional, national, and local levels, aiming to broaden the support base of the IDEG-CAP Project in 2005 and beyond. IDEG's international civil society partners include the Danish international solidarity organisations, *Ibis*, and the US-based Kettering Foundation, who had provided funding and technical assistance, respectively.
- *Extending collaboration with state agencies and development partners*, beyond those cultivated in 2004 with the National Governance Programme (NGP) Secretariat, the United Nations Development Programme country office, Danida, and the Royal Netherlands Embassy. In 2005, state organisation and agencies such as Parliament, the National Commission on Civic Education (NCCE), the Ministry of Finance and Economic Planning, the National Development Planning Commission, the Ministry of Local

Government and Rural Development, and the Ministry of Manpower Development, Youth and Employment, will be targeted and engaged.

- *Cooperation and participation in knowledge networks* occurred with selected public policy research institutes and think tanks at the national and regional levels. Notable among them were the University of Ghana's Institute for Statistical, Social and Economic Research (ISSER), which coordinates the CLKNET in Ghana, South Africa KwaZulu-Natal University's Centre for Civil Society, and Senegal's Goree Institute. IDEG also extended invitation to the ACBF supported Interface Project in Gambia to participate in the April 2004 Agenda-Setting Conference in Accra, while operating within the VOICE-NET segment of ACBF's Technical Advisory Panel Networks (TAP-NETs). This network will also be expanded in 2005.

So far in 2005 the IDEGCAP Project has:

- Trained an additional 200 non-state actors, drawn from civil society and the private sector, in public deliberation methodology
- Convened 5 regional Governance Issues Forum in 5 of Ghana's 10 administrative regions under the theme "civic participation in poverty reduction". Thematic policy briefs focusing on selected issues of public policy, i.e. macro-economic and social policies, as well as interface challenges, have been prepared for these meetings.
- IDEG has become the national level convenor of a coalition of civil society and private sector organisations reviewing the draft Ghana Poverty Reduction Strategy (GPRS II) and currently engaged in mapping out a coherent strategy for enhanced participation in its implementation in the period 2006-2009.

So barely mid-way through its implementation, the IDEGCAP project has gained recognition among non-state actors and some state institutions such as the National Development Planning Commission, the National Governance Programme (NGP), and District Assemblies as the champion of interface between state and non-state actors on public policy issues. This recognition extends to the local community of international development partners whose members regularly interact with IDEG on issues of interface and capacity building involving civil society actors and their participation in the public policy process.

The range of activities implemented in 2004 and in the first half of 2005, and the strategies outlined for the years ahead, suggest the laying of a strong foundation for intensified and accelerated delivery of project outputs and outcomes by 2007.

**POLICY ANALYSIS AND RESEARCH  
PROJECT NATIONAL ASSEMBLY NIGERIA  
BRIEF ON WORK DONE IN 2005**

## **BACKGROUND**

Following the signing of an Agreement for Grant Number 105 on 20<sup>th</sup> December, 2002 between African Capacity Building Foundation (ACBF) and National Assembly of the Federal Republic of Niger, the Policy Analysis and Research Project was established. This Grant agreement came into effectiveness on 27<sup>th</sup> September, 2003.

The Policy Analysis and Research Project is a legislative strengthening programme designed to institutionally address felt needs in the procedures, structures and support system of the National Assembly. The overall goal of PARP is to enhance the effectiveness of NASS as it relates to lawmaking, representation, and oversight, upholding and sustaining democracy and good governance, and promoting national socio-economic development. Specifically, PARP will:

- i. Assist the National Assembly in its task of conception, drafting and passage of bills;
- ii. Play a central role in the design, analysis and evaluation of development policies in Nigeria, especially those dealing with macroeconomic, socio-political and cultural issues;
- iii. Coordinate short-term training modules for members and staff of the National Assembly;
- iv. Establish and/or consolidate a database on relevant development policy issues for utilization in the drafting of, and deliberation on, bills;
- v. Stock and improve the quality of relevant information for members of the National Assembly and the public sector and representatives of the private sector and civil society; and
- vi. Support networking arrangements involving parliaments and policy analysis units in the sub-region in order to share experiences and learn useful lessons.

The objectives of the Project are predicated on the conclusions of a needs assessment study that revealed basic amenity deficits and human resource and public perception gaps inherent in the National Assembly. These include:

- inadequate access to research and information Resources
- dearth in parliamentary facilities
- inexperienced legislators
- inadequately trained support staff
- Poor perception by the public about the National assembly and its members, etc.

PARP's preparatory take-off process was coordinated by an interim management under the leadership of an Interim Project Coordinator. This structure gave way in September 2004 following the appointment of a substantive Project Coordinator, a team of 4 experts, and other support staff. The period between September and December 2004 was essentially used to crystallize some outstanding activities contained in the Aide-Memoir formulated, adopted and signed on 2<sup>nd</sup> February 2004 between ACBF and the interim Project Coordinator. This, and other necessary ground works done have been captured in the 2004 Annual Report.

## **STRATEGY**

Being a new and novel institution in the National Assembly, PARP needs to position itself in such a way that it can deliver effectively. To do this, there is a need to identify deliverables – those that are quick wins and those that mature more slowly. The quick wins are largely in the areas of IT facilities development, mass training of Staff of NASS, especially Committee Secretaries, research and legal staff; and intervention in the debates in legislative chambers by writing researched reports on current bills being debated.

The slow maturing deliverables are in the areas of communicating the NASS, and building up a knowledge base and reservoir that will be directly linked to legislative processes. This will involve [a] data bank development, [b] research and publications, and [c] library development.

All have been captured in the 2005 workplan.

## **PROGRAMMES AND PROGRAMMES**

**TRAINING:** The strategy here for quick win at the initial phase of the project is for mass training through training workshops for Committee Secretaries. There are about 150 Committee Secretaries working directly as support staff to legislators. An additional over 100 lawyers were employed within the year and are in the process of being posted to Committees. The Project is convinced of the urgent need to improve the skills of the two groups of staff of the National Assembly. Impact would be immediately apparent in the quality and output of legislative Committees activities. Thus several training workshops were planned on topics where there was urgent need for capacity building.

### **Implemented**

- MTEF Training workshop I –Finance related Committees – 52 Participants.
- MTEF training workshop II – there was a request to include all Committee Secretaries thus 119 participants.
- Training workshop on speech, minute and report writing – there was a request to include Committee Secretaries, their assistants and other departmental staff thus 270 participants.
- Training workshop on legal drafting – for the newly appointed lawyers posted to Committees – 70 participants.
- Training workshop on Legislative Research – to be implemented within the next 2 months.
- Training workshop on bill/policy analysis – to be implemented within the next 3 months.
- National conference on accountability and the realization of MDGs – slated for September 2003. The expected participants would be Legislators, relevant government agencies and civil society groups.

**STUDIES:** will at initial phase be done by experts and the focus would be on capacity needs of the legislative process, thus the following topics have been selected and studies have commenced.

- Study on legislative oversight
- Study on child's right act.
- Study on legislative process
- Monthly Content Analysis of 4 national newspapers on the quality and frequency of reportage of the NASS people and activities.
- Yearly opinion poll on public perception of the performance of legislators as representatives of constituencies.

## **INFORMATION TECHNOLOGY DEVELOPMENT**

All over the world, the task of legislating and lawmaking has become such a knowledge-driven and knowledge-generating exercise that the use of modern and relevant technologies and solutions has become imperative. Organizations such as the Parliament require a robust IT system for internal and external communication and sourcing/dissemination of information. One of the stark realities confronting PARP by January 2005 was that NASS is bare of IT facilities. There were only 8 offices connected to internet facilities that were not operational often. However, PARP has successfully commissioned a National Assembly Website, has extended internet lines to over 240 offices in the white house with every legislator and management staff connected. The operating software was also upgraded from Small Business Solutions 2000 to 2003 Enterprise version with unlimited user licenses donated by Microsoft. A lot more need to be done and there are plans to install webcasting facilities and Legislative Management Systems.

## **INTERVENTION IN LEGISLATIVE DEBATES**

The Projects has started writing researched reports on current bills being debated and forwarding same to the committees. The objective is to afford the legislatures well informed debates.

## **DATA BANK DEVELOPMENT**

Efforts towards the development of the National Assembly Data bank has commenced with the design of the data entry format. In order to provide cutting-edge service through the data bank, the US embassy through its public Affairs department has promised to provide technical assistance to PARP. The Project would want to build information on subjects that are not commonly available on other databases. For example, bills and Acts passed by NASS and all State Assemblies from 1999 and even earlier periods; Appropriation Acts (budgets) of all states of the Federation etc. This is in addition to other headings such as poverty indicators, social sector indicators, political conflict data, infrastructure indicators, and research reports etc that would be collated from other sources. Data collection from the all states of the Federation, specifically all bills/Acts from 1999, state budget (appropriation act), identification of all poverty reduction agencies in each state and sources of funds has taken off to be completed by end of July 2005.

## **BILL PROGRESSION CHART/BILL ANALYSIS**

The tracking and compilation of bills presented, read and/or passed at the floor of the National Assembly from 3rd June, 1999 to date has commenced. Out of the 459 bills presented to the National, Assembly, 411 bills have been secured in hard copies, and have been converted to soft copies and this is a land mark achievement given the state of record keeping in the NASS. These soft copies are being uploaded into the National Assembly website. It is now possible to access the progression of bills that are brought before the National Assembly through the website. Also, PARP has commenced the analysis of bills introduced on the floor of the National Assembly. So far 76 of such bills and acts have been analyzed and are being uploaded into the National Assembly Website.

## **PUBLICATION**

In January, PARP was able to prepare and produce profile flyer which has proved useful in advertising the Agency. Also during the 1<sup>st</sup> quarter, plans were concluded to publish the National

Assembly flagship Journal – **Nigeria Journal of Legislative Affairs**. All necessary structures for running the journal have been put in place including the inauguration of the Advisory and Editorial Boards and the publication of calls for papers in print and website. It is hoped that the first edition will be published at the end of 2<sup>nd</sup> quarter.

## **COMMUNICATING THE NATIONAL ASSEMBLY**

Tackling public misperceptions on the functions and members of the national assembly is quite challenging. The Project has started with regular content analysis of four National Newspapers to assess the problem from a media perspective. An interface with the media on public communication strategies of the National Assembly will hold on the 25<sup>th</sup> of July 2005. The participants, being the information related Committees of the two chambers, Directorate of Information and media editors, communication experts and civil Societies would rub minds and suggest ways forward. This would be the basis for a new public communication policy for the National Assembly.

## **DOCUMENTATION & LIBRARY.**

To boost research work at PARP and the knowledge base of legislative activities in the National Assembly, the Project has started implementing a Library Development Project. The core interest would be to build a document section that would have publications and documents of all government institutions (ministries, parastatals, states etc); a serial section specialized to parliamentary topics and policy analysis and a books section biased to legislative topics, bibliographic books on great leaders, political economy of countries, publication of World Bank and UN agencies etc. The Project has also subscribed to an e-journal and installed Adobe E-library. 82 volumes of various publications were received as donations by different ministries and agencies.

## **3. NETWORKING AND COLLABORATION**

The collaborative engagements with varied organizations have become an index of PARP's networking plans. So far, PARP is at various levels of collaboration with National Democratic Institute, the Embassy of Israel, the US Embassy, Nigeria Investment and Promotion Council, National Planning Commission, EU-IPU programme. The US embassy has in addition to book donations promised to offer training opportunities to at least four assembly staff at the American Congress. Similarly, discussions are at advanced stage with the Israeli Embassy over training opportunities for National Assembly staff. The NDI is collaborating with PARP in the design and implementation of the National Assembly Budget Office.

## **CONCLUSION**

There is no doubt that the project has recorded some ground breaking successes in the past six months for which the IT development and staff training remain the measuring indices. More capacity building activities are scheduled for the rest of the year. At the same time the sheer size of the National Assembly and the enormity of capacity gaps task the financial outlay of this project vis-avis the declared objectives. Due to the obvious fact that every section of the National Assembly needs to benefit from PARP's programming, the overall impact may come in trickles, except there is an upscale in funding or a scaling down in programme areas. But, all said and done, PARP holds a valuable promise of inestimable proportion for legislative strengthening of the NASS.



# Impact des activités de la CAPEC en matière de Renforcement Des capacités de l'Administration ivoirienne

## Résumé

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L'évolution de l'environnement économique international engendre de nouveaux défis auxquels les gestionnaires des politiques économiques et sociales doivent faire face à chaque moment. Afin de relever efficacement ces défis, ils ont besoin d'une assistance pour formuler et mettre en œuvre les politiques économiques et sociales. En Côte d'Ivoire, la Cellule d'Analyse de Politiques Economiques du CIREC (CAPEC) fournit, avec d'autres institutions nationales et internationales, cette assistance à l'Administration, aux opérateurs économiques privés et à la Société Civile. Cette assistance revêt plusieurs formes dont les plus importantes sont : la formation des cadres de l'Administration dans le domaine de l'analyse des politiques macroéconomiques et la mise à la disposition de l'Administration et des groupes socio-économiques des résultats d'études et de recherches, destinés à les éclairer en vue de renforcer les capacités nationales d'analyse de politiques économiques et sociales.

La CAPEC qui est opérationnelle depuis novembre 1993 est financée, principalement, par la fondation pour le renforcement des capacités en Afrique (African Capacity Building Foundation = ACBF). Quel est l'impact de ses activités en matière de renforcement des capacités de l'Administration ivoirienne, après une décennie d'existence ? c'est à cette question qu'une réponse est formulée dans ce document. Ainsi seront présentés successivement l'impact des activités de formation puis celui des études et de recherches sur la gestion des politiques économiques et sociales.

### *Impact des activites de formation sur la gestion*

#### **DES POLITIQUES ECONOMIQUE ET SOCIALE**

La formation continue des cadres de l'Administration est l'une des principales activités de la CAPEC. Elle est d'un intérêt tout particulier parce qu'elle renforce les capacités de l'Administration et, par conséquent, contribue à faciliter et à rendre plus opérationnelle et plus efficace la formulation et surtout la gestion des politiques économiques. A ce sujet, la CAPEC organise périodiquement des séminaires de formation, depuis sa création en 1994. C'est ainsi qu'elle organise régulièrement des séminaires de formation sur le Programme d'Investissement Publics (PIP) et la programmation financière. A ce jour, la CAPEC a eu à former 192 cadres au PIP, à la programmation financière, etc. Ces cadres de deux sexes occupent diverses fonctions dans l'Administration publique et les institutions.

Les thèmes des séminaires sont l'expression des utilisateurs des bénéficiaires de la formation car ils sont consultés au préalable sur les besoins en formation de leurs cadres. Aussi, en organisant les séminaires sur le programme d'investissement public et sur la programmation financière, la CAPEC n'a-t-elle fait que répondre aux vœux des ministères d'accroître la capacité d'analyse et l'efficacité de leurs agents.

En terme de gain de temps et de coûts, les sessions de formation qu'organise CAPEC au profit des cadres de l'Administration sont efficaces car, la participation à la

même formation, hors du pays, aurait entraîné pour les participants plus d'une semaine d'absence au travail et un coût financier plus élevé pour les administrations (frais de voyage, frais de séjour, frais d'inscription, etc.).

L'impact de renforcement des capacités de l'administration ivoirienne par la formation est apprécié grâce au feed-back des bénéficiaires de la formation et aux appréciations des pairs, des collègues et des chefs hiérarchiques. Ainsi, selon les informations recueillies auprès des anciens participants à la formation au PIP, cette formation leur permet de mieux comprendre les concepts et l'importance des fiches projet (73%), mais surtout d'être plus opérationnels (81%). Parmi eux, environ 92% exprime le désir de revenir suivre la même formation afin de maîtriser davantage le processus PIP.

Selon les pairs et les responsables des services techniques en aval (particulièrement la Direction du budget), la formation a permis aux participants d'être plus efficaces et plus opérationnels, ce qui facilite l'utilisation de leurs fiches projets lors de l'élaboration du budget national d'investissements publics.

Par ailleurs, leur efficacité dans le traitement des fiches projet permet à la Direction du Budget d'économiser de temps de travail et des ressources financières. Par le passé, les fiches sont généralement mal remplies, ce qui oblige la direction à les renvoyer pour être corrigées ou remplies à nouveau. Cela entraînait un délai supplémentaire pour élaborer le budget national. Par ailleurs, les erreurs de conception et d'élaboration des budgets entraînaient, lors de la mise en œuvre des programmes d'investissement, un gap de financement qui nécessite la recherche des ressources financières supplémentaires. Cela retarde généralement la réalisation des projets, par rapport à l'échéance prévu.

Dorénavant, le temps additionnel de travail et les ressources financières supplémentaires sont économisés. Aussi, peut-on dire que le renforcement des capacités des cadres de l'administration a un effet positif, car il a permis d'améliorer leur efficacité et d'économiser des ressources (travail et les ressources financières) pour être utilisées à la réalisations d'autres activités.

La formation aux techniques de programmation financière permet aux cadres de l'Administration de mieux diagnostiquer et, à temps, les problèmes économiques. Cette capacité d'analyse permet d'anticiper les problèmes, de les circonscrire et d'y apporter une solution appropriée. Cette anticipation permet d'économiser en temps et en ressources humaines et financières, ce qui traduit un effet positif de renforcement des capacités par la formation.

### *Impact des activités d'études et de recherches sur la*

### **GESTION DES POLITIQUES ECONOMIQUE ET SOCIALE**

Les études et les travaux de recherche, à la CAPEC, sont réalisés soit à l'initiative du chercheur, soit à la demande de l'Administration publique ou privée. A ce jour, plus d'une centaine d'études et de travaux de recherches sont réalisés par la CAPEC. Les résultats de ces travaux sont disséminés auprès du public par diverses publications et au cours des séminaires de restitution.

Cette appropriation s'apprécie par l'utilisation que les administrations font des résultats des études et travaux de recherche. L'exemple le plus édifiant de l'appropriation des résultats des travaux de la CAPEC, par l'Administration, est celui du Ministère du Plan et de développement. En effet, la CAPEC a entrepris une série d'études pour le compte de ce Ministère.

Le Ministère du Plan et de Développement s'est servi des résultats de ces études pour élaboration des différents plans de développement sectoriel en 1997. Plus tard, ils ont été utilisés pour l'élaboration de Document de stratégies de réduction de la pauvreté (DSRP), dans le cadre de l'initiative en faveur des pays pauvres très endettés.

L'utilisation des résultats des études commanditées par le Ministère du Plan et de Développement pour élaborer les politiques sectorielles de développement traduit directement l'impact des études et des travaux de recherche de la CAPEC et sa contribution à la gestion des politiques économique et sociale en Côte d'Ivoire.

A Summary of WAIFEM's Capacity Building  
Programme (2001 – May 2005): Outputs,  
Results/Outcomes

## Introduction

The West African Institute for Financial and Economic Management (WAIFEM) was established in July 1996 by the central banks of The Gambia, Ghana, Liberia, Nigeria and Sierra Leone with the charge to build on a sustainable basis, capacity for macroeconomic and financial management in the countries.

*Since 2001, WAIFEM has been implementing a medium-term integrated capacity building programme (CBP) which includes, organizational and institutional dimensions of capacity. The overall objective of the CBP is to develop a critical mass of officials with expertise in debt, financial sector and macroeconomic management. The CBP enjoys the benefit of funding by the African Capacity Building Foundation (ACBF) and other donors. This report highlights the impact of WAIFEM's capacity building interventions on the member countries with the exception of Liberia for obvious reasons.*

### 1.0 Programme Delivery (Output)

The programme delivery methodology includes regional and national courses, workshops, high-level seminars and fora, demand assessment, advisory and institutional capacity building missions. From January 2001 – May 2005, a total of 107 activities have been executed benefiting 3281 participants (see Table 1). Of these thirty-one (31) were in the area of **Debt Management** and thirty-eight (38) each in **Financial Sector** and **Macroeconomic Management**, compared with the planned targets of 29, 20, and 27 respectively. A total of 3281 officials benefited from the programme (See Table 1 for details).

About 37 percent of the participants were sponsored by central banks, 18 percent by ministries of finance and economic Planning, and 45 percent by other public and private sector agencies. Despite a persistent increase in the absolute number of participants from central banks over the period, their relative share declined from 70 percent in 1997 to 37 percent in May 2005 (Jan. – May). Other public agencies and the private sector gained in both absolute and relative terms. Roughly 46 percent of the total beneficiaries during the period under review were from Nigeria; Sierra Leone, Ghana, The Gambia and Liberia accounted for 20, 16, 12 and 1 percent, respectively. The remaining 5 percent was contributed by officials from other African countries including Angola, Ethiopia and Sudan.

## **2.0 Specific Achievements (Results/Outcomes)**

WAIFEM's training and capacity building efforts have impacted positively on debt, macroeconomic and financial sector management in member states. The Institute's performance vis-à-vis the specific programme activities are delineated as follows:

### **2.1 Debt Management**

Capacity for debt management varied across the countries of WAIFEM region, as evidenced by the results of capacity needs survey conducted in 1999/2000 preparatory to ACBF funding. Ghana had average capacity in most aspects of debt management with debt recording, institutional framework and debt servicing recording high capacity. The Gambia recorded below average capacity in all aspects except debt servicing and disbursements which indicated high capacity. The capacity for debt management in Sierra Leone was generally low and worse still in the case of Nigeria.

## Current Situation

A country self-evaluation methodology was developed in 2002 among the regional organizations involved in capacity building under HIPC CBP for periodic evaluation of effectiveness of capacity in debt management. It is gratifying to note that considerable progress has been recorded over time; the last evaluation exercise (May 2005) indicated the following results.

### 2.1.1 General Evaluation of the Region

#### *Areas of Strength*

Except for Liberia which was not covered by the evaluation exercise, the aspects of debt management that exhibited high capacity and considerable strength in the eleven areas of CBP evaluation methodology were as follows: Debt Recording; Political Priority and Leadership; Disbursement; Poverty Reduction Programming; and Transparency, Evaluation and Control.

*Areas of Average Strength were:* Human Resources; Management, Supervision and Working Environment; Renegotiation; Debt Strategy Analysis; and Debt Servicing.

### 2.1.2 Country Specific Details

#### *The Gambia*

*The Gambia a HIPC country, currently has high capacity for debt recording at the Ministry of Finance but low one in the Central Bank. It also has good coordination mechanism, and fairly advanced human resource development. However, on debt strategy analysis, the country's capacity initially rose but later declined due to staff turnover. Improvements have been recorded in institutional and legal framework.*

#### **Ghana**

Ghana is probably the most advanced in debt management capacity in the region. The country recently reached completion point under the HIPC initiative. It can now successfully conduct debt strategy analysis (DSA) without external assistance. It conducted its completion point negotiation with the Paris Club of creditors on its own. It is also building up capacity for new financing, sustained political priority for debt management, and poverty reduction programming. The country has put in place a good

coordination mechanism, aided by WAIFEM and is also currently reviewing its legislations to accommodate new developments in debt management.

## **Nigeria**

There is a great improvement in capacity for debt management in Nigeria. The country has developed good institutional arrangement and inter-agency coordination following the creation of a separate Debt Management office (DMO). It has also developed good capacity for debt recording, disbursement, management, supervision and working environment and has improved on the human resource development, negotiation and legal aspects of debt management.

## **Sierra Leone**

Significant progress has been recorded in debt management capacity in Sierra Leone compared with the situation in 1999/2000. The country which is under the HIPC process has developed capacity for debt strategy analysis, debt recording, inter-agency coordination and institutional arrangements. It has average capacity for debt negotiation/renegotiation.

**Outlook:** With the advent of debt cancellation for some of these countries, there is need to put greater emphasis on capacity for debt negotiation, strategy for new borrowing, external aid management, and keen awareness of donor procedures particularly concessionality of assistance. Areas of critical capacity needs for future events include: New financing, portfolio and risk analysis, and domestic debt management.

## **2.2 Financial Sector Management**

In the areas of financial sector management, WAIFEM conducted courses, workshops on banking supervision, money laundering, capital market development, reserves management and payment and settlement systems, which have impacted positively. This has resulted in increased awareness of all stakeholders about financial sector policies with respect to financial sector reforms (e.g. bank consolidation in Nigeria; best practices in reserves management). This has been enhanced in the technical skills in capital market

development, institutional and organizational structure for international reserves management, use of modern tools in payments, clearing and settlement systems. In addition, the executed programmes have accelerated enactment, review and updating legal infrastructure for sound financial management in areas of banking, money laundering, capital market regulation and supervision and evolution of national micro-finance policies.

## **Challenges**

During the period under review, the department encountered the following challenges in the execution of the programme:

- Increasing globalisation of the financial system,
- Reforms in the financial systems in countries of member central banks,
- Slow and in some cases non implementation of recommendations on capacity enhancement
- Frequent deployment of staff from areas on which training has taken place (non usage of skills acquired by course attendees)
- Depletion of trained professionals due to brain drain.

## **Next Steps**

- Continued involvement of stakeholders in the identification of training needs and the design of relevant training programmes.
- Follow-up on implementation of recommendations from training programmes that would enhance capacity utilization and retention.

## **2.3 Macroeconomic Sector Management**

Adequate knowledge and familiarity with the tools and techniques of macroeconomic policy-oriented analysis has become increasingly indispensable for effective macroeconomic management. WAIFEM capacity building challenges therefore grapples with the need to engineer ownership of national/regional macroeconomic policies: In particular, the core courses in Techniques of Economic Analysis, Macroeconomic Modelling and Forecasting and Financial Programming, etc have given bolder relief to the increased understanding and mastery of the essential elements of macroeconomic management. In addition, through ongoing regional workshops and fora, the Institute has

enhanced the knowledge and skills of some legislators required for evaluating and appraising economic and financial programmes including the budgets proposals and for making better laws to facilitate economic and financial management. Similarly, some media practitioners (electronic and print) have been capacitated to improve on their ability to analyze key economic concepts and policy issues aimed at engendering a better informed public in the area of economic and financial management. Media practitioners attending WAIFEM's media workshop are advocating for the introduction of Freedom of Information Act in countries of the sub-region.

The Institute has also created through seminars and workshops increased awareness about the rationale for the pursuit of economic and monetary integration of the West African economies. Constituent countries of WAIFEM member banks have signed on to the General Data Distribution System (GDDS) and most are yet to migrate from United Nations System of National Accounts 1968 to 1993. On both counts, WAIFEM's statistics courses on national accounts, fiscal accounts and balance of payments is assisting them to meet its codes and standards. Owner Central banks of WAIFEM have each introduced a monetary policy committee (MPC) aimed at conforming with international best practices in monetary management including codes and standards on transparency. The technical aspects of MPCs are supported by the Institute's courses on monetary management, econometric modelling and forecasting, and financial programming and policies.

A survey methodology on investor perceptions introduced by WAIFEM in collaboration with Development Finance International (DFI) in some of these countries is proving invaluable in their investment promotion policy formulation process. Offshoots of this methodology, like The Gambia's business perception survey which is an input into the deliberations of the MPC, provides an avenue for taking private sector expectations into account in monetary policy management.

**Outlook:** On the fiscal side, which has been the bane of macroeconomic management in the West African sub-region, WAIFEM conducted a needs assessment in fiscal management capacity building in its constituent countries with the aim of starting an integrated capacity building programme in fiscal operations management. The capacity for the management of the West African integration process, meeting international codes and standards on macroeconomic statistics and transparency, as well as the policy and institutional environment associated with recent initiatives in monetary and fiscal management in countries of WAIFEM member banks, display critical capacity building gaps that need urgent attention in the short-to-medium-term. The Institute would assist countries to meet the international codes and standards embodied in the GDDS and the codes on monetary and fiscal transparency.

### 3.0 Collaborative Technical Partners

*In search of cutting edge knowledge and skills for the benefit of its clientele, WAIFEM has forged an international network of collaborative technical partners. These include: the IMF Institute and Statistics Department, World Bank's Public Debt Unit, ADB Institute, Macroeconomic and Financial Management Institute (MEFMI) of Southern & Eastern Africa, Bank of England, United Nations Institute for Training and Research (UNITAR), Commonwealth Secretariat, Debt Relief International (DRI), Development Finance International (DFI) and Toronto International Leadership Centre, United States Treasury Department and Dresdner Bank.*

### 4.0 Resource Persons and Capacity Sustainability

As a key to the sustainability of capacity in the WAIFEM countries, 85 percent of resource persons for WAIFEM programmes are sourced from the West African sub-region, 90 percent from Africa as a whole, and only 10 Percent from outside Africa, mainly Europe and United States of America.

**Table 1**  
**Summary of WAIFEM's Quantitative Performance under the CBP**  
**(January 2001 – May 2005)**

| 1. Number of Prog. Under the CBP        | 2001       |              | 2002       |              | 2003       |              | 2004        |              | Jan – May 2005 |              | Total       |
|-----------------------------------------|------------|--------------|------------|--------------|------------|--------------|-------------|--------------|----------------|--------------|-------------|
|                                         | Proj       | Act.         | Proj       | Act.         | Proj       | Act.         | Proj        | Act.         | Proj           | Act.         | Proj        |
| i) Debt                                 | 3          | 5            | 11         | 7            | 8          | 7            | 7           | 7            | -              | 5            | 29          |
| ii) Fin.                                | 5          | 7            | 5          | 10           | 5          | 8            | 5           | 9            | -              | 4            | 20          |
| iii) Macro                              | 7          | 7            | 7          | 7            | 7          | 11           | 6           | 10           | -              | 3            | 27          |
| <b>Total</b>                            | <b>15</b>  | <b>19</b>    | <b>23</b>  | <b>24</b>    | <b>20</b>  | <b>26</b>    | <b>18</b>   | <b>26</b>    | <b>-</b>       | <b>12</b>    | <b>76</b>   |
|                                         |            |              |            |              |            |              |             |              |                |              |             |
| 2. Number of Participants               |            |              |            |              |            |              |             |              |                |              |             |
| i) Debt                                 | 45         | 170          | 165        | 214          | 120        | 264          | 105         | 276          | -              | 128          | 435         |
| ii) Fin.                                | 75         | 174          | 150        | 265          | 375        | 216          | 375         | 558          | -              | 91           | 975         |
| iii) Macro.                             | 125        | 174          | 140        | 154          | 140        | 274          | 150         | 218          | -              | 324          | 555         |
| <b>Total</b>                            | <b>245</b> | <b>518</b>   | <b>455</b> | <b>633</b>   | <b>635</b> | <b>754</b>   | <b>630</b>  | <b>1052</b>  | <b>-</b>       | <b>324</b>   | <b>1865</b> |
|                                         |            |              |            |              |            |              |             |              |                |              |             |
| 3) Distr. Of Participants by Country    | Abs.       | %            | Abs.       | %            | Abs.       | %            | Abs.        | %            | Abs.           | %            | Abs.        |
| i) The Gam.                             | 53         | 10.2         | 140        | 22.1         | 123        | 16.3         | 54          | 5.1          | 31             | 9.6          | 401         |
| ii) Ghana                               | 80         | 15.4         | 150        | 23.7         | 158        | 21.0         | 95          | 9.0          | 45             | 13.9         | 528         |
| iii) Liberia                            | 16         | 3.1          | 1          | 0.2          | 1          | 0.1          | 7           | 0.7          | 7              | 2.1          | 32          |
| iv) Nigeria                             | 183        | 35.3         | 234        | 34.0         | 298        | 39.5         | 639         | 60.7         | 159            | 49.1         | 1513        |
| v) S/Leone                              | 183        | 35.3         | 104        | 16.4         | 161        | 21.4         | 138         | 13.1         | 81             | 25.0         | 667         |
| vi) Others                              | 3          | 0.6          | 4          | 0.6          | 13         | 1.7          | 119         | 11.3         | 1              | 0.3          | 140         |
| <b>Total</b>                            | <b>518</b> | <b>100.0</b> | <b>633</b> | <b>100.0</b> | <b>754</b> | <b>100.0</b> | <b>440</b>  | <b>100.0</b> | <b>324</b>     | <b>100.0</b> | <b>3281</b> |
|                                         |            |              |            |              |            |              |             |              |                |              |             |
| 4) Distr. of Participants by User Inst. | Abs.       | %            | Abs.       | %            | Abs.       | %            | Abs.        | %            | Abs.           | %            | Abs.        |
| i) C/Banks                              | 206        | 39.8         | 242        | 38.2         | 282        | 37.4         | 369         | 35.1         | 111            | 34.3         | 1210        |
| ii) Ministries                          | 99         | 19.1         | 115        | 18.2         | 175        | 23.2         | 143         | 13.6         | 69             | 21.3         | 601         |
| iii) Others                             | 213        | 41.1         | 276        | 43.6         | 297        | 39.4         | 540         | 51.3         | 144            | 44.4         | 1470        |
| <b>Total</b>                            | <b>518</b> | <b>100.0</b> | <b>633</b> | <b>100.0</b> | <b>754</b> | <b>100.0</b> | <b>1052</b> | <b>100.0</b> | <b>324</b>     | <b>100.0</b> | <b>3281</b> |