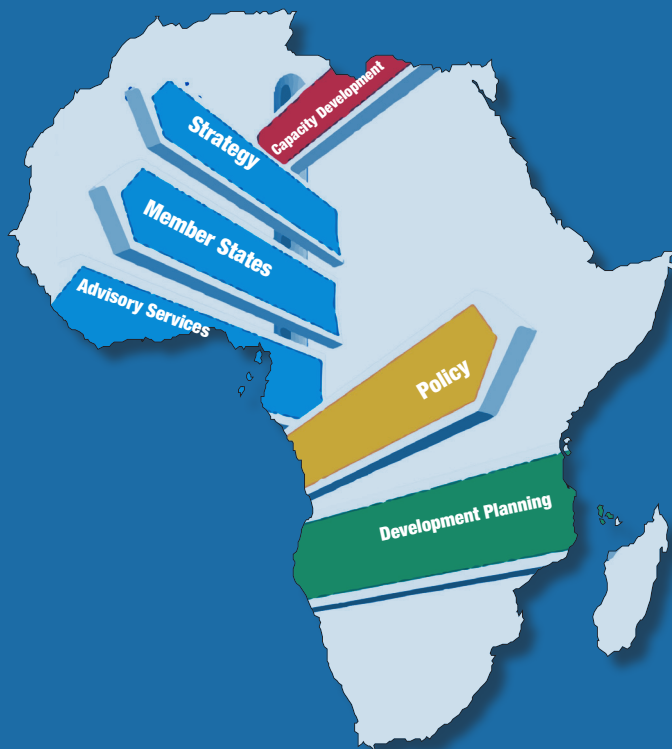


Guidelines on Managing and Delivering Advisory Services

Capacity Development Division (CDD)
2015



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Abbreviations and acronyms

AUC	African Union Commission
ATPC	African Trade Policy Centre
CDD	Capacity Development Division of ECA
ECA	Economic Commission for Africa
IDEP	African Institute for Economic Planning and Development
REC	Regional Economic Communities
RITD	Regional Trade and Industrialization Division

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Adeyemi Dipeolu, Director, CDD supervised the work, while Sylvain H. Boko, Principal Regional Advisor and Head, Development Planning and Statistics cluster, led the team of contributors comprising Yousif Ahmed Suliman, Adedayo Bolaji-Adio, Wanjiku Nyoike, Sophia Nesri, Marcel Banza and Oladipo Edmond Johnson.

Executive summary

Advisory service delivery is an important element of the mandate of ECA. It contributes to strengthening capacity development in national institutions and regional organizations. Capacity constraints are a major challenge for African Governments seeking to implement sustainable development policies, often in difficult socio-political environments. In response to this challenge, ECA designed its regional advisory services to deal with top development priorities, and provide results-driven and evidence-based technical assistance to its 54 member States, and regional economic communities, the African Union Commission (AUC) and intergovernmental organizations.

This guide seeks to facilitate and improve the analytical and operational aspects of the preparation and implementation of the regional advisory services of ECA. It is intended, primarily, for member States, AUC, the regional economic communities and intergovernmental organizations, to inform them about the various advisory services and technical assistance offered by the Commission.

Advisory service delivery is structured into three phases. In the **pre-deployment** phase, advisory teams develop a work plan, conduct a country analysis and formulate a strategy for the provision of advisory services. The **deployment** phase entails conducting scoping and technical missions and providing tailored technical assistance. Lastly, in the **post-deployment** phase, the advisory services support the monitoring and evaluation of the policy recommendations implemented, and capacity development assistance provided to member States. Throughout this process, emphasis is laid on national ownership, accountability, inclusiveness and a flexible approach, so as to achieve effective outcomes.

The manual is divided into three sections: the introductory section provides an overview of Africa's capacity development challenges, the new capacity development strategy of ECA and the strategic importance of regional advisory service delivery. The next section details procedures for the three phases of advisory service delivery and introduces the advisory services dashboard, a monitoring tool. The concluding section summarizes the key principles that guide the provision of advisory services.

I. Introduction

A. Africa's development priorities and challenges

In recent years, the Economic Commission for Africa has recognized the need to offer tailored capacity building and advisory services to meet Africa's evolving development priorities and challenges, which include its quest for sustainable and inclusive economic growth. Africa is directing its development efforts towards key priorities, such as structural transformation, regional integration and industrialization, which focus on integrating African economies into global value chains, and effective national resource management. Deficits in human and institutional capacity are major obstacles to addressing Africa's development priorities. Human capacity constraints are responsible for the continent's inability to implement comprehensive development policies and programmes. Likewise, institutional capacity constraints such as limited administrative capabilities and the scarcity of resources are a challenge to the implementation of complex policies. In addition to capable technical staff and institutions, leadership and good governance are key ingredients for the achievement of growth and development objectives.

Capacity development is therefore a priority area for ECA. In particular, the advisory services have been designed to provide timely and cutting-edge technical assistance to member States and the regional economic communities to deal with their top development priorities. This involves providing results-driven and evidence-based policy advice geared towards improving institutional capacity, decision-making, and public management and administration.

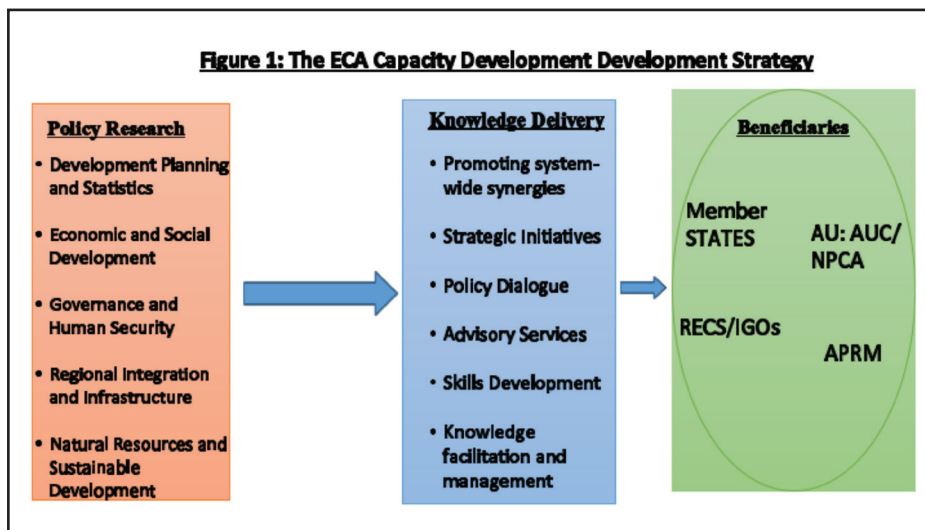
This manual has been developed, therefore, to provide orientation and guidance for the delivery of advisory services and technical assistance to member States, intergovernmental organizations and regional economic communities.

B. ECA new capacity development strategy: A brief outline

The ECA new capacity development strategy focuses on communicating the priority areas identified by member countries to ECA policy research divisions, and then brings the Commission's findings and policy recommendations to the attention of its clients. In this respect, the Capacity Development Division of ECA (CDD) works closely with member States, AUC, intergovernmental organizations and the regional economic communities to deliver targeted evidence-based, timely and effective technical assistance. Advisory services focus on four policy priority areas:

- Macroeconomic policy;
- Development planning;
- Industrialization; and
- Natural resource management.

These four priority areas are the focus of policy research in the areas of development planning and statistics; economic and social development; governance and human security; regional integration and infrastructure; and natural resources and sustainable development, the outcomes of which are integrated into the process of knowledge delivery to clients, such as member States, intergovernmental organizations, regional economic communities and the pan-African institutions. See Figure 1.



To contribute to Africa’s transformation, capacity development is conducted through several service lines, including, promoting system-wide synergies and coherence; strategic initiatives; policy dialogue; advisory services; skills development; and knowledge facilitation and management.

1. Promoting system-wide synergies and coherence: As the regional arm of the United Nations system, ECA is able to leverage the United Nations system through CDD support to regional integration and capacity development of the African Union and its organs as well as the Regional Coordination Mechanism, which combines coordination with policy dialogue and knowledge exchange. Similarly, at the sub-regional

level the sub-regional coordination mechanisms support the priorities of the regional economic communities.

2. **Strategic initiatives:** Strategic initiatives respond to specific opportunities for advancing the African agenda for integration and transformation. Quite often, important policy options do not get adequate attention or reach the critical intensity and length of debate required to eventually deliver change. Strategic initiatives help to leverage all ECA resources to construct a convincing case for promoting policy actions and achieving breakthroughs. To date, the following strategic initiatives have been initiated: “Agenda 2063”, which aims to accelerate Africa’s quest for structural transformation; “Track it stop it and get it”, which aims to reduce illicit financial flows from Africa and spur action among Governments and key stakeholders; and “Strategic support to the African Peer Review Mechanism”, which *aims* to demonstrate how self assessment can effectively be carried out and integrated into national development processes.
3. **Policy dialogue:** Through policy dialogue, ECA seeks to contribute to informed debates and advancements in regional integration, while articulating well-targeted policy options. This is a strategic shift for the Commission, as it is now focusing on support for continental dialogue on key development issues, based on ground-breaking research and evidence. The purpose is to provide policy options to partner institutions and member States, remove systemic bottlenecks, foster agreements and shift implementation into higher gear. These policy dialogues take place at two levels. On a multilateral basis, bringing relevant stakeholders from member States and their regional groupings together to deliberate on topical issues in the four priority areas and on a bilateral basis with individual countries to review their development trajectories.
4. **Advisory services:** CDD provides and coordinates advisory services, upon request, to member States, the African Union, the regional economic communities and inter-governmental organizations in the Commission’s thematic areas of competence, including macroeconomic policy; development planning; industrialization; and natural resource management. Advisory service delivery draws on the skills of the staff of the policy research divisions across the Commission; the African Institute for Economic Development and Planning (IDEP); and the ECA subregional offices for implementation. Once a request is accepted, it follows the three-stage approach described in Section II. Gender is identified as a cross-cutting issue and an opportunity marker in ECA’s Capacity Development strategy. CDD is committed to make sustained effort to streamline gender issues in all its activities and service delivery. In view of meeting this objective, CDD’s Advisory Service delivery will take proactive measures to ensure that the outcomes of advisory services are gender responsive and inclusive.

5. Skills development: Capacity development support at the individual level is delivered through IDEP. The institute draws on the evolving research of ECA and integrates cutting-edge knowledge. The new structure will build on a skills development approach, using innovative methods, which bridge individual learning and changes in the institutional environment.

6. Knowledge facilitation and management: Recognizing that the availability, access and flow of knowledge are key determinants of the success of development effectiveness, ECA will create awareness about the roles played by information in development. An Africa-wide resource centre will be set up to link African libraries, documentation centers and archives. It will share locally produced information and pool resources across organizations, and virtually expand the range of materials that can be made available within the ECA network of policymakers and other stakeholders.

C. The role and importance of regional advisory service delivery in the new ECA capacity development strategy

As shown in Section I.B., advisory services delivery is part of a continuous capacity development process that aims to develop and enhance the policy formulation, implementation, and results monitoring skills of member States and regional institutions.

Regional advisory services are designed to:

- Respond to requests for advice on policy-related matters, including through policy dialogues;
- Providing specific advice on sectoral matters, relevant to development policies and programmes;
- Assist in the formulation and evaluation of programmes leading to the enhancement of national, subregional and regional development;
- Support systematic change in complex multi-stakeholder settings; and
- Leverage the Commission's areas of comparative advantage, such as knowledge generation and the production of original data to develop evidence-based policy.

Regional advisory services should also contribute to enhancing other ECA technical cooperation activities. In this regard, advisors in the programme may be requested to undertake work to support the Commission's technical cooperation objectives of strengthening national and regional managerial and institutional capacities in specific sectors.

This includes providing advice on the preparation of project proposals and resource mobilization. Advisory services also support the Commission's effort to work directly with countries in order to ensure that policy findings are tailored to country and regional contexts and demands, and translated into effective development policies.

Regional advisory services therefore form a key component of the ECA new capacity development strategy. They are designed to ensure strategic knowledge delivery by ECA, with inputs that are influential in promoting Africa's transformation agenda. Advisory services are delivered according to the following operational principles and quality criteria:

1. **Capacity development as systems change:** ECA applies cutting edge understanding of capacity challenges and approaches to design and deliver policy;
2. **Integrated and coherent approach:** the approach brings together interrelated strands of work in each priority area, as well as integrated key issues on capacity development, using opportunity makers, who provide comprehensive rather than piecemeal advice;
3. **Good fit:** ECA knowledge delivery is tailored to policy processes and is highly sensitive to context and dynamics. It also seizes opportunities as they emerge. Inputs are sound, relevant, tailored, timely and influential;
4. **Quality of engagement:** ECA nurtures trustworthy and vibrant relationships, which foster frank dialogue on issues. It is also highly flexible and adjusts to evolving circumstances and opportunities;
5. **Evidence based:** Policy options are based on clear evidence, through calibrated research, sound statistics and continued learning, including capacity development challenges and solutions.
6. **Results oriented:** ECA contributions are strategic and designed to influence development outcomes that make a difference in Africa's transformation.
7. **Partnerships:** ECA makes its contribution in areas of comparative advantage in complementarity and/or synergy with the United Nations development system and other regional and country-level partners.

8. **Capacity development traction:** In terms of delivery policy options and knowledge, ECA leverages Africa's potential and strengths, regional and country set ups, think tanks, and universities, as knowledge providers and capacity development agents for the continent.

II. Stages of advisory service delivery

ECA provides advisory services in its thematic areas of competence, upon request by member States and the regional economic communities. The institution has always worked together with several African countries to provide technical assistance to enhance the capacity of Governments to implement coherent and effective policies. Member States are expected to send their requests in the form of a formal letter from the appropriate authority, or a note verbal from the appropriate ministry.

Once a member State submits a request for advisory services to ECA, the CDD Director, or his delegated representative, appoints a staff member to coordinate the ECA response. The staff member must then review the request carefully and formulate an action strategy for the Commission's response, under the Director's supervision.

Depending on the objectives of the request, the designated staff member should coordinate with the relevant specialists of other ECA divisions to help plan, implement, monitor, and evaluate the advisory assignment.

The following sections provide step-by-step guidance on the delivery of advisory services to member States (see Annex1).

A. Pre-deployment stage

1. Forming the ECA response team to address the request

The new ECA structure separates the roles of the policy research divisions from those of the knowledge delivery divisions, and places CDD at the hub of the knowledge delivery system, in conjunction with IDEP. The effective provision of regional advisory services calls for a team approach, with all relevant divisions and sub-regional offices working together. With such an approach, recommendations made by ECA are relevant and benefit from in-house strategic and timely research findings.

ECA has established five thematic strategy teams or collaborative forums, which bring together divisions, units and centres around common programmes and agendas:

- a. **Development planning and statistics:** Improving country and continental statistics and data, as a basis for effective development planning;
- b. **Economic and social development:** Tracking and analysing trends in economic growth, finance and governance, with supporting policies for poverty reduction;
- c. **Governance and human security:** Strengthening the capacity of the regional economic communities, AUC and member States to develop and implement policies on governance and human security, peace building and good governance;
- d. **Regional integration and infrastructure:** Promoting policies and programmes to strengthen the process of economic cooperation and physical and market integration;
- e. **Natural resources and sustainable development:** Developing and disseminating policy-oriented research to support legal and regulatory frameworks for the proper management of natural resources.

Within CDD, the five thematic strategy teams are categorized into clusters. For each country request, the coordinating staff member is expected to work with the appropriate clusters and thematic strategy teams to designate an “advisory team”, which will formulate a strategy to respond to the request.

2. Planning and developing a response strategy

Once an advisory team has been established, the focus then turns to planning and formulating a strategy for an effective and timely response to the member State’s request. The steps involved at this stage include:

Conducting a country analysis and drafting a synoptic report

This consists of a short overview of the country’s context, performance and potential strategies already in place to address the issue(s) of the request. This analysis can be conducted through desk research, gathering all available information on the country’s current situation, the economic indicators and trends, as well as social indicators. Specific sector indicators related to the request (for instance, planning, industrialization, infra-

structure and trade) should also be analysed in order to assess the country's existing capacity. The country analysis should be used to identify the nature of the problem(s) to be addressed and the goals and desirable outcomes being pursued.

Following this review, a synoptic report should be produced, drawing on the information gathered through the desk research. The document should contextualize the member State's economic, social, political and institutional setting, discuss future trends and identify areas of change, to be targeted by the technical assistance. When conducting desk research, the ECA team must interact regularly with the member State's focal team, in order to gather key information and existing data.

The synoptic report should also show the need for an ECA scoping mission to the country. Although in many cases, it may be useful to organize a scoping mission to the requesting country, this may not be necessary in every case. For instance, a country's request for capacity development may be addressed by organizing technical training sessions at ECA for its institutions or staff. Hence, the decision to organize a scoping mission must be based on the conclusion reached in the country analysis phase.

Drafting a response letter to the requesting member State

Upon completing the background analysis on the requesting country, the staff coordinator of the advisory team should draft a response letter to it. The response letter should be short and to the point, stating:

- Acknowledgement of receipt of the original letter;
- Confirmation of the willingness of ECA to provide the requested assistance;
- Indication of whether or not a scoping mission is envisaged, as a first step in the provision of the technical assistance, and if so, a suggested time period for such a mission;
- Indication of any actions and or decisions that may be needed from the requesting Government; and
- Designation of the ECA focal point(s).

Unless authorized to do so, the staff member should not sign the response letter. The letter should be drafted in diplomatic protocol language, and signed by either the Division Director or the Executive Secretary.

The original formal request from a member State, together with the ECA response letter, formalize the start of the collaboration between ECA and the member State.

Developing the terms of reference

Prior to launching the technical assistance process, the coordinating staff member should work with the member State's focal point to develop the appropriate terms of reference for the request. Generally, the terms of reference should contain the following sections:

- Introduction and contextual framework of the request;
- Objectives of the action being undertaken;
- Expected outcomes;
- Timeline; and
- Focal Points.

It is possible that two different terms of reference may be needed for the same request. Generally, an initial terms of reference is required for the scoping mission (if any), and a second one may be necessary for the technical assistance itself, when the process moves to that phase.

Developing a monitoring and evaluation framework

Monitoring and evaluation are important components of ECA advisory service delivery. Designing a monitoring and evaluation framework as part of a technical support for a country provides an opportunity to track progress in the achievement of results, review assumptions made during the planning process, decide whether original strategies are still appropriate, and make the necessary adjustments.

In the short to medium-term, monitoring activities may require regular consultations with clients, conducting joint monitoring missions, and frequent checks to assess work plans and budgets. In the long term, regional advisors may need to make arrangements with partner country statistical organizations to collect data on key development areas or if possible, support planned surveys. Ensuring valid data for monitoring and evaluation may require CDD to provide capacity-building support to national and regional statistical bodies, in collaboration with the African Center for Statistics and IDEP.

B. Deployment stage

Organizing a scoping mission

Advisory services are deployed to the member State after all preparations have been completed as per section II.A. The first phase of the deployment stage will usually involve sending a scoping mission to the member State or regional economic community. It is recommended that the scoping mission should be undertaken in collaboration with the United Nations Regional Bureau for Africa or the United Nations Country Team, and the appropriate sub-regional office. The goal of such a mission is to consult with Government authorities and non-Government actors so as to better understand the request and the country's needs.

A scoping mission evaluates existing policies and practices, institutional capacities and the need for technical assistance and/or capacity development. Based on these, the advisory team is then able to develop alternative strategic scenarios, with viable policy options for the country, while establishing the parameters for sustainability. Care must be taken to define the roles of all stakeholders concerned, including potentially, development partners. National ownership is a necessary measure of the success of policy initiatives and implementation, thus, during the scoping mission, it is important to gauge the level of buy-in with respect to the subject of the request.

It is expected that subsequent to the scoping mission, an inception report will be prepared. This report should present the findings of the scoping mission, including the outcomes of the assessment of existing institutional capacities. The inception report should also include recommendations on the way forward, particularly on the issue of mobilizing further internal or external technical expertise.

Deploying a technical mission

During the scoping mission, if it is determined that further technical expertise is needed to respond to the member State's request, the coordinating staff and country focal point will together develop the terms of reference for recruiting a qualified candidate. The successful candidate must be prepared to work under the auspices of both the country and ECA focal points. The output(s) of the technical mission must be publicly validated in the country, usually during a validation workshop organized jointly by ECA and the member State.

The deployment of technical expertise to the country and the resulting validated technical output, which may be in the form of a report, policy framework or other documents will mark the end of the deployment stage.

C. Post-deployment stage

In the post-deployment stage, the monitoring and evaluation framework agreed will be implemented. Indicators and targets agreed upon become the yardsticks for measuring the impact of the ECA advisory service. The coordinating staff should continue to keep the member State updated on new developments in the area(s) of the request. He/she should pay attention to potential policy slippages by the Government, and be prepared to provide further advice to the Government in such cases.

Training and skills development

An important aspect of ECA advisory services is capacity development in the host country, including training and skills development delivered by IDEP. As part of the pre-deployment and deployment stages, regional advisory services should include identification of areas of institutional and staff capacity development needs, particularly in terms of policymaking and implementation, as well as technical capacity in the area(s) of the request. Advisors should work together with host countries to explore the possibilities of targeted pilot projects, technical training, and/or experience sharing opportunities that can serve to build and strengthen the capacity of the host country in the area(s) of the request.

Given the limited resources of ECA, the scale of such capacity building initiatives must remain small. However, to the extent possible, regional advisors may assist the member State in mobilizing external resources for scaling up such initiatives.

D. Monitoring advisory services delivery

CDD will often handle several country requests at the same time. It is therefore necessary to develop a tool that can track the progress of the response by ECA to these requests.

Annex 1 shows the Advisory Services Dashboard, monitoring tool. The dashboard recapitulates the three phases of ECA response to country requests, as well as pertinent

information about each request. It is flexible, adaptable and user-friendly. More importantly, it helps advisors and designated coordinating staff to maintain a high level of organization and structure in the delivery of advisory services.

E. Additional expectations from regional advisors

In addition to responding to country requests, regional advisors are also expected to continue to actively contribute to high-level debate and scientific progress in their respective areas, at the continental and international levels. They will be expected to:

- Organize or participate, as resource persons, in senior policy seminars or group training workshops on issues relevant to the development needs of the region, for Government officials, civil society and private sector operators, at the national, sub-regional and regional levels.
- Prepare position papers and technical studies occasionally, for presentation at meetings, or to be published separately or in any of the series of the ECA publications portfolio.
- Attend meetings at the request of other organizations, with the approval of the Executive Secretary, provided that the following conditions are met:
 - » The regional advisor has a pre-defined and specific role to play in the meeting as resource person, presenter or facilitator, and is not simply a participant;
 - » The Regional Advisor participates in a meeting attended by Governments of countries in the Africa region;
 - » The subject area of the meeting is a priority area of the ECA programme of work, and falls within a demonstrated area of competency of the regional advisor;
 - » The participation of the regional advisor is likely to contribute to the further development of the ECA programme of work.
- Attend development planning or partner roundtable meetings with funding from the Regular Programme of Technical Cooperation, provided that AUC, the NEPAD Planning and Coordinating Agency, the member State or the regional economic community organizing the meeting sends in a request for participation.

Case Study 1: An example of ECA response to a member State's request for assistance on industrial and trade policy

The request

The Government of country X sent a formal request to ECA for technical assistance to develop a trade policy for the country, following which an ECA programme management officer from the African Trade Policy Centre undertook a consultation trip to the country. During those consultations with relevant stakeholders, it was determined that country X needed to have an industrial policy before developing a trade policy, and a recommendation was made that a revised request should be sent to ECA to develop a policy document, with two sections: one on trade policy, and the second on industrial policy. The policies were to be developed under the auspices of the Country X ministry of commerce, industry and trade.

The ECA Executive Secretary's office received the revised request, and assigned CDD to coordinate affairs. The CDD director designated a regional advisor as the focal point to organize and coordinate ECA's response to the request.

Strategy of response

1. Pre-deployment

Internal consultations

The internal coordination process started with meetings with the relevant technical sections: The African Trade Policy Centre and the Infrastructure and Industrialization Section of the Regional Trade and Industrialization Division (RITD). The goal of the internal consultations was to establish a common understanding on the nature of the country's request, and to begin developing a strategy for ECA's response. Another objective was to assemble the response team, as each section was asked to designate a technical focal point.

These internal consultations in the early stages of the response are important and necessary, as they will establish a rapport between the advisory services coordinator and the relevant technical divisions and sections, and constitute the foundation for future collaboration. It is advisable, during this process, to keep an open communication channel with all involved, with regular updates to the relevant directors (in this case, the CDD, RITD, and the Sub-region office concerned).

Response letter

Once the internal response has been formed, the coordinating advisor will work with the team and the CDD director to draft a response letter to the Government of country X, confirming the willingness of ECA to provide the requested assistance. As per section 2.A.1, the letter also informs the Government of the ECA focal point, as well as the divisions/sections involved in the service delivery.

Response team meetings

Several preparatory meetings took place to discuss issues, such as conducting the country analysis and drafting a synoptic report, drafting the terms of reference, organizing a scoping mission, determining whether external expertise is needed, and agreeing on roles and responsibilities. It is good practice to set an agenda for each meeting, and to draft a meeting report as well.

2. Deployment

Scoping mission preparation: terms of reference and agenda

It was agreed that a scoping mission to country X was required. The response team then worked with the country X focal points (the directors of trade, and of industry, respectively) to develop the terms of reference for the mission. That particular case had to do with a revised request, as a prior consultation trip had already taken place. Background information had already been collected to help develop the ECA strategy. The terms of reference stated that the expected outcomes of the mission were more specific than a normal scoping mission that was being starting from scratch. Prior to departure, the team and the country focal points had agreed on a draft scope of work. An inception report was submitted and approved by the team subsequent to the scoping mission.

The scoping mission set the stage for the deployment of ECA technical assistance to country X. Following the mission, an inception report and scoping mission report were submitted, and based on the findings, it was decided that a competent consultant should be recruited to carry out the technical phase of the assistance. The terms of reference were modified accordingly and the recruitment process was completed. The consultant was deployed to the country and worked with the country focal points to develop the policy, which was the subject of a validation session attended by all relevant stakeholders.

3. Post-deployment and monitoring

In line with the United Nations “delivering as one” strategy, ECA also mobilized the United Nations Country Team to implement the policy. An action plan and policy implementation plan were developed to present options to country X authorities on the way forward. ECA continues to work with focal points and authorities to monitor and evaluate the impact of the new policy.

IV. Conclusions

The purpose of this handbook is to inform member States, intergovernmental organizations and the regional economic communities on how to access technical assistance from ECA, through advisory services. It is not a one size-fits-all document. Its intent is to provide guidance, rather than prescription, to advisors. The document is based on underlying principles, such as the importance of planning and preparing, prior to launching a response to a country's request; the importance of teamwork; and the need to monitor and evaluate the impact of ECA's technical assistance.

Overall, regional advisory services should target critical development needs and priorities, where ECA can add value, taking into consideration the Commission's comparative advantage and expertise. Regional advisors are expected to deliver quality technical assistance to selected member States and the regional economic communities in their respective areas of expertise. They are also expected to contribute to the analysis of emerging technical assistance needs of member States, intergovernmental organizations, and regional economic communities and assist in the development of strategies to meet these needs. This may include further technical assistance from ECA or other development partners.

Regional advisors are also expected to: establish or expand their networks in their area of expertise within the United Nations system and the broader partner community; to facilitate knowledge sharing, networking and other potential initiatives; to strengthen collaboration; and to provide substantive support for ECA technical cooperation activities with member States.

Annex 1: Advisory services dashboard

Reference & Date	Country or REC	Subject	Pre-Deployment					Deployment				Post Deployment		Comments	
			CDD Team or Lead	Divisions, Institutions or Other Staff Involved	Response Letter	Concept Note and TOR	Planned Scoping Mission Dates	Scoping Mission Undertaken	Inception Report	External Expertise Needed	Technical Assistance Deployed	Interim Report	Final Report		Monitoring & Evaluation
MCT/ITD/06 1 April 2014	Country A	Industrial and trade policy	SB	RITD (IIS,ATPC)	Yes	Yes	29 June - 5 July 2014	Yes	Yes	Yes	Yes	Yes	No	No	
JKL/4/11 26 May 2014	REC B	Formulation of a long-term region wide vision.	SB	SRO	Yes	Yes	10 - 11 November	Yes	Yes	Yes	No	No	No	No	
870/AMKB/GY/DU/ SA.2 June 2014	Country C	Feasibility studies- Infrastructure	YA/SB	ACBF	Yes	Yes	11 - 15 August 2014	Yes	Yes	No	No	No	No	No	
087/MPOLTP/SL 14 July 2014	Country D	Providing support for the development of a strategic vision.	SB	MIPD, ACS & SRO	Yes	Yes	24 - 26 September	Yes	Yes	Yes	No	No	No	No	
CDD/74/10/2014	Country E	Technical support on legal and regulatory framework for country X mining and mineral policy	MN	AMDC & SRO	Yes	No	No	No	No	No	No	No	No	No	
GHUU/1/5/48	REC F	Preparation of long term strategy and roadmap on industrialization	SB	SRO & IDEP	Yes	Yes	8 - 12 September	Yes	Yes	No	Yes	No	No	No	

