

GROUP OF AFRICA MEMBER ASSOCIATIONS

GAMA **BUSINESS PLAN**

1. INTRODUCTION

In developing a business plan for GAMA, it is evident that one has to take a brief look at the relationship between Africa and the developed world and more specifically the Donor Community. The Economic Commission for Africa's "Economic Report on Africa 2003; Accelerating the Pace of Development in Africa" (<http://www.uneca.org/era2003/overview.pdf>) says the following regarding African capacity to accelerate development... "Despite 20 years of institutional reforms in the public sector, there is little to show for it. These reforms, like those in many African countries, focused on quantitative issues—wage and hiring freezes, downsizing, and retrenchments." The report later on quotes the successes achieved elsewhere and described the situation in Mauritius as follows; "Public-private partnership is pervasive in Mauritian policymaking, and non governmental organizations have always been an important part of Mauritian society. As a direct result, public policies have supported high rates of private investment."

The report further states that Africans pointed to some the following lapses committed by the Donor Community; "The African side blames unrealistic project design, excessive conditions (some of which were just plain wrong), and slow and unpredictable access to promised funds. "

On the other hand, the donors blamed ... "corruption, inadequate political will, and poor implementation by the Africans. There is considerable evidence to support both points of view (Lancaster and Wangwe 2001."

Although selective, the above excerpts summarizes the view that many MA's may have on these issues and the initiative to create a permanent secretariat for GAMA will contribute and assist in the following ways:

- Increased capacity among MA's for the forging of public – private partnerships in the field of Infrastructure delivery
- Improve African capacity in helping governments/donors with project designs and engineering solutions appropriate to Africa
- Improved implementation capacity through sustained access to work and working regularly with national governments.

The envisaged contributions and/or interventions above, will all take place within the framework of Nepad as it represents a new opportunity and regulatory framework with a clear vision and strategic framework for Africa's infrastructure development. Actions by GAMA will aim to directly influence poverty levels, underdevelopment and the continued marginalisation of Africa. GAMA's proposed secretariat can be regarded as a "new "interventions aimed at developing a new Vision for Africa's reconstruction." The envisaged GAMA Secretariat will aim to actively participate in or contribute to the following selected Nepad objectives:

- Forging of a new international partnership that changes the unequal relationship between Africa and the developed world.
- Millennium Development Goals and other agreed development goals and targets.
- Regional co-operation and integration.
Capacity building.
- Democracy and good, political, economic and corporate governance.

2. HISTORICAL BACKGROUND TO GAMA:

Many in GAMA believe that FIDIC mainly serves countries with established consulting industries. This is not a negative statement, but merely a statement of fact on a situation that has to change from a GAMA point of view. The basic premise of this document is, therefore, that there would be willingness in the

FIDIC family to allocate more resources for the creation of a sustainable consulting industry in Africa. This will require active lobbying by FIDIC on behalf of GAMA with a broad range of IFI's and other relevant client entities. Building a sustainable local consulting capacity in Africa stand at the centre of improved capacity to spend local and donor funded projects. If this "lack of capacity to execute projects" can be fixed in Africa by Africans it would clearly be in the long-term business interest of all members of the FIDIC family.

However, the purpose of this document is to give practical effect to a long standing objective of GAMA, and that is the establishment of a permanent capacity that can serve the interests of African Member Associations. Discussions took place over a period of time, but the first concrete steps taken in this regard was the drafting of a GAMA Business Plan at the Annual AGM / Conference that took place on 01 May 2002 in South Africa. (Annexure A; Record of Proceedings of the GAMA Conference and Minutes of the Meeting on 01 and 02 May 2002). The main thrust of the business plan developed covered the defining of a vision for GAMA and the fact that that NEPAD should play a prominent role. Issues such as, Growth of membership, Partnering among African consultants, capacity building and utilisation, and Procurement of work in Africa and globally also featured strongly.

The Business Plan was further enhanced at the 2003 GAMA AGM and Conference in Livingston, Zambia (Annexure B; Minutes of the Meeting). The following version of the Vision and Focus Areas for GAMA were adopted by the Meeting:

Vision

To promote the business interests of GAMA members by providing leadership in the provision of infrastructure in Africa and globally.

Areas of Focus

- Access to work by member firms
- Ability to execute work
- Image
- Growth of GAMA
- Cooperation among GAMA members

The Meeting agreed that... "Each of the five areas of focus is to be developed into a full strategic plan". The meeting also applied its mind to the issue of funding for GAMA. In this regard, the meeting indicated... "To actualise the business plan proposed, an amount in the region of US\$ 150,000 to 200,000 will be needed. GAMA needs to find a way of generating this scale of funds. This could be by developing products that its members can pay for, such as SAACE School of Consulting Engineering (SCE), development of databases, procurement guidelines, etc."

After the Livingston meeting members of SAACE and the GAMA Executive (?) met with the NEPAD Secretariat with a view to obtaining support from NEPAD for the concept of a permanent secretariat for GAMA. The meeting was very positive and it was agreed that further presentations would be made to the Secretariat in this regard. It should also be noted that various unanswered presentations were made to the African Development Bank (AfDB) in this regard. (Annexure C: Copies of Letters to Mr G Giorgis of the AfDB)

In 2004, the AGM Meeting in Abuja Nigeria further pursued the matter and the direction provided at the meeting could be summarised as follows:

- To appoint the South African Association of Consulting Engineers (SAACE) as the Secretariat for the GAMA.
- Renewed SAACE's mandate, this time in its capacity as Secretary to GAMA, to engage the donor community for funding the establishment of a permanent Secretariat for the GAMA.
- The South African Association of Consulting Engineers' School of Consulting Engineering (SCE) was mandated to continue and extend its capacity building activities in Africa.

- The active engagement of the Regional Economic Communities (REC) as the implementation agents of the Nepad Infrastructure Action Plan.

Subsequent to this meeting, the GAMA Secretariat wrote a letter to the Chairman of the Nepad Secretariat (Annexure D: Copy of letter to Prof Nkuhlu) in order to obtain endorsement and/or support for the project. Follow up meetings were held and the NEPAD Secretariat confirmed that pending the receipt of a proper Business Plan, they would favourably consider a request for support for the establishment of a GAMA Secretariat as a project. It was clearly stated that the Secretariat generally has a policy of limiting their endorsements of institutions and organisations. Their preference is, in this case for example, to endorse a project such as the establishment of a permanent Secretariat for GAMA, as opposed to endorsing GAMA as an organisation. This gives them a clear timeline, avoids abuse of the NEPAD name and prevents conflict among continental organisations that may also seek endorsements. It was agreed with the Secretariat that the way forward is to present the envisaged Business Plan for GAMA to the NEPAD Secretariat.

This business plan will propose the establishment of a Secretariat as a three-year project. Timelines budgets and revenue streams will be identified using the Vision and Focus Areas provided by the members of GAMA over the last two or three years

3. BUSINESS PLAN

3.1 VISION

To establish a permanent self-sustaining Secretariat for the Group of African Member Associations with the objective of promoting the business interests of GAMA members by providing leadership and quality participation in the provision of infrastructure in Africa.

3.2 STRATEGIC OBJECTIVES:

1. Access to work by member firms
2. Ability to execute work
3. Image
4. Growth of GAMA
5. Cooperation among GAMA members

3.2.1 ACCESS TO WORK BY MEMBER FIRMS / BUILD SUSTAINABLE PRACTICES

- Establish a database of client and financing entities in Africa.
- Establish a mechanism that will ensure effective interaction between members and clients at the continental and international level.
- With the assistance of FIDIC and the SCE, establish capacity to execute/ implement “best practice”.
- Capacitate Member Associations to...”lobby their governments (and other client entities) for policies that are favourable to local capacity usage, especially when those projects are funded locally”.

3.2.2 ABILITY TO EXECUTE WORK/CAPACITY BUILDING

- Lobby IFI's on the issue of delayed payments.
- SCE to develop Skills and Technology Transfer Programme
- Mentor Programme for African Members Associations that will help with the indigenisation of Consulting Engineering industry in Africa
- Address the issue of “casualisation “ of capacity in the Consulting Engineering Industry.

3.2.3 MARKETING / BRANDING / IMAGE

- Establish a role for FIDIC in the marketing of GAMA.
- Improved Annual AGM and Conference.

- Annual Awards Programme for African Consulting Engineers
- Programme to lure back the African Consulting Engineers from developed nations. Create virtual CE practices.

3.2.4 GROWTH OF GAMA

- Drafting of Programme of action that will prioritise the “enrolment of members for GAMA/FIDIC.
- Assist member Associations to be come more self-sustaining.
- Consider training programmes related to Associations and mentorship programmes between developed and developing countries.
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3.2.5 COOPERATION AMONG GAMA MEMBERS

- Establish a joint GAMA task force to articulate issues of concern to African members as well as other specific interest groups to the BIMILACI meeting in 2005.
- AGM and Convention. Establish the event as the premier opportunity for GAMA affiliated firms to meet with all relevant client entities active in Africa
- Establish a mechanism that will ensure cooperation / JV’s among African Member firms. Establish a Continental Liaison System. Liaison system should incorporate the following entities; AU, PAP, NEPAD, African Development Bank, DFI’s, IFI’s and all levels of Governments.
- Quality Based Selection, create a special dispensation for African Engineers.

4. ACTION PLAN

4.1 Short Term: 2005

- Obtain approval from GAMA and FIDIC for the implementation of the GAMA business plan.
- Obtain official support for the establishment of a GAMA secretariat from NEPAD.
- Secure financial support for the establishment of the GAMA Secretariat.
- Establish a mechanism that will ensure effective interaction between members and clients at the continental and international level. Lobby Structure.
- Establish a joint GAMA task force to articulate issues of concern to African members as well as other specific interest groups to the BIMILACI meeting in 2005.
- Identification of Revenue streams: Donor Community, FIDIC, GAMA, African Directory, AGM/Conference and the SCE.
- Establish a role for FIDIC in the marketing of GAMA
- Drafting of Programme of action that will prioritise the “enrolment of members for GAMA/FIDIC.
- Annual Review of Business Plan

4.2 Medium Term: 2006

- Establish a database of client and financing entities in Africa.
- Sustainable secretariat. With the assistance of FIDIC and the SCE, establish capacity to execute/ implement “best practice”.
- Improved Annual AGM and Conference. Establish the event as the premier opportunity for GAMA affiliated firms to meet with all relevant client entities active in Africa
- Annual Awards Programme for African Consulting Engineers. Capacitate Member Associations to...”lobby their governments (and other client entities) for policies that are favourable to local capacity usage, especially when those projects are funded locally”.
- Establish a Continental Liaison System. Liaison system should incorporate the following entities; AU, PAP, NEPAD, African Development Bank, DFI’s, IFI’s and all levels of Governments.
- Establish a fully functional GAMA office.
- SCE to develop Skills and Technology Transfer Programme.
- Annual Review of Business Plan

4.3 Long Term 2007 - 2009

- Growth in membership.
- Mentor Programme for African Members Associations that will help with the indigenisation of Consulting Engineering industry in Africa.
- Programme to lure back the African Consulting Engineers from developed nations. Create virtual CE practices.
- Establish a mechanism that will ensure cooperation / JV's among African Member firms.
- Address the issue of "casualisation" of capacity in the Consulting Engineering Industry.
- Quality Based Selection, create a special dispensation for African Engineers.
- Self-sustained functioning of the secretariat.
- Annual Review of Business Plan