CONSULTANCY REPORT

ON THE

REVITALIZATION OF THE MANO RIVER UNION SECRETARIAT

FREETOWN - SIERRA LEONE

Ambassador M.O. Cole
December 2000
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CONSULTATIVE MISSION TO SIERRA LEONE ON THE REVITALIZATION OF THE MANO RIVER UNION SECRETARIAT

1. INTRODUCTION

1. A Team composed of Ambassador Malcolm O. Cole (Consultant) and Mr. Geoffrey Renner (Consultant) carried out two weeks of consultative meetings in Freetown, Sierra Leone, where the Mano River Union Secretariat is located, during the month of December, 2000. The field mission was preceded by briefing at the E.C.A. Subregional Development Centre for West Africa (SRDC/WA) in Niamey, Niger, on the 4th December 2000.

2. OBJECTIVES OF THE STUDY

2. The purpose of the mission was to consult officials of the Mano River Union Secretariat, the Presidency of the Government of Sierra Leone, relevant Ministries Departments of Government and Institutions, with a view to revitalize the Mano River Union Secretariat. The Mission was to update data and collect information, carry out on-the-spot assessment and make recommendations pertinent to the revitalization of the Secretariat. The Terms of Reference of this exercise are annexed to this Report – Annex A.

3. METHODOLOGY


b. Consultations with officials of the Host Government, Heads of Ministries and Departments and Staff, other relevant institutions and officials of the Mano River Union Secretariat.

4. MINISTRIES, DEPARTMENTS, INSTITUTIONS AND THE UNION SECRETARIAT VISITED – See Annex B.

4.1 MANO RIVER UNION SECRETARIAT

4.1.2 The ECA/SRDC/WA delegation, having lost virtually a whole week of work because of the difficulties of air travel within West Africa, arrived in Freetown, Sierra Leone on the 10th and on Wednesday 13th December, 2000, had a general meeting with the Secretary-General and the rest of the staff of the Mano River Union Secretariat or what was left of it.

4.1.3 It turned out to be a meeting during which the delegation was introduced to the staff and vice versa by Alhaji M.H.B. Tejan, the Budget and Finance Controller and who gave the
background to the visit of the delegation to Freetown. He reiterated the fact that there had been other ECA Officials, who earlier, visited Sierra Leone, Guinea and Monrovia on the revitalization of the Mano River Union. Ours, he disclosed, was specifically to assess the needs of the Secretariat and prepare and make recommendations for the revitalization of the Secretariat, to facilitate the bigger aspect of the revitalization of the Mano River Union, of which the Secretariat will have to take a leading role, as the policy implementor of the Union.

4.1.4 The meeting did not discuss any substantive matters. But the delegation disclosed that it will meet senior staff on both individual and group levels, depending on the circumstances for such meetings. The delegation also reassured the junior and middle-level staff that if possible, meetings will be held with them.

4.1.5 Present at that meeting were the Secretary-General, Dr. Abdoulaye Diallo, Alhaji M.H.B. Tejan, the Budget and Finance Controller, a Sierra Leonean; Mr. Lansana J. Morris, Customs Officer and a Liberian; Mr. John P. Vincent, Sierra Leonean and Trade Economist; Mr. Karim J. Smith, a Sierra Leonean and Director of Finance; these were the only Professionals present and believed to be actively in their jobs at the Secretariat.

4.1.6 Some Professionals, Secretaries and other middle-level officers were either on vacation leave or sick leave or have left their jobs. The bulk of the officials present were low-level Secretariat staff. None of the Mano River Union Sub-Office staff in Monrovia and Conakry were present.

4.1.7 The delegation decided that since we had no appointments laid on against our arrival in Freetown, such appointments, when and if we get them, should be interspersed with meetings with the Secretariat staff.

4.1.8 Appointments outside the Secretariat and listed as in Annex B were cramped into two days — Thursday 14th and Friday 15th except the one with the Hon. Momodu Koroma, Minister for Presidential Affairs, which was postponed to Saturday 16th December, 2000. There was a meeting scheduled for the delegation to see Mr. Humphrey Swaray, Chairman of the Technical Committee (Border Security) which we tried to make on the 16th but were unfortunate as Mr. Swaray was not in his office at State House that day. He was supposed to contact us but never did until the delegation left Sierra Leone.

4.1.9 Ms. CLEMENTINE KING-VINCENT — PERSONNEL OFFICER — MRU

4.1.10 Ms King-Vincent stated she had been an official of the Union Secretariat since 1st January, 1974.

4.1.11 She informed the delegation that there was a vacant position of Director of Administration and Personnel and Mr. M.H.B. Tejan, the Budget and Finance Controller was holding-down the position as Acting Director, to whom she reported.

4.1.12 Ms. King Vincent stated that there was a job description for every position in the Secretariat and the retirement age for jobs at the professional level was 60 years. Jobs are advertised in all three states of the Union and the Personnel Officer was the official to whom all applications for jobs are submitted. She short-lists and the list was submitted to the Appointments Committee which was convened when short-listed applications were to be considered. The Committee interviews and recommends to the Secretary-General those applicants considered qualified for appointments. When appointments are at the professional
level the Secretary-General writes to the governments of the persons recommended as qualified, for approval of the appointment.

4.1.13 The Secretary-General and his Deputies are appointed by the Heads of State of the Union on the recommendation of the Council of Ministers.

4.1.14 The Secretary-General appoints other officials after consultation with each member State of the Union.

4.1.15 A quota system on geographical balance was introduced in 1989 by the Ministerial Council. At present there were five (5) professional staff members of a total staff positions of forty-three (43).

4.1.16 The Trade Economist – MRU Secretariat

4.1.17 On Friday, 15th December, the delegation had a meeting with Mr. John Vincent, the Trade Economist of the Secretariat and Mr. Lansana Morris, Head of the Customs and Trade Unit. Mr. Vincent informed the delegation that he joined the Secretariat in 1982 and was put at level P2-5 of the salary scale and was, at the time of talking to the delegation, at level P2-12. Mr. Vincent stated that as a UN Volunteer, he went through an UNCTAD in-house Training in the Customs and Trade Section of the Economic Affairs Division of UNCTAD.

4.1.18 Mr. Lansana Morris, Head of the Customs and Trade Unit of the Secretariat, joined the staff in 1979 and was put on level P3-12 where he had been since. Both Mr. Lansana Morris and Mr. Vincent stated that there had been no review of the salary scales since they joined the Secretariat.

4.1.19 They both confirmed that the decision of the Heads of State that each member State should pay USD 50,000 was actually paid by the States in April 2000. Liberia, they said, paid an extra USD 14,063 in June 2000.

Other payments made by Sierra Leone are as follows:

<table>
<thead>
<tr>
<th>Month</th>
<th>Amount (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>February</td>
<td>16,530</td>
</tr>
<tr>
<td>July</td>
<td>8,884.85</td>
</tr>
<tr>
<td>August</td>
<td>9,182.19</td>
</tr>
</tbody>
</table>

4.1.20 Some of these amounts were paid in the local currency, the Leone, and some in US dollars and the local rate of exchange was applied to the local currency to obtain dollars.

4.1.21 Sierra Leone paid to non-Sierra Leoneans 75% in USD and 25% in Leones – the national currency. To Sierra Leoneans, the government paid 100% in Leones.

4.1.22 These two officials who were acting as Accountants, in the absence of officials of the Accounts Department revealed that total arrears of member States as at November 2000 amounted to USD 1,932,611.28 as follows:

<table>
<thead>
<tr>
<th>Country</th>
<th>Amount (USD)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Guinea</td>
<td>485,064.67</td>
</tr>
<tr>
<td>Sierra Leone</td>
<td>557,606.61</td>
</tr>
<tr>
<td>Liberia</td>
<td>889,840</td>
</tr>
</tbody>
</table>
4.1.23 In a general way, these two officials commended the government of Sierra Leone for taking on the responsibility of paying salaries to the remaining staff of the Secretariat and wished the war will be over and peace restored to give them the opportunity to return to their jobs and perform the functions for which they were appointed.

4.1.24 The two gentlemen also revealed that the Budget of the Secretariat was usually shared on equal basis, by the three member States and the financial status of the Secretariat was almost nil. The bank balance as at 16th December, 2000 was Leones 722,032.35. The Secretariat owed USD 12 m to the African Development Bank which was a loan to field the Oil Mills in Sierra Leone and Guinea. Other creditors include the National Power Authority - Leones 911,036; the Sierra Leone National Telecommunications - Leones 1,497,828. Doctors have refused to treat MRU staff because there were no funds to pay them.

4.1.25 THE SECRETARY-GENERAL – MRU

4.1.26 The delegation had a final meeting with the Secretary-General of the Mano River Union on Saturday 16th December, 2000. In response to some specific questions from the delegation dealing with his vision and expectations of a Mano River Union and its revitalization to achieve a viable Union, the Secretary-General went briefly into the history of the Union and what the Founding Fathers envisaged.

4.1.27 The Secretary-General said that during the 1970s, few Protocols were signed to achieve intergration, such as the Mano River Basin Projects – the Mano River Bridge, the Freetown/Monrovia Road. In 1981, he said, Guinena joined the Union as a result of provisions made in the Protocols for other countries to join the Union. He mentioned Telecommunications in particular; a Middle-level Postal System School in Freetown; the Forestry and Marine Schools in Liberia.

4.1.28 He also mentioned that an Economic Affairs Division, Administrative and Finance Division and lastly, the Social Affairs Division, which handled Training Institutions. He disclosed that the European Union was funding Training Institutions of the Union but the European Union pulled-out and Member States took up funding which became too burdensome; paying in 1986, USD 3 m per annum, for the size of staff that were being trained.

4.1.29 The Secretariat, he said, started phasing out social activities and Training Programmes. It was then that a restructuring ensued. Member States were to take-over the Training schools as Union property and reimbursed or compensated. Job descriptions were redefined as a result.

4.1.30 The Secretary-General disclosed that at that time there was a maximum of seven (7) Ministerial Council Members; the staff was 600 strong and donors had pulled out and funding by Member States, amounted to USD 9 m.

4.1.31 As of May 8, he said, the 15th Protocol came into being and this involved the grassroots level, Security, Communications equipment and for security alone, the Union will need USD 4.7m.

4.1.32 In 1986 there was a staff of 600 and up to 1993, 300 staff members were phased out when Council asked for the Secretariat to be streamlined. The staff was further scaled-down to 120 members and later, the staff was further played down to what it now is, at 48 –
Monrovia 4 and Conakry 3. The latest development, he said, was in March 2000 at the Bamako Summit when it was decided to lay down a foundation for confidence building and facilitate reconciliation. The Joint Security Council of Ministers of Foreign Affairs was also born, to facilitate peace building.

4.1.33 The Secretary-General said that between 1958 and 1978 Guinea survived on the goodwill of Sierra Leone and Liberia; but the three Union Members found themselves at the core of the crisis. And now, what the Union needs are Peace Building, Confidence Building and Institutional Building.

4.1.34 He agreed that until the finances of the Mano River Union improve significantly he will be satisfied with the following minimum additional staff complement:

<table>
<thead>
<tr>
<th>Organization unit</th>
<th>Post title</th>
<th>No. of vacancies to be filled</th>
</tr>
</thead>
<tbody>
<tr>
<td>Secretary-General's office</td>
<td>Legal Officer</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Interpreter/Translator</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Resource mobilization and Investment Adviser</td>
<td>1</td>
</tr>
<tr>
<td>Economic Affairs Division</td>
<td>Director of Division</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Economic Statistician</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Livestock Officer</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Secretary</td>
<td>2</td>
</tr>
<tr>
<td>Finance Division</td>
<td>Accountant</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Secretary</td>
<td>1</td>
</tr>
<tr>
<td>Administration &amp; Personnel Division</td>
<td>Secretary</td>
<td>1</td>
</tr>
<tr>
<td>Monrovia Sub Office</td>
<td>Administrative Officer</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Secretary</td>
<td>1</td>
</tr>
<tr>
<td>Conakry Sub Office</td>
<td>Driver</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Office Cleaner/Messenger</td>
<td>1</td>
</tr>
<tr>
<td>Headquarters</td>
<td>Security Supervisor</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Office Cleaner</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Messenger</td>
<td>1</td>
</tr>
<tr>
<td></td>
<td>Watchmen</td>
<td>2</td>
</tr>
</tbody>
</table>

4.1.35 To bring the Secretariat staff abreast of developments in their various fields and to enhance their professional competence, it will be necessary for them to be exposed to skills improvement training programmes. He said, they should be encouraged to undertake study visits to paralleled regional and subregional institutions and the professional staff in particular will benefit from participation in training programmes as suggested in the Balogun Report.

4.1.36 In meeting the Budget and Finance requirements for institutional revitalization and for logistics support he thought these will entail three types of expenditure, i.e. recurrent, procurement and capital as shown below:

<table>
<thead>
<tr>
<th>Category and object of expenditure</th>
<th>Estimated amount (US$)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Recurrent:</td>
<td></td>
</tr>
<tr>
<td>Salary arrears</td>
<td>1,500,000.00</td>
</tr>
<tr>
<td>Severance benefits</td>
<td>228,198.88</td>
</tr>
<tr>
<td>Recruitment into vacant posts</td>
<td>125,000.00</td>
</tr>
<tr>
<td>Staff training/study visits</td>
<td>50,000.00</td>
</tr>
</tbody>
</table>


<table>
<thead>
<tr>
<th>Procurement:</th>
<th>1,250,000.00</th>
</tr>
</thead>
<tbody>
<tr>
<td>Operational and logistics support</td>
<td>1,250,000.00</td>
</tr>
<tr>
<td>Capital development:</td>
<td>To be determined after production and approval of engineering designs and bills of quantities.</td>
</tr>
<tr>
<td>Acquisition of office space, Monrovia S/Office</td>
<td>-ditto-</td>
</tr>
<tr>
<td>Renovation of Conakry Sub-Office</td>
<td>-ditto-</td>
</tr>
<tr>
<td>Renovation of Secretariat building, Freetown</td>
<td>-ditto-</td>
</tr>
</tbody>
</table>

4.1.37 CUSTOMS AND EXCISE DEPARTMENT

4.1.38 At 8:30 a.m. on Thursday 14\textsuperscript{th}, the delegation met the Comptroller of Customs and Excise, Mr. Nat Cole.

4.1.39 Mr. Cole traced briefly, the history of the Customs Union established by the three member States and the Common External Tariff. He spoke of the 70\% harmonization that had been achieved by the three States but which fell apart and ended up in shortfalls of revenue and also because of the serious deteriorating economies of the three states. Rates were no longer harmonized and Transit procedures were no longer followed. Guinea, he stressed, applied external rates ignoring the common tariff. Liberia, he also stressed, changed its tariff completely.

4.1.40 He further stressed the need, if the Union were to be revitalized and he hoped it will be, for Experts to work with the three States, to help with re-establishing harmonization and for penalty clauses to be introduced in the rules.

4.1.41 Mr. Cole called for specific courses to be arranged for training in Institution specialized in these training needs.

4.1.42 He disclosed that the Customs School in Monrovia was closed in 1982/83. The training then, was for middle and lower level officials and some developed countries assisted with training for senior level officers. He informed the delegation that he had managed to continue locally, on-the-job training for his officers. He expressed the need for funds for Programmes to sensitize officers of the Union, but there were no resources even to improve on the local training he has continued for Sierra Leone Officers. He informed the delegation that the Commonwealth had been requested to provide assistance in Training Programmes.

4.1.43 On the question of security, Mr. Cole revealed that this was quite lax at the borders and facilitated smuggling of goods, the passage of drugs, small arms and unlawful trade. Only the application of appropriate laws can make harmonization run across the board.

4.1.44 MINISTRY OF TRADE AND INDUSTRY

4.1.45 Later that day, Thursday 14\textsuperscript{th} at 12:30 p.m., the delegation met the Permanent Secretary of the Ministry of Trade and Industry, Mr. K.O. Bah. He disclosed that there was not much trade link with Guinea and none at all, with Liberia. There was, however, a lot of smuggling across the borders, particularly into Sierra Leone. Consequently, import duties in Sierra Leone were high, he said, and to rectify these situations created across the borders, there must be harmonization of the tariffs. He was asked how much training was given to the staff of the Ministry, dealing with trade across the borders; he said, very little of the trained staff remained because most had left the country in fear during the war and effort was being made to recruit suitable staff who will be given on-the-job training. He expressed the hope
that with revitalization, further training can be obtained from institutions specialized to train officers.

4.1.46 **BANK OF SIERRA LEONE**

4.1.47 The afternoon of the 14th, the delegation met officials of the Bank of Sierra Leone at 2:30 p.m.

4.1.48 Present at the meeting were Mr. C.M. Tucker, Deputy Governor of the Bank; Mr. Francis B. Roberts, Banking Department; Mr. Patrick P. Samu, Research Department; Mr. I.K. Lamin, International Finance Department.

4.1.49 The officers informed the delegation that as the Custodian of the Finances of the government of Sierra Leone, the bank maintained its customary role and relations with government and arms of the government and also the other States of the Union. They also stated that they continued the customary gathering and exchange of economic intelligence although the war had stifled this exchange and the bank was not quite up-to-date with figures from the other States. The Bank of Sierra Leone Annual Report was, however, issued regularly and so was the Bulletin which is issued quarterly.

4.1.50 **Ministry of Finance**

4.1.51 On Friday 15th December, 2000, the delegation met the Financial Secretary, Mr. Emile Lasite, of the Ministry of Finance. After a presentation by the delegation, Mr. Lasite, expressed the hope that the Mano River Union could resume as quickly as possible, the role it was set up to play. Sierra Leone, he said, had been asked to take on the responsibility of paying salaries during the difficult period, a role Sierra Leone was playing. Mr. Lasite stated that the problems in Sierra Leone and Liberia compounded the deterioration and the almost stagnant state of the Secretariat. But, he said, it was consoling that the Union Members wish to resuscitate the Union.

4.1.52 The Secretary-General intervening, stated that Sierra Leone and Guinea were paying copntributions and counter-part funds for Union projects. But, the problems in both countries had not allowed them to continue to pay up. He thought it will be useful to know what the political will was, to revitalize the Secretariat and eventually, the Union; pay arrears of salaries, separation pay, and rehabilitate the building which housed the Secretariat. The Secretary-General re-assured the Financial Secretary that the Secretariat had been doing whatever small amount of work that it found useful to do and had kept in touch with donor countries to keep their interest in the Union alive.

4.1.53 Mr. Lasite responding, stated that without the political will of the Leaders, the Union cannot be revitalized. He said, he believed that there was the political will to revitalize the Union.

4.1.54 The Secretariat building, he said, was not the property of the government of Sierra Leone. The building, he said, was owned by Marampa Mines and Delco House, as the Building is called, can be replaced by another building to house the Secretariat.

4.1.55 He advised the Secretary-General to always prepare the Secretariat’s budget, showing the Secretariat’s needs and submit it in time as this will help. Mr. Lasite disclosed that the
Sierra Leone budget was about 60% donor supported and adequate and timely explanation of the needs of the Secretariat will be useful for financial support.

4.1.56 Ministry of Defence

4.1.57 Later that morning of the 15th December, 2000, the delegation met the Deputy Minister of Defence, Chief Hinga Norman. After introductory statements a member of the delegation asked the following questions:

(a) What degree of cooperation existed between the Ministry of Defence and other Ministries within and outside i.e. other Mano River Union countries?

(b) What were the effects of smuggling across the borders on the Defence Policy of Sierra Leone and on the policies of the other MRU countries?

(c) What were the plans of Sierra Leone to cope with post-conflict situations as far as the other Union countries were concerned.

(d) What was the role of the Ministry in terms of the nation and/or the Mano River Union.

4.1.58 Chief Hinga Norman, in response, referred first, to the Non-Aggression and Security Cooperation Treaty among the Governments of Liberia, Sierra Leone and Guinea which, he said, had been ignored completely by Liberia. Sierra Leone, he went on, had no problems with Guinea. But cross-border criminality, as he put it, with state support, affects not just Africa but Sierra Leone in particular in the subregion. The Minister disclosed that Charles Taylor of Liberia, Foday Sankoh of the RUF and Ahmed Turay, son of the late Seku Turay, had formed a ‘Union’ with a view to help Sankoh capture Sierra Leone, and Ahmed Turay to capture Guinea, all with the help of Charles Taylor.

4.1.59 In the process of attempting to achieve these goals, smuggling of drugs, goods and laundering of money have all been born, displacement of people and the subregion disrupted seriously.

4.1.60 The Minister stated that with the introduction of the Joint Security Commission, the Ministry of Defence will have a role in joint border patrols and the Ministries of Defence should be informing the peoples of the subregion of incidents and activities on the borders.

4.1.61 The Minister mentioned meetings and summits which have been convened by the Chairman of ECOWAS and which Sierra Leone had faithfully attended. Most of these, he stated, had been to discuss security matters out of which the Joint Security patrols idea had been born. He saw cooperation with other Ministries of Defence and post-conflict plans as logical outgrowths.

4.1.62 He welcomed the idea of a Unit within the MRU Secretariat as this will handle crisis management as a role of the Unit.
4.1.63 **The Ministry of (Internal Affairs) Safety and Security**

4.1.64 The Minister of Defence wearing two hats, that of Defence and also of Internal Affairs, met the delegation. At this latter meeting, the Police was represented, a Drug Abuse and Control officer, Immigration and Fire Force officers, were also present.

4.1.65 To a question put by the delegation, as to how extensive was smuggling along the borders, not much detail was given; only, the officers declared that a lot of smuggling of drugs was going on and, that was how drugs got into the hands of the rebels on the Sierra Leone side.

4.1.66 The Immigration Officer, who happened to be the Chief and a Civilian, with Police Officers as his staff, informed the delegation that there was not much movement between Sierra Leone and Liberia because of the war situation. This was so, he said, by land and by air. The rebel war, he continued, was affecting the peace in Guinea and there was a lot of movement from Guinea in the form of Refugees, business people and displaced people.

4.1.67 There was no cooperation in immigration matters with the Police of other MRU countries.

4.1.68 The illegal border crossings, he continued, have affected the free movement of persons and goods which used to be good.

4.1.69 **Ministry of Development**

4.1.70 The delegation met the Development Secretary, Ms. Kona Koroma, on the 15\(^{th}\) December, 2000. The Development Secretary lamented the fact that a fast-growing and near prosperous example of cooperation and integration in the Mano River basin had been devastated and expressed the hope that it can be put together again sooner rather than later, so that the Mano River Union can resume the role it was playing to encompass the three Union States. She also expressed the hope that ECOMOG can play the military role to bring peace to the subregion.

4.1.71 The Development Secretary also lamented the way the MRU Secretariat lost professional staff by the month, and a backlog of salaries for 48 months. Four months of this backlog had been taken care of by the Sierra Leone government in November 2000 and further payments will be made for Christmas. She also disclosed that there are severance benefits to be paid to those who had left the services of the Union and these will be paid.

4.1.72 She thought that the question of technical assistance must be addressed to redress the situation in the Secretariat.

4.1.73 The Council of Ministers, she said, had not met since 1996 and nothing serious in terms of Union activities had taken place since. She disclosed that the Heads of State in March 2000 decided that each Union state should pay USD 50,000 to the Secretariat. These amounts, she said were used to pay staff of the Secretariat.

4.1.74 **MINISTER FOR PRESIDENTIAL AFFAIRS**

4.1.75 On Saturday, 16\(^{th}\) December, 2000 the delegation met the Minister for Presidential Affairs.
4.1.76 In answer to introductory remarks and a question relating to Sierra Leone’s attitude to the MRU and its vision of what was expected of the Union, the Minister stated that the MRU had a fundamental role to play to ease the tension in the subregion and as he understood it, the Secretariat should play the leading role.

4.1.77 Sierra Leone, the Minister said was committed to the revitalization of the Union and particularly the Secretariat. The Cabinet of the Sierra Leone government was equally committed and had instructed the Minister of Development to put in place modalities and resources for assistance in the revitalisation of the Secretariat. The Minister was not willing to explain in detail the modalities and the amount of resources he mentioned, since, even though the Paper dealing with these were ready, it had not been discussed yet by the Cabinet.

4.1.78 Sierra Leone’s vision, the Minister revealed, was that borders were artificial and should be as thin as possible, to allow people to move as easily as possible. Borders should not be barriers to trade; there should be a free flow of resources, collective development should be assured and there should be collective security.

4.1.79 Much, he went on, had been done on what the MRU was set up to be and to do. He suggested that the MRU should try to bring civil society and the NGOs of the three countries of the Union together.

4.1.80 Sierra Leone, he said, had benefitted from NGOs and it had tried to foster visits of Civil Society among the member States.

4.1.81 On the question of Security, the Minister suggested that there should be meetings of Security Advisers and Ministers of the member States, to hammer-out the security dangers that exist on the borders and in the member States.

4.1.82 On Resource integration and economic management, the Minister lamented the fact that there had not been economic talks between Sierra Leone and Liberia or Sierra Leone and Guinea, because of the crises in the three countries and in the subregion as a whole.

4.1.83 The Minister expressed the opinion that the International Community, as individuals, prefer to see the subregion disunited, so they can deal with the three countries as individual nations and not as a Union. The Mano River Union can be a building bloc through ECOWAS and the African Economic Community.

5. REVITALIZATION OF THE MANO RIVER UNION SECRETARIAT

5.1 HISTORICAL BACKGROUND – CREATION OF THE MANO RIVER UNION – OPERATIONAL HISTORY ACHIEVEMENTS AND CONSTRAINTS

5.1.2 Creation of the Mano River Union

5.1.3 Following a joint statement issued in 1971 by the Governments of Liberia and Sierra Leone on mutual economic cooperation, the United nations Development Programme (UNDP) was requested by the two governments in 1972 to mount a joint UNCTAD/UNIDO/FAO Mission to examine the possibilities of cooperation between the two countries. Using the findings of the Mission, a Joint Ministerial Committee made
recommendations that led to the signing by the Heads of State on 3rd October 1973 at Malema, in the Pujehun District, Southern Province of Sierra Leone, of the Mano river Declaration, whereby the two countries undertook to establish a Customs Union in two phases.

5.1.4 A Secretariat was established with headquarters in Freetown, Sierra Leone.

5.1.5 The Republic of Guinea joined the Mano River Union (MRU) in 1980.

5.1.6 Nineteen protocols supplemented the Declaration by providing the legal basis for sectoral cooperation.

5.1.7 The areas of cooperation included the following:

(a) **Trade and Customs**

A common external tariff was introduced in October, 1977 and trade in locally produced goods was liberalized on 1 May, 1981. Since this latter date, the objective of establishing a Customs Union had been achieved. Furthermore, plans had been formulated for launching a Mano River Union Export Credit Guarantee Scheme;

(b) **Industry**

The cooperation programme in this field was aimed at building the productive capacity within the union. In this respect, 21 feasibility studies were initiated by the Union. Out of these, 7 qualified as union Industries but only two had been established.

(c) **Agriculture**

Cooperation in this field included agricultural research and production, forestry, fisheries and livestock. In Agriculture proper, projects included the development of the Mano River Basin, mixed farming and the introduction of mini-mills for processing of agricultural products. Mini palm Oil Mills were established in Guinea and Sierra Leone and not yet in Liberia, with a loan of US 1.2m from the African Development Bank.

(d) **Transport and Energy**

A bridge, the Mano River Bridge, linking Liberia and Sierra Leone was inaugurated in 1976 and major segments of a road between Monrovia and Freetown had been completed by 1988. A project on the creation of Air Mano was adopted in 1989 and a sea link pilot project was approved.

In the field of energy, the Union initiated a survey of its enormous hydro-power potential. By 1983 feasibility studies had been completed for the development of a hydroelectric scheme. Since then, the Union had shown interest in the development of other sources of energy (solar energy and charcoal).

(e) **Other Areas of Cooperation**
In addition to the areas mentioned above, the Union had been active in the field of Training. Many Training programmes had been launched and Training Institutions created. These include the Union forestry Training Institute, the Telecommunications and Postal Training Institute, the Marine Training Institute, the Customs Excise and Trade Statistics Programme, the Scholarship and Fellowship Programme and the Curriculum Planning, Instructional Materials Production and Book Development Project.

5.1.8 The Secretariat

5.1.9 The Secretariat is housed in a six-storey building called "Delco House" in the centre of Freetown and has been the temporary home of the Secretariat since the inception of the Union and the establishment of the Secretariat. The building, it is understood, is owned by a Mining Company – DELCO, which, hitherto, mined Iron Ore at Marampa Mines in the Port Loko District, Northern Province of Sierra Leone. The Secretariat, however, has had to share this building at different times with the Mining Company and at other times with other companies, which, over the years deprived the Secretariat of two floors.

5.1.10 The Mining Company is, for now, defunct and has left Sierra Leone; but it would appear another Company is in charge and the Sierra Leone Government, through the Ministry of Development and Economic Planning – the coordinating Ministry for the Mano River Union – pays rent for the floors occupied by the Union Secretariat.

5.1.11 This has not been good enough because it is now felt that rent continues to go up, particularly in these difficult times and the Government of Sierra Leone, should now consider giving the Union Secretariat a permanent home in either the whole building of Delco House or some where else in a good location which will be adequate to accommodate the “new” Secretariat with additional staff to take care of the Secretariat’s added responsibility for peace and security, in border areas and within the member States. These activities will include:

1. organization and conduct of joint patrols of the borders of member States;

2. promotion of cordial relations between and among the peoples in the border regions through the organization of cultural, social and sporting activities;

3. collation, exchange and verification of reports on border security;

4. monitoring movement of goods at border posts to minimize or avert trafficking in small arms, drugs, and other prohibited goods;

5. arbitration of cases of border violations.
5.1.12 OPERATIONAL HISTORY ACHIEVEMENTS AND CONSTRAINTS

5.1.13 The Balogun Report at P.4 states "That the creation of the MRU in 1973 made enormous contributions to the management of the integration process within the sub-region, is by now, beyond doubt". Indeed, the establishment of the Union by the Mano River Declaration on 3rd October, 1973, had as its underlying objective, the establishment of "...... a firm economic foundation for lasting peace, friendship, freedom and social progress between the two countries". This was to be extended to Guinea, when it joined the Union in 1980.

5.1.14 To fulfill these objectives, the Secretariat, charged with the responsibility for implementation of the Union’s policies, inaugurated the CUSTOMS UNION with the following objectives:

(a) to expand trade by the elimination of all barriers to mutual trade and the creation of conditions favourable to the enhancement of mutual productive capacity;
(b) to secure for the Member States a fair distribution of the benefits of economic cooperation; and

to pursue the strategic objectives, the Secretariat undertook priority measures as follows:

(a) abolition of all obstacles to free movement of persons, goods, services and capital, among Member States;
(b) harmonization of policy in the agricultural, animal production, fishery and forestry sectors;
(c) implementation of subregional infrastructure development programmes (particularly, transport, communications and power generation);
(d) promotion of harmonious and equitable relations among Member States;
(e) formulation and execution of joint investment policies;
(f) adoption and implementation of customs tariff as well as the institution of appropriate compensatory arrangements for losses incurred as a result of the common tariff policy;
(g) harmonization of monetary policy;
(h) evolution of common research, training, health, sports, and cultural policies;
(i) coordination of Member States’ foreign policies, especially, where these have economic implications;
(j) undertaking any other activities in furtherance of the objectives of the Union.
5.1.15 These priority measures had more or less been undertaken within the first phase of the establishment of the Union i.e. 1974-1977 by the Secretariat of the Union.

5.1.16 In 1973, the Mano River Union economies of Sierra Leone and Liberia were booming and the International Community became interested in the Union and its operations.

5.1.17 Between 1973 and 1980, the Secretariat implemented specific projects. The Common External Tariff policy (CET), Training Institutes were established; the scholarships and Fellowships Programmes and the Curriculum Planning Programmes were also established.

5.1.18 Member States were up-to-date in the payment of their assessed contributions.

5.1.19 In 1980 the Heads of State of Liberia and Sierra Leone took the decision for Guinea to join the Union and 1981 became the transitional period given to Guinea to join the Union, thereby, enlarging the Zone.

5.1.20 In 1981, Liberia had the beginnings of its crisis and its social structure was disturbed; the economies of Sierra Leone and Liberia started deteriorating and so were industries in both countries for e.g. Rubber in Liberia and Bauxite in Sierra Leone and this made the entry of Guinea difficult. Guinea was in the midst of a structural adjustment programme and at that time was about to enter a market economy.

5.1.21 In December 1989, the Rebel War in Liberia started and the economy of Liberia stagnated. Sierra Leone at the same time was entering a period of violent crisis; and yet between 1990 and 1998, the Secretariat of the Mano River Union continued to achieve success in the beginnings of the construction of the Conakry-Freetown Road; but integration in the subregion was deteriorating – Policy harmonization could not begin because of the rebel wars during which governments changed, personnel changed and exchange of ideas in the Union also stopped.

5.1.22 By this time the Mano River Union Basin Countries of Guinea, Liberia and Sierra Leone had all suffered from the devastation of home-grown civil war in Liberia and in Sierra Leone with very serious and damaging spill-over effects in Guinea now in a state of war with Liberia.

5.1.23 The Military confrontation in both Liberia and Sierra Leone resulted in large scale destruction of life, property and infrastructure. The heightened sense of insecurity within the subregion further diverted energies from productive ventures to military operations, paralysed economic activities, drove large segments of the traumatised populations either into full time combat and terrorism, into refugee camps and, for those who may have afforded it, into exile outside the region.

5.1.24 These placed heavy and needless burdens on resources that should otherwise have been ploughed into priority sectors, notably, poverty alleviation, infrastructure development and the improvement of access to essential social services.
5.1.25 The Mano River Basin countries, especially Liberia and Sierra Leone, further suffered considerable brain drain which is now having sobering effects on the social, economic and education sectors of these countries.

5.1.26 What these have done further is to dislocate seriously a process of integration in the subregion – a process which eventually, should have led to the achievement of the African Economic Community established by the Abuja Treaty of June, 1991, which, thankfully, is not so much in jeopardy yet, but quite threatened by the lagging behind of some subregions particularly in West Africa now engulfed in many violent internal civil conflicts and explosions.

5.1.27 While all this was going on, the Secretariat lost staff because of insecurity of their lives, insecurity of their jobs and insecurity of the country and the future. This could not be blamed on them. The factors “that contributed to the weakness of the Secretariat are the civil conflicts in Liberia and Sierra Leone; the budget and fiscal problems facing the member States, and the cumulative impact of the first two factors on member States’ will and capacity to finance MRU Programmes of Work. As to be expected, these external factors have undermined the capacity of the Secretariat to adapt to environmental changes, carry out policy analytic studies, and sustain the morale of staff members”.

5.1.28 “The impact of the hostilities in Liberia and Sierra Leone ………….either resulted in the total destruction of commissioned projects, or impeded the Secretariat’s capacity to mobilize the resources needed to complete on-going ones. The MRU Secretariat was in fact directly exposed to the impact of the war both in Liberia where the sub-office was completely destroyed, and in Sierra Leone, the host country, where the scars of war are still visible. The Freetown City Hall, the building that stood back of the Secretariat was completely destroyed in the ECOMOG’s effort at flushing out the entrenched rebel forces. Bullet holes can still be spotted on the MRU Secretariat walls – a grim reminder of the recent tragic past. While the war did not totally shut down the Secretariat’s operations, it brought core activities and support activities to a virtual standstill. With the growing feelings of insecurity, a number of staff members abandoned their posts. Further evidence of MRU’s inertia is provided by the failure (between 1993 and 2000) to convene the Ordinary Sessions of the Union Ministerial Council or to adopt the financial budget”.

6. **JUSTIFICATION**

6.1 The three member States of the MRU are similar in many fundamental respects. They are in the same geographical zone, the peoples are more or less the same and the countries share the same socio-economic development problems. The MRU zone is relatively homogeneous, which has facilitated harmonization of policies so far.

6.2 The proximity and similarity of the peoples of the Union lend themselves readily to the vicissitudes of the internal conflicts which have ravaged the fabric of the three societies and highlighted the socio-political and economic interdependence of the Union members.

6.3 Contiguity of zones is a very strong condition for integration. Each of the Mano River Union States has a long border with the other two, which allows for trade and which has been taken advantage of through the Customs Union.
6.4 The enormous strides that the Mano River Union has taken towards integration in
the subregion and the benefits already gained though dissipated extensively because of the
war in the Member States, can be recovered, if for no other reason but “that the MRU has
by and large lived up to the expectations of its founding fathers. Its success can be
attributed to the tremendous amount of goodwill it has enjoyed particularly at the highest
governmental level in each of the member States. Both the Summit and the Union
Ministerial Council have passed up no opportunity to cement the cultural, political and
recently, security and defence bonds among the MRU member States”.

6.5 It is towards the consolidation of all this, that during a consultation in Monrovia,
Liberia on 18-19 March 2000, of the Heads of State of the Union held at the instance of the
President of the Republic of Mali, Chairman of the Authority of the Economic Community
of West African States (ECOWAS), it was agreed that the Leaders of the MRU should
convene a meeting of Foreign Ministers for the purpose of working-out practical modalities
towards the revitalization of the Mano River Union.

6.6 Constitent with this agreement, the Foreign Ministers of the Mano River Union met
in Monrovia on March 18, 2000. Present also were the Honourable Minister of Foreign
Affairs of Mali and current Chairman of the Mediation and Security Council, representing
the ECOWAS Chairman of the Authority of Heads of State and Governments. The
ECOWAS Executive Secretary was also in attendance as well as the Secretary-General of
the Mano River Union.

6.7 The Secretary-General of the Mano River Union presented an up-to-date Report of
the Secretariat, highlighting the Secretariat’s efforts to preserve its achievement and
working relations with donor agencies, principally UNDP, ECA, ADB and the European
Union. He stated that the donor agencies are prepared to assist the Union by funding
projects such as security for lasting peace, if Member States are committed to revitalizing
the Union.

6.8 He mentioned the following six proposals to be looked into:

(a) The Union Palm Oil Mills – third phase;
(b) The Road projects-linking the three Member States;
(c) Trypanotolerant livestock project for the common goal of the three countries;
(d) The financial sector: payment of arrears owed by Member States amounting
to USD 1,808,238;
(e) Expansion of trade within the three countries and the subregion;
(f) Institutional and capacity-building to enhance the proper functioning of the
Secretariat.

6.9 The Ministers considered the Report and decided, “To immediately reactivate the
Secretariat of the Mano River Union to make it functional before the Summit of Heads of
State and Government in May 2000 in Conakry”, “to institutionalize confidence-building,
security and stability measures within the three Member States of the Union” and “to
resume activities in all areas of cooperation”.
6.10 The Ministers called on the United Nations through the Economic Commission for Africa (ECA) to pursue resource mobilization campaigns for the revitalization of the Mano River Union and in addition, appealed to the International Community for assistance to tackle the refugee problems in Member States.

6.11 The ECOWAS Secretariat agreed to continue to provide the necessary technical assistance to meetings of the Mano River Union States pending the time that the Mano River Union Secretariat would become fully operational and self-sustaining.

6.12 In pursuance of the revitalization of the Mano River Union, and in application of the decisions taken at the Bamako Consultative meeting of 2 March, 2000, a Summit of Heads of State of the Mano River Union took place in Conakry, Guinea, at the instance of the President of the Republic of Guinea.

6.13 Attending that meeting were the three Heads of State of Guinea, Liberia and Sierra Leone and the President of the Republic of Mali, current Chairman of ECOWAS. The Summit was also attended by the Secretary-General of the Mano River Union, the Executive Secretary of ECOWAS and the Special Representative of the United Nations Secretary-General for Liberia.

6.14 The Heads of State, among other issues, exchanged views on the issues of peace and security in the subregion and after listening to the Report of Foreign Ministers, approved the institutionalization of measures designed to rebuild confidence and ensure stability within the three countries of Guinea, Liberia and Sierra Leone.

6.15 Consequently, they approved the establishment of the:
   - Joint Security Committee
   - Technical Committee of the Joint Security Committee
   - Joint Border Security and Confidence Building Units.

6.16 The Heads of State expressed their commitment to ensure that these new structures become operational as quickly as possible in order that they might immediately begin to play the role assigned to them as instruments of peace, stability and confidence building.

6.17 They affirmed their commitment to the ideals of the Mano River Union, mindful of the imperative need to ensure that the Secretariat can continue to function without interruption.

6.18 The Heads of State, to this end, appealed to the international community to contribute more actively to efforts being made to revitalize the Mano River Union and restore confidence, peace and stability to the subregion.

6.19 A Final Communiqué, signed by all the Heads of State attending, was issued dated 8th day of May, 2000.

6.20 The revitalization of the Mano River Union Secretariat constitutes an important element of the strategy aimed at establishing the conditions for the resumption of normal socio-economic activity in each of the three countries, and, for consolidating, as well as building on, the gains of subregional cooperation. It is based on the argument that the
benefits of economic cooperation and integration in the subregion far outweigh the costs. While threats to security would appear to have slowed down the pace of cooperation and to highlight some of the weaknesses of the earlier arrangements, these same threats have, in a curious way, vindicated the position of the advocates of MRU cooperation and integration. At the very least, the instability of the past decade has clearly demonstrated the high degree of interdependence among the three countries and the need to strengthen the mechanisms for collective security.

6.21 It is now recognized and acknowledged that putting the MRU countries on a path of growth and development entails, as a minimum condition, strengthening the capacity of the MRU Secretariat to undertake activities aimed at responding to the confidence-building and socio-economic needs of the member States.

6.22 The UN Secretary-General in his Seventh Report to the Security Council on the UN Observer Mission to Sierra Leone also expressed the view that there is an urgent need for the revitalization of the MRU “as part of the regional stability required for the consolidation of peace” and stressed that the UN System should play a catalytic role in this endeavour.

6.23 A needs assessment undertaken by the ECA in July 2000 documented the notable achievements of the MRU, particularly in the fields of trade liberalization, infrastructure development, development of the productive sectors, and education and training. Much of the credit is attributed to the Secretariat. A corresponding capability analysis of the present situation in the Secretariat revealed that institutional capacity has been severely depleted in the course of the last ten years. Among the contributory factors are, first, the civil conflicts in Liberia and Sierra Leone, which resulted in expensive physical damage to the Headquarters building and the sub-offices in Monrovia and Conakry and pillage of furnishings and equipment. While the wars did not totally shut down the Secretariat’s operations, it brought core activities and support services to a virtual standstill. With the growing feelings of insecurity a number of staff abandoned their post permanently.

6.24 The macro-economic and fiscal problems facing the member States have deprived the Secretariat of budgetary resources. To date, member States owe a total amount of US $1,808,238 as arrears in assessed contributions. This has impacted negatively, on the Secretariat’s ability to backstop cooperation activities and on capacity to contribute to funding programmes and projects. Huge amounts are due to the staff, in the form of separation benefits and unpaid salaries. The Secretariat has not been able to overcome its chronic cash flow obstacles.

6.25 As is to be expected, these factors have undermined the ability of the Secretariat to adapt to environmental changes and to sustain the morale of the remaining staff. At the same time, the expansion of the mandate of the MRU, from the purely economic to the political/security/external relations domain (dating back to 1993 and further elaborated in the fifteenth Protocol), imposes new capacity demands.

6.26 Against the above background of the situation existing in the MRU Secretariat, the requirements for strengthening capacities are multiple.
6.1.27 TRAINING COURSES – ANNEX C AND ANNEX D

6.1.28 During the course of the delegation’s discussions with, especially, the Comptroller of Customs, the Permanent Secretary of the Ministry of Trade and Industry, the Development Secretary, the Ministry of Defence and the Secretary-General and Professional staff of the Mano River Union Secretariat, the question of recruitment of appropriate staff and training of such staff and skills-improvement of the remaining staff came up persistently. This was particularly emphasized by the Secretary-General of the Union when he discussed the recruitment of the minimal additional staff that he will be satisfied with to start-off the Secretariat in resuming what it was set out originally to do and closely involve it in matters relating to the formulation and implementation of programmes aimed at promoting peace and security, and responding to the post-conflict challenges of resettlement, rehabilitation, reconstruction, and development within the subregion.

6.1.29 The Secretary-General referred to the courses named in the Balogun Report which, he said, he agreed with and which, initially, will be adequate to start-off the Secretariat staff newly recruited and the ones who will be already on the ground.

6.1.30 It was pointed out to the Secretary-General that it had been suggested that trained Ministry and departments staff could be seconded to the Secretariat on short-term, to assist in moulding and directing the staff in the revived and new programmes that will be implemented; he agreed that that will be done when it became necessary. It was assumed that such secondments will be extended to other States of the Union, if the qualified and trained staff are available to be released to the Secretariat.

6.1.31 The Secretary-General was also referred to the positions in his office, the Economic Affairs Division especially, in which the core staff for the viability of the Secretariat and its operations, will be contained, the Finance and Administrative and Personnel Division in which vacancies have occurred. His idea is that initially, after recruitment, Officers will be selected to pursue courses appropriate to the Divisions to which they will be posted.

6.1.32 These courses cannot be taken up all at once by all the officers on the ground; but will be staggered to suit the needs of every Division. It is hoped that as time goes on and resources become available, more and more staff will be recruited and trained at appropriate levels.

6.1.33 It must be realized that most of the staff at the professional as well as the middle-level abandoned their jobs because of the intensity of the war in Freetown, running-off to safer places outside Sierra Leone and to the west coast, other than Liberia and Guinea. It will not be clear yet what the numbers of staff to be trained will be at this stage.

6.1.34 It may even be necessary for the Union governments to take advantage of the training courses as advised by the Secretary-General, so that officers of the coordinating Ministries and appropriate Ministries and departments can benefit from them and facilitate exchange to the build-up and strengthening of the Secretariat which is the policy implementor of the Union.
6.1.35 The five areas of training which the Secretary-General believes and agreed will be adequate initially, to start-off the Secretariat are as follows:

I. Basic Computer Literacy, and software applications to customs, immigration, and political/security risk analysis;
II. Project Analysis, Development and Management;
III. Comparative approaches to regional and sub-regional monetary/policy harmonization;
IV. Resource mobilization and investment strategies; and
V. Management of human resources in inter-governmental Organizations.

6.1.36 The Balogun Report acknowledges and suggests that “it will be unrealistic to embark on a fundamental restructuring of the Secretariat.” But ... “In the meantime, and to enable the Secretariat to fulfill its basic obligations, efforts should be made to provide it with the following minimum additional staff complements:"

Professional staff in the Secretary-General’s office-Legal officer, Interpreter/Translator, Resource mobilization and Investment Adviser.

In the Economic Affairs Division, the Secretary-general requires 5 professional staff as follows:

One Director for the Division, an Economic Statistician, a Livestock Officer and a Secretary.

For the Finance Division:

An Accountant and a Secretary will be needed.

In the Administration and Personnel Division:

A Director and one Secretary will be needed.

For the Monrovia and Conakry sub-offices and also the Headquarters:

9 middle-level and junior officers will be required.

6.1.37 To keep the professional and middle-level staff abreast of developments in their various fields and enhance their professional competence and skills, the Balogun Report suggests that “…It is essential that they be exposed to skills-improvement training programmes. They should further be encouraged to undertake study visit to parallel regional and sub-regional institutions.”

The professional staff, the Report stresses, will benefit in particular from participation in the programmes listed above.

It is to be pointed out and the Balogun Report also stresses this, that “the preceding measures are not enough to lift the MRU Secretariat from its current anaemic condition up to institutional vitality. In other words, the filling of existing vacancies and the training of staff are a necessary but insufficient condition for the revitalization of the MRU’s
institutional and human capacity; the staff of the Secretariat also matter in the revitalization process.

6.1.38 It is sad and difficult to believe that there was not a single Computer-working or dysfunctional – in the offices of the Secretariat except one desk-top which the Secretary-general was himself using, when the ECA/SRDC/WA team was in Freetown. One could not ask him whether it was his private property or whether it was on loan in order not to be impolite. Therefore to have proposed the contents of Annex C makes complete sense for the revitalization of the Secretariat. Computer literacy programme especially for secretaries and professionals, anchors these officials with technological skills for the task ahead in the Secretariat which, also, has to be rehabilitated and modernized with hi-tech equipments, the tools of an age of cooperation and integration.

The Secretariat as the operational arm of the Union and the professionals, particularly in the Economic Affairs Division which handles the core Union activities and Projects, would need the skills for Project analysis, their development and management.

In the same Division and that of Finance and Administration, the professionals will need the skills to compare approaches to Regional and sub-regional monetary policy harmonization which ties-up with decisions that have been adopted in the Mano River Union, ECOWAS and the African Economic Community of the future.

The tailor-made courses suggested to the Institute of Public Administration and Management, University of Sierra Leone (IPAM), in Freetown and to the African Institute for Economic Development and Planning (IDEP), an Institute of the United Nations in Dakar, Senegal, are the same and are offered by both Institutes with very little difference in the course content. Both Institutes offer workshops for some of the courses.

IDEP’s courses are all of four-weeks duration and those of IPAM vary between 3 weeks and 3 months.

The Course on Management of Human Resource in Inter-governmental Organizations, offered by IPAM, is particularly attractive in that it presents human resource as the key catalyst in any organizational process as it activates the other resources such as finance, materials, information and time into effective production. The programme aims at assisting those responsible for managing people within an inter-governmental organization to broaden and enrich their human resource management skills in order to effectively cope with technological, economic, political and social challenges facing contemporary organizations in the present world of rapid change.

These aspects of the course seem to fit well into what the MRU Secretariat needs at this time when it is to be revitalized.

From personal knowledge of these two Institutes it is clear that both offer high standards of teaching.

But the IDEP courses are more expensive apart from the fact that to attend the courses in Senegal will involve air fares and DSAs which give it a disadvantage.

6.1.39 ACTIVITIES TO BE UNDERTAKEN BY THE JOINT BORDER SECURITY UNIT OF THE SECRETARIAT ANNEX E – 1-7

6.1.40 It will be recalled that in May 2000, the MRU Summit adopted a Protocol formally expanding the scope of the Mano River Union. From then on, the Secretariat was to be closely involved in matters relating to the formulation and implementation of programmes aimed at promoting peace and security on the borders and in the states, and responding to
the post-conflict challenges of resettlement, rehabilitation, reconstruction and development within the subregion. A Unit/Division is to be set up in the Secretariat.

6.1.41 The Secretariat has since come up with a short-term strategy aimed at consolidating peace, security in border areas and within the member States. The activities to be undertaken in pursuit of this objective include:

1. Organize and conduct joint patrols of the borders;
2. Develop, facilitate, foster and promote cordial relations between the peoples of the border regions through cultural, social and sporting activities;
3. Exchange information and investigate reports or observations of all border security activities;
4. Monitor the movement of goods at the border posts to minimize/avert the trafficking of small arms, drugs and smuggled goods, and
5. Resolve cases of border security violations as they occur.

6.1.42 The total cost of implementing the immediate needs of this project, is in the region of about USD 4,718,550 as spelt-out in the summaries of Annex E-1; E-2; E-3. The Themes of the seminars are as listed in Annex E-4; Annex E-5 spells-out the Travel costs, Administrative costs, operating cost of the Technical Committees; maintenance of Means of Transport; Operating cost of Joint Border Security and Confidence Building Units – under items Nos. 1 – 9 including contingencies.

6.1.43 PRIORITY REQUIREMENTS FOR THE PROPER FUNCTIONING AND OPERATIONAL EFFECTIVENESS OF THE MANO RIVER UNION SECRETARIAT IN FREETOWN – SIERRA LEONE – ANNEX F I - VIII

6.1.44 Annex F-1 – VIII constitute requirements of the Mano River Union Secretariat to make its operations effective and to enable it to function properly when revitalized with added responsibility for peace and security at the borders of Sierra Leone, Liberia and Guinea.

6.1.45 In view of the wanton destruction and looting of the Secretariat in Freetown and also of the sub-office in Monrovia, the Secretariat provided what was described as a “Draft Framework for Revitalization Requirements” which has now been broadened to embrace the requirements of the new and enlarged responsibilities of the Secretariat.

6.1.46 Annex F-1 – IV, deal with Communication equipments, Office equipments, Vehicles for mobility within Freetown and to the border areas and along them since there will be border offices. Annex F-V –VIII deal with office furniture, a Library, appropriate software packages and Library equipments; important miscellaneous items including renovation of the Secretariat Building which partially destroyed during the invasion of Freetown; Retro-fitting electrical installations, plumbing and carpeting of floors and repair of the Lift in the building and spare parts. The Conference Room will need a simultaneous Interpretation Unit.
6.1.47 With a Secretariat which is supposed to operate as the operational arm of a Union of states in a sub-region which is as homogeneous as Guinea, Liberia and Sierra Leone, and which, has been devastated and its officials traumatised over the period of a decade of war and destruction, it will be difficult to prioritize items that the Secretariat will need to kick-start its operations. A cursory visit to the offices of the Secretariat, stings one immediately; and one is convinced that it needs everything to restart quickly, even though the Secretary-general modestly stated that he will be satisfied with the barest minimum and that will have to be the minimum of everything.

6.1.48 ANNEX G – DEVELOPMENT OF PART OF THE PRODUCTIVE SECTOR – MINI PALM OIL MILLS PROJECT

6.1.49 In a determined effort to promote Peace and Development in the Mano River Union sub-region, the Heads of state of the Union initiated in 1998, steps to mobilize the support of the wider International Community, including the UN system as well as UN Agencies for the establishment of a Post-Conflict Peace-building and Development Programme for the Mano River Union Countries.

It was stressed then as before, that the establishment of peace and Security was an essential pre-requisite for any programme of post-conflict peace-building and development in the three countries.

The objective of the Heads of States’ initiative to develop peace programmes in the Mano River Union sub-region was to restore confidence and solidarity among themselves (the leadership) and the Civil Society of the Member States.

It was against that background that the Heads of State of the Union called for the reactivation of the Mano River Union to put in place measures that would enhance the difficult transition from the state of mistrust and war to one of good neighbourliness, mutual confidence and lasting peace.

Towards this end the Heads of state at their Summit in Conakry, Guinea, from 8-9 May, 2000 signed a Protocol to expand the scope of the Mano River Union Cooperation to include active consultations in political matters, security, foreign affairs and defence, thus establishing among other institutions, a Joint Security Committee to ensure peace and stability and rebuild confidence among their Member states.

To implement the desires of the Heads of state, the Ministers formulated the institutional framework, the operational guidelines and identified the logistical requirements for implementing the above mandate.

Given its experience in the area of regional policy harmonization and implementation, the Mano River Union Secretariat was best equipped to spare-head the co-ordinating role envisaged. Consequently, the Mano River Union Secretariat was mandated to seek the external assistance necessary for implementing projects in the following areas:

I. Institution building to enable the operations of the newly established JOINT SECURITY COMMITTEE (JSC), TECHNICAL COMMITTEE (TC) and JOINT BORDER SECURITY AND CONFIDENCE BUILDING UNITS geared towards re-establishing security along the borders and sustainable peace within the entire sub-region;
II. Two seminars and one workshop for the sensitization and training of the members of the Technical Committee and the Border Units in order to render them more effective;

III. The procurement of Three Hundred Mills (300) in order to facilitate the resettlement of displaced population from the rural areas.

It is clear that, within the Security Architecture put together by the Heads of state in the Protocol signed in Conakry, Guinea, in May 2000, they wove into it, item III, among other above, a Project which had hitherto been established, implemented and destroyed and now, to be resuscitated as part of the security arrangements at the borders, villages and towns in such vicinities which had been ravaged by war.

6.1.50 The increasing need for economic integration particularly for weak economies like those of the Member States of the Union necessitates strengthening of the organs of economic integration and more specifically at the Mano River Union Secretariat.

6.1.51 In a similar vein, economic policies pursued by Member States which favour increased levels of participation of the private sector in the development process underscores a need for the creation by the Mano River Union of the necessary apparatus for increased cooperation amongst indigenous entrepreneurs on the one hand and external investors on the other.

6.1.52 To enhance this objective, the Mano River Union aims at increasing the exploitation of the natural resource endowments and diversification both horizontally and vertically of their trend of economic growth.

6.1.53 The Mini Palm Oil Mills Project will enable displaced communities when relocated, to return to productive and secure livelihood, contribute to the restoration of a balanced socio-economic environment that is required for revival and broadening of the normal development process in a sustainable manner. In such endeavour, external donors will have a major role to play in providing the much needed financial and technical resources.

6.1.54 The Mano River Union, funded by the European Union, identified this project in 1980. One of the objectives of this project was to provide a solution to inefficiencies in the traditional methods of processing palm oil with a view to increasing the supply of the commodity in the local market.

6.1.55 As in the rest of the West African region, palm oil is a major food item in the diet of the population of the Mano River Union Member States.

6.1.56 Besides palm oil production, together with the Kernel derived therefrom, is a major source of income for the majority of the rural population. Palm oil is widely used in cooking by most of the population. Also, it is an important input in the preparation of laundry soap.

6.1.57 In its unrefined form, as is generally used, it is very much appreciated because it is an important source of vitamin A or its precursors.
6.1.58 In collaboration with the African Development Bank (ADB), a pre-feasibility study was commissioned which, among other things, established the economic and financial viability of the project. Based on the recommendations of the report and with funding from the African Development Bank, further studies were commissioned which led to the manufacture of 10 prototypes within the member States. Eight of these were installed and trial-tested in the Member States and Market surveys indicated a high demand for up to 2000 mills to satisfy the needs of the subregion, and, prior to the civil unrest, several requests were made for these mills. The next phase of the project involved the commercial production of the mills within the subregion.

6.1.59 Notwithstanding the civil unrest in the subregion, which has rendered most of the processing facilities irreparably damaged, there is a great shortage of palm oil resulting from an insufficient number of processing facilities and inefficiencies in the traditional methods of extraction. A large number of fresh fruit bunches, as a result, are not harvested and are left to waste, particularly at this time that the civil war is raging in the Member States.

6.1.60 There existed a few large processing facilities in Sierra Leone and Liberia prior to the civil unrest, but all these are now completely damaged or destroyed. Large-scale palm fruit plantations also do exist in various locations within the Member States. But these have all been abandoned by the population in the towns and villages.

6.1.61 Proximity of processing facilities to the sources of palm fruits is a key requirement in quality oil production since it has been proved that delay in processing of ripe fruits leads to increased levels of free fatty acids which is undesirable.

6.1.62 The development of mini palm oil mills had its main objective, the alleviation of these problems. It also aimed at encouraging increased cultivation and harvesting of palm fruits; and given the availability of improved and less labour demanding processing facilities, palm oil and palm Kernel production will, no doubt, accelerate the process of post-war resettlement and economic recovery at the rural level, particularly in war affected areas.

6.1.63 Thanks to the action of the technologists, trained people will be empowered to revolutionize the palm oil extraction process in the subregion. The rate of unemployment would be reduced whilst the standard of living will improve thus reducing the activities of rebellions, arms and drug trafficking. Finally, it is expected that jobs will be created and revenues improved at the Centre Pilot usually in charge of manufacturing the mills.

6.1.64 The feasibility study which preceded the pilot demonstration phase of the project established the fact that to satisfy the needs of the subregion, it would be necessary to install 2000 (Two Thousand) mini palm oil mills. It is estimated the 300 mills plus accessories will be required to meet the immediate needs of the worst affected areas of Member States.

6.1.65 Means of transport will be required to get the mills to the identified sites. Two technologists will be necessary to install and trial-test the mills, train the farmers and follow up the extraction of palm oil until all mills are fully operational. It should be noted that during the pilot phase, most of the components were fabricated at the Centre Pilot in the
Member State of Guinea, and the local communities provided the labour and local materials inputs.

6.1.66 The unit cost for mass production within the subregion, according to the final report, was estimated at USD 4000 for the farm model. And to satisfy the immediate needs of the entire subregion, as part of post-war reconstruction, resettlement of displaced population from rural areas upon the return to their villages, the required financial inputs would be as follows in Annex G.

6.1.67 Therefore, the overall cost summary will be as follows:

<table>
<thead>
<tr>
<th>Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution Building</td>
<td>USD 4,718,550</td>
</tr>
<tr>
<td>Workshop and Seminars</td>
<td>USD 96,240</td>
</tr>
<tr>
<td>Procurement of 300 Mills</td>
<td>USD 1,466,325</td>
</tr>
</tbody>
</table>

USD 6,281,115

7. CONCLUSIONS AND RECOMMENDATIONS

7.1 Institutional and human requirements

7.1.2 The updated organization chart of the Secretariat reflects the new responsibilities for peace and security, which are considered critical in creating a conducive environment for effective management of cooperation, operational effectiveness and proper functioning of the Secretariat.

7.1.3 The decision to saddle the MRU Secretariat with additional responsibilities cannot but have wide-ranging implications. First, it impacts on the Secretariat's institutional and human capacity - one that was originally designed solely for economic cooperation and integration. Secondly, a successful combination of the new role with the management of the on-going process of subregional integration requires a substantial amount of investment in physical development, office furniture, equipment, and logistics support devices - transport, communication, information processing etc. Thirdly, the institutional, human and material resource requirements constitute an additional burden on the Secretariat's already weak financial resource base.

7.1.4 The Secretariat's structure was designed at its inception as a tool of economic cooperation. It was much later that peace and security emerged as critical to the management of the subregional integration process. Yet, while its responsibilities have grown, the Secretariat's structure remained constant for the past two decades. It should also be recalled that a number of posts fell vacant for years without being filled. This, also, placed unbearable burdens on the few remaining staff members. It also must be acknowledged that until the finances of the MRU improve significantly, it will be unrealistic to embark on a fundamental restructuring of the Secretariat. For now, and to enable the Secretariat to fulfil its basic obligations and the newly added responsibilities, the remaining staff and the ones to be appointed should be kept abreast of developments in their various fields and enhance their professional competence; they should be exposed to skills-improvement training programmes. They should be encouraged to undertake study visits to parallel regional and subregional institutions. The professional and middle-level staff will
benefit in particular from participation in tailor-made training programmes as contained in Annexes C and D.

7.1.5 COURSES

7.1.6 The tailor-made courses in Annex C are meant to save travelling cost as they will be conducted at the Institute of Public Administration and Management, University of Sierra Leone, the capital of which the MRU Secretariat is located in. As an alternative, the courses in Annexe D will be conducted at the African Institute for Economic Development and Planning (IDEP) in Dakar, Senegal, which will involve air fares and DSAs for participants.

7.1.7 OPERATIONAL NEEDS OF THE SECRETARIAT

7.1.8 Annexe E is an Inventory of the Secretariat's operational and logistics support needs, the applicable costs and where these needs could be obtained.

7.1.9 Getting the MRU Secretariat back on its feet to carry out essential activities as suggested now and for it to come along with the effort to revitalize the Mano River Union, which, of necessity, the Secretariat must be an important part, being the operational arm of the Union, is the barest minimum, that can be given to the Secretariat at this time.

7.1.10 Support to the MRU in the Establishment and Functioning of the Joint Security Structures Provided for in the Fifteenth Protocol to the Mano River Declaration

7.1.11 Peace and security are essential prerequisites for reconstruction and development. The security situation in the subregion, however, particularly in Sierra Leone and now in Guinea and Liberia, where there have been new border attacks and troop movements, remains volatile, uncertain and deemed unfavourable for development activities. In any case, the governments have approved an institutional framework for a Joint Security Committee. Its two subsidiary bodies are the Technical Committee and the Joint Border Security and Confidence-Building Units. The composition and mandates of these bodies have been spelt-out in the Fifteenth Protocol to the establishing Declaration.

7.1.12 The part of the Programme that directly relates to promoting peace, stability and confidence building will involve support in establishing these structures. This will take the form of Institution Building and Training of the members of the Technical Committee and Border Units. It will also involve funding, procurement of logistical hardware and training in their use.

7.1.13 Aware of its critical role in consolidating peace and security, particularly in the border areas, with border offices to be established separately from the sub-offices of the Secretariat in Monrovia and Conakry, and also, the establishment of a division within the Secretariat structure, the Mano River Union Secretariat has come up with its own short-term strategy with planned activities to include the following:
   a. Organization and conduct of joint patrols of the borders;
   b. Promotion of cordial relations between the peoples in the border regions through cultural and social events;
   c. Collation, exchange and verification of reports on border security;
d. Monitoring movements of goods at border posts to minimize/avert trafficking in arms, drugs and other prohibited goods;
e. Arbitration of cases of border violations;
f. Organization of workshops and seminars for harmonization of frontier security measures.

7.1.14 The total cost of this short-term programme of Institution Building, Workshops and Seminars is US $4,814,790 (US $4,718,550 + US $96,240). - Annexe F.

7.1.15 Palm Oil Mills

7.1.16 The procurement of three Hundred Palm Oil Mills (300) in order to facilitate the resettlement of displaced population from the rural areas upon return to their villages - the worst affected - and resume normal lives and participate in economic development, will cost US $1,466,325. - Annexe G.

<table>
<thead>
<tr>
<th>Overall Cost Summary</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Institution Building</td>
<td>4,718,550</td>
</tr>
<tr>
<td>Workshop and Seminars</td>
<td>96,240</td>
</tr>
<tr>
<td>Procurement of Mills (300)</td>
<td>1,466,525</td>
</tr>
<tr>
<td>Total</td>
<td>US$ 6,281,115</td>
</tr>
</tbody>
</table>

7.1.17 The Mano River Union has had, since its inception in 1973, a commendable and admirable record in subregional cooperation and integration. Much as it may be argued that the political will of the Governments of Liberia, Sierra Leone and later, Guinea, made cooperation and integration possible, it is the Secretariat, responsible for the implementation of Union policies that has made cooperation and integration a reality.

7.1.18 Revitalization of the Secretariat and in a wider sense, the Union, particularly if, with greater responsibility for peace security and stability, the Secretariat is to take the leading role, it will be more than worth it, to get the Secretariat “rolling” again, to undertake the task of rebuilding Union projects and other activities in the subregion.
ANNEX A

Mr. Malcolm Cole

Terms of Reference:

i) Based on the proposals of the other consultant, Mr. Geoffrey Renner, as regards changes in the organigramme of the MRU Secretariat and staffing identity specific needs at all levels.

ii) Propose specific courses and institutions where such courses are available.

iii) Estimate costs of the above.

iv) Review priority requirements of the MRU Secretariat for operational effectiveness (equipment etc.). undertake detailed costing, identify supply sources, and the like.

v) Any other items related to the proper functioning of the MRU Secretariat as agreed with its management.
ANNEX B

ECA/SRDC/WA MISSION TO SIERRA LEONE
MINISTRIES, DEPARTMENTS, INSTITUTIONS, THE UNION SECRETARIAT
VISITED AND OFFICIALS SEEN

FROM DECEMBER 10TH TO 22ND, 2000

1. Mano River Union Secretariat Staff
   (a) Ms. Clementine King-Vincent - Personnel Officer
   (b) Mr. John Vincent - Trade Economist
   (c) Mr. Lansana Morris - Head of the Customs and Trade Unit
   (d) The Secretary-General Mano River Union

2. Customs and Excise Department
   Comptroller of Customs - Mr. Nat Cole

3. Ministry of Trade and Industry
   Permanent Secretary - Mr. K.O. Bah

4. Bank of Sierra Leone
   (a) Mr. C.M. Tucker - Deputy Governor
   (b) Mr. Francis B. Roberts - Banking Department
   (c) Mr. Patrick M. Samu - Research Department
   (d) Mr. I.K. Lamin - International Finance Department

5. Ministry of Finance
   Mr. Emile Lasite - Financial Secretary

6. Ministry of Defence
   Deputy Minister of Defence - Chief Hinga Norman

7. Ministry of (Internal Affairs) Safety and Security
   (a) Acting Minister - Chief Hinga Norman
   (b) Representative of the Police
   (c) A Drug Abuse and Control Officer
   (d) The Chief Immigration Officer

   Development Secretary - Ms. Kona Koroma
Course Content:

- Introduction to Personal Computers
- Windows 98 Operating system
- Word processing using MS Word 97/2000
- Spreadsheets using MS-Excel 97/2000

Duration:

5 weeks = 25 days @ 2hrs/day = 50hrs

No. of Participants:

20 participants divided into 2 groups comprising 10 participants each

Costing:

5 weeks = 25days x 2hours = 50 hrs / group
2 groups x 50hrs @ $40.00 / hr = $4,000.00

(Four Thousand US Dollars Only)

Venue:

IPAM Computer Complex, Tower Hill, Freetown

Date of Commencement:

To be agreed upon

NB:

Specific software for Customs, Immigration and Political / Security
Risk analysis have to be procured and implemented before any
training programmes can be organised.
II. PROJECT ANALYSIS DEVELOPMENT AND MANAGEMENT

1. COURSE CONTENT:

- Identification and Planning
- Project Formulation preparation and Proposal Writing
- Project Appraisal, Screening and Selection Techniques/Methods
- Project Management Monitoring and Evaluation
- Basic Accounting and Financial Management
- Communication and Marketing Management
- Gender Consideration in Project Planning and Management

Requirements:

- Project Assignments
- Presentation and Evaluation

2. DURATION

6 Weeks = 30 days 5hrs/day = 150hrs

3. NO OF PARTICIPANTS

25 Participants.

4. COSTING

Professional fees including

- Tuition: 83,000
- Stationery

5. VENUE

IPAM CONFERENCE HALL, TOWER HILL, FREETOWN

6. DATE OF COMMENCEMENT:

To be agreed upon
III. COMPARATIVE APPROACHES TO REGIONAL AND SUB REGIONAL
MONETARY POLICY HARMONISATION

INTRODUCTION

Economic integration is generally accepted as key to the development and
competitiveness of the small economies of the West African sub-region and
Africa in general. Monetary integration is an integral aspect of this endeavor. Indeed,
the Economic Community of West African States (ECOWAS) has adopted a
programme that is expected to lead to the common use of a common currency by 2003.
It is necessary for functionaries to be acquainted with the goals, problems and
methodologies involved in the process.

OBJECTIVES

1. To acquaint participants with the various aspects of monetary policy
harmonisation.

2. To provide them with the basis for further professional development in
this area.

3. To equip them with the tools for participation in activities related to
monetary policy harmonisation.

COURSE CONTENT

- The essence of Monetary Policy
- Different currency/exchange rate regimes
- Monetary equilibrium and unemployment
- Moving towards a common currency:
  i. Optimum currency area
  ii. Convergence factors
  iii. Approaches to monetary policy harmonisation

- Managing a Common Currency

TARGET GROUP

1. Professionals
2. Middle-level manpower

DURATION

3 months
COSTING:

Professional fees including:

- Tuition: $3,000
- Stationery

[Three thousand US dollars]
INTRODUCTION

Investment is vital to economic growth, which in turn fundamental to the economic and social transformation of the West African Sub-region. Resources for investment are inadequate for a variety of reasons. There are the inherent limitations of generating such resources are in many situations not fully explored. It is necessary, therefore, that the alternative avenues to and strategies for resource mobilisation are examined and the modalities for their effective utilisation for economic growth be explored. Hence the importance of linking resource mobilisation with investment strategies.

OBJECTIVES

1. To acquaint participants with the sources and strategies of resource mobilisation and the attendant constraints.
2. To explore critically various investment criteria and strategies.
3. To enable participants to obtain an appreciation of the issues so as to enable them to utilise such knowledge in their work conditions.

COURSE CONTENT

1. Resource mobilisation and investment for development
2. International sources of finance
   - Multilateral institutions (types of assistance and conditionality)
   - Bilateral assistance
   - Foreign Direct Investment (FDI)
3. Trends in resource flows to developing countries
4. The debt overhang and the HIPC initiative
5. The stock exchange market
6. Domestic Resource Mobilisation
   - Taxation - including taxation of agricultural and informal sectors
   - Savings mobilisation - various schemes
7. Investment Criteria
8. Public/Private Investment mix
   - Investment in Infrastructure
   - Investment in directly productive activity
8. Incentives for investment
9. Investor protection

TARGET
Professionals and middle level staff

COSTING
Professional fees including
- Tuition
- Stationery

[Three thousand US dollars]

GRAND TOTAL OF ALL FIVE TRAINING PROGRAMME:

[$21,200 US DOLLARS]
INSTITUTE OF PUBLIC ADMINISTRATION AND MANAGEMENT

(University of Sierra Leone)

CUSTOM-DESIGNED TRAINING PROGRAMME

ON

MANAGEMENT OF HUMAN RESOURCE

IN

INTER GOVERNMENTAL ORGANISATIONS

FOR
OF MANO RIVER UNION

1. INTRODUCTION

Human resource is the key catalyst in any organisational process as it activates the other resources such as finance, materials, information and time into effective production. This programme aims at assisting those responsible for managing people within an inter governmental organisation to broaden and enrich their human resource management skills in order to effectively cope with technological, economic, political and social challenges facing contemporary organisations in the present world of rapid change.

2. COURSE OBJECTIVES

At the end of the course, participants will be able to:

- Describe the context of human resource management in an organisation.
- Plan for human resource requirements in the organisation
- Develop cost effective human resource development policies.

3. COURSE PROGRAMME

The course programme includes:

- Human Resource Management
  - human resource planning
  - career planning
  - organisational development
  - succession planning (transferring expertise)
  - staff development
  - budgeting for human capital
  - approaches to human resource right sizing
- Personnel Management Functions
  - recruitment and selection
  - job analysis and job review
  - staff performance appraisal
  - managing welfare
  - managing discipline
  - salary administration
4. APPROACH TO TRAINING

In line with adult learning principles, maximum use is made of syndicate exercises, case studies, role playing, plenary sessions and training videos. Participants are encouraged to be directly involved in analysing and solving simulated managerial problems.

5. DURATION

3 weeks

6. COST

Professional fees including
- Tuition
- Stationery
- $5,200.00

[Five thousand two hundred US dollars]

INSTITUTE OF PUBLIC ADMINISTRATION

AND MANAGEMENT [IPAM]

IPAM is a constituent arm of the University of Sierra Leone and is the only institution in Sierra Leone mandated to train and develop much needed personnel at middle and senior level management in public, parastatals and private sector organisations.
specialist training in key areas of national development.

IPAM's extramural work has extended to the design and delivery of Customised Management development courses for various public and private organisations, parastatals and NGO.

IPAM's services have been fully recognised both within the country and by international bodies such as UNECA, UNDP, the Commonwealth Secretariat and DFID. With the collaboration of such international bodies the Institute has been successful in running a range of management development courses to enhance the human capacity required for the future development of the country and in playing a pivotal role in the Good Governance programme of the Government of Sierra Leone.

IPAM is also a member of the West African Management Development Institutes Network (WAMDEVIN). Such membership enhances the institute's sub regional outlook - attracting participants from Liberia, The Gambia and the Republic of Guinea if fluent in English, and facilitating faculty exchange.
ANNEX D

UNITED NATIONS

INSTITUT AFRICAIN DE DEVELOPPEMENT ECONOMIQUE ET DE PLANNING
AFRICAN INSTITUTE FOR ECONOMIC DEVELOPMENT AND PLANNING

(TIDP)

TAILOR-MADE TRAINING PROPOSAL FOR THE MANO RIVER UNION SECRETARIAT

January 2001
IDEP delivers a wide range of programmes, which are also tailored to the background and needs of the trainees/participants. For Mano River Union Secretariat, five specific main courses have been designed in modular form for four weeks each.
A. BASIC COMPUTER LITERACY, AND SOFTWARE APPLICATIONS TO CUSTOMS IMMIGRATION AND POLITICAL/SECURITY RISK ANALYSIS

(4 Weeks)

I. WORKSHOP OBJECTIVES

This course places emphasis on providing the trainees with the basic knowledge on computer use in order to achieve computer literacy. It will specifically aim in strengthening capabilities in the use of microcomputers and various application software. Furthermore, Software applications to customs immigration will also be delivered.

II. CONTENT OF COURSE

Basic Computer Literacy:

1. Introduction to computer science

- Concepts of hardware and software
- Operating Systems
- Windows 98
- Windows 2000
- Sharing of network resources

Applications:

Word, Excel, Power Point, Microsoft project

2. Word processing: Microsoft word

- Creating documents – Saving and closing files
- Typing, navigating and selecting
- Formatting documents (font, Numbered, Bulleted, Changing appearance of your page)
- Working with columns
- Editing and sorting
- Correcting and deleting
- Moving and Copying text and graphics
3. Creating spreadsheets: Microsoft Excel

- Checking spelling and grammar
- Mail Merge
- Creating envelopes and labels
- Working with tables
- Importing graphics and creating drawing objects
- Footnote
- Protect documents
- Printing

4. SPSS 7.5 and other Statistical Softwares for Windows

A Statistical Software

- SPSS Command syntax
- Menus – Toolbars – Status bar – Dialog
- Basic steps for data analysis
- The data Editor
- Saving file
- Calculating statistics
- Statistical analysis
- Graphical analysis
- Output management
- Printing
5. **Creating presentations**: *Microsoft PowerPoint and others*

- Creating - Opening and saving presentations
- Creating the look of the presentations
- Working with slides
- Working in different views
- Formatting text
- Insert movies and sounds
- Drawing and Working with objects
- Working with Equations, Tables and Charts
- Working with Presentations on Internet
- Creating macros

6. **Internet**

- Electronic mail
- Files transfer
- The WEB and documentary information search

7. **Software applications for customs immigration**

- Presentation
- Appropriate Software
B. PROJECT ANALYSIS, DEVELOPMENT AND MANAGEMENT (4 Weeks)

I. WORKSHOP OBJECTIVES

The objective is to enhance operational efficiency of the Mano River Union Secretariat officers by strengthening their capacities in designing, evaluating, and implementing development projects. At the end of the training workshop, participants should be able to:

> understand the different phases or cycles of development projects;
> identify criteria for assessing project ideas;
> estimate costs and returns in both financial and economic terms;
> make a sound choice between alternative projects;
> deal with risk factors;
> manage implementation;
> assess overall impact including externalities.

II. CONTENT OF COURSE

The workshop programme will be structured around the following five modules:

1. General Introduction
   > Definition of a project
   > The project cycle
   > Concepts of benefits and costs
   > Key questions in project analysis
   > Project analysis from various viewpoints

2. Financial Analysis
   > Data needs for financial analysis
   > Estimation of costs and returns
   > The benefit-cost ratio criteria
   > The pay-back period criteria
   > The net present worth criteria
   > The internal rate of return criteria
   > Comparing alternative projects
3. **Economic Analysis**

- The essence and principles of economic analysis
- Intangible cost and benefit items
- Determination of economic values
- Externalities

4. **The uncertainty problem in project analysis**

- The nature of uncertainty
- The sources of uncertainty
- Coping with uncertainty
  - Examples

5. **Project implementation and management**

- The logical framework for implementation planning
- Network analysis methods
- Project organisation and structure
- The role of the project manager
- Management and decision making styles
- Motivation and productivity
- Problem solving methods
- Case Studies
C. COMPATATIVE APPROACHES TO REGIONAL AND SUBREGIONAL MONETARY POLICY HARMONIZATION

(4 Week Course)

I. WORKSHOP OBJECTIVE

The Workshop objective is to foster understanding of regional and subregional monetary and policy harmonization as key elements in economic integration. The comparative analysis of different experiences in the operation of monetary and policy harmonization schemes in Africa and other regions of the world, will provide the officials with the knowledge of the problems encountered and the solutions required.

In other words, the workshop will enhance the technical capacity of the Mano River Unions' officials by strengthening their analytical ability and skills in the identification, formulation, implementation, monitoring and evaluation of monetary and policy harmonization programmes.

The Workshop aims to impart skills that should enable the participants to:

- Understand principles and concepts of monetary and policy harmonization strategies or programmes within a regional integration scheme;
- Understand the role of monetary and policy harmonization in the promotion of economic integration;
- Assess the comparative experiences of monetary and policy harmonization in between the economic, various groupings in Africa and other parts of the world;
- Evaluate, identify and make appropriate choice between alternative approaches;
- Benefit from the best practices of the various integration groupings in promoting monetary and policy harmonization in the particular economic scheme;
- Manage the implementation and encourage monitoring system.
II. CONTENT OF COURSE

The workshop programme could be organized around the following modules:

1. General information:
   - Issues and concepts of regional integration;
   - Approaches to strengthening economic integration;
   - Strategies being used in the monetary and policy harmonization;
   - The role of monetary and policy harmonization in regional economic integration;
   - Implementation issues, economic, political and institutional constraints.

2. Policy Harmonization:
   - The Role of policy-harmonization in enhancing economic integration in Africa;
   - In strengthening regional integration in Africa, what are the possible areas for policy-harmonization intervention:
     (i) Macro-economic or Sectoral development
     (ii) Institutional arrangement
     (iii) Rationalization of IGOs
     (iv) Promotion of multinational enterprises
     (v) Financing of economic integration
     (vi) Enhancement of production and industrialization
   - WTO-negotiation of international agreements what policy responses?
   - Multilateral trade Liberalization, what should be the policy stance?
   - What should be Africa's policy responses to globalization?

3. Monetary harmonization:
   (i) Existing monetary harmonization schemes and their implications for integration policies and institutions in African regional groupings:
   (ii) Options for monetary integration and harmonization:
   (iii) Monetary integration in the African Economic Community;
   (iv) Experiences of monetary harmonization schemes in Africa and the rest of the world;
(v) Best-experiences to be drawn from comparative studies of monetary harmonization within the various regional schemes in Africa and the world.

4. The training will try to relate all the above issues to the experience of the MRU.
D. MOBILIZATION OF RESOURCES AND INVESTMENT STRATEGIES (4 weeks)

I. WORKSHOP OBJECTIVE

The renewed concern for resource mobilization and investment strategies in Africa emanates from the poor economic performance in the continent and its possible further marginalisation in the emerging globalization trends. The overall objective of the proposed course should therefore be to evolve policies and create competencies and skills to generate resources, and to reverse the current non-sustainable use of resources and the low and declining levels of investments.

In this regard, strategies for mobilization of resources and investments should be oriented towards reversing marginalization, economic decline and removing abject poverty.

A tailor made regional course on mobilization of resources and investment strategies will specifically aim to:

1. Critical review and assessment of the past and current investment policies, strategies, and resource mobilization efforts;
2. Identify new challenges and opportunities in investment and resource mobilization (Climate, impediments and determinants);
3. Analyse some of the successful investment strategies and their applicability to the target region;
4. Immerg basic skills and competencies relevant to investment and mobilization of resources; and
5. Give case studies of successful investments within the region and outside the region.

II. COURSE CONTENT

1. Introduction

- Overview of domestic and external resource mobilization;
- Past and present resource mobilization and investment strategies efforts and results;
- Investment Institutions;
- Impediments constraints to investment
- Approaches and methods for fund raising;
Structural arrangements (regional bioc. linkages, clusters, growth zones).

2. Required Preparation for Resource Mobilization Investment

- Investment potentials;
- Project ideas;
- Pre-investment studies;
- Elaboration of investment programmes;
- Market research;
- Techno-economic appraisal of pre-investment studies;
- Value-added chains;
- Case studies.

3. Investment resource Mobilization Strategies

- Macro and micro-economic policies;
- Domestic resource mobilization;
- External resource mobilization;
- Issues on capital flight and debt;
- Elaboration, financing and implementation of investment programmes;
- Technology;
- Production;
- International Trade;
- Marketing;
- Financial Market;
- Consultancy Services Entrepreneurship development.
E. MANAGEMENT OF HUMAN RESOURCES IN INTER-GOVERNMENTAL ORGANIZATIONS (4 Weeks)

I. WORKSHOP OBJECTIVES

Shaping and implementing development strategies is a dynamic process, and such strategies have to change over time and be adopted to the changing conditions. Hence human resources has to be used as the main sources and as the main agent of progress and growth. Good strategies must be designed to effectively handle employees matters, for proper performance. This becomes crucial to strengthen the ability of the different institutions/organizations and the different actors within them in order to manage the human resources well and effectively for the welfare of the people and the effectiveness of the institutions and organizations.

Hence the course aims at upgrading the conceptual and analytical capabilities of planners and managers, improve their skills for analysing and managing inter-governmental organizations. Also enhance their ability to engage in policy dialogues and negotiations with national, regional, continental organizations particularly on development issues.

An aim of the course is to critically appraise human resource management concepts and practices. Trainees would also be encouraged to be involved in skills and capacity building sessions through group discussions.

II. COURSE CONTENT

Module 1: Human Resources Economics

1. Institutions and Policies to solve manpower problems;
2. Some topical areas such as unemployment, underemployment, manpower training and development;
3. Labour and labour market, vocational education;
4. Labour problems and others;
5. Health economics, economies of education and poverty.

Module 2: Managing People in Organizations

1. Examination of organisational behaviour and personnel literature for effective managing people in organizations;
2. Selection and recruitment, training and planning;
3. Asserting authority, monopoly group performance, review and compensation;
4. Working environment, initiating changes, managing upwards and lateral relations;
5. Social audit—personnel records and statistics.

**Module 3: Personnel Administration and Industrial Relations**

1. Employment practices and policies;
2. Pay or compensation and benefits;
3. Administration and conditions of work, Performance/job evaluation and personnel administration law;
4. Employee/union—management relations;
5. International comparisons in human resources management practice.

**Module 4: Management and Organizational Behaviour in Inter-Governmental Organizations**

1. Study of management theory, functions and processes; including organization structure and design;
2. Organizational behaviour, leadership, motivation in work, job design;
3. Work psychology, and other individual, interpersonal, organization, group topics;
4. Human resources management system;
5. Importance of human resources in organisation and the economy.
27. In order to achieve the desirable security along the borders and guaranty a sustainable peace in the Mano River Union member countries the joint Border Security unit should be able to perform on a regular basis, the following tasks:

(i). Organize and conduct joint patrols of the borders;
(ii). Develop, facilitate, foster and promote cordial relations between the peoples of the border regions through cultural, social and sporting activities;
(iii). Exchange information and investigate reports or observations with regards to all border security activities;
(iv). Monitor the Movement of goods at the border posts to minimize/avert the trafficking of small arms, drugs and smuggled goods, and;
(v). Resolve cases of border security violations as they may occur.

1.6 ESTIMATED COST

28. To satisfy the immediate needs for the implementation of this project, the required financial inputs would be summarised as follows (see details in Annex “A”):

**Table : Cost Summary of Institution building**

<table>
<thead>
<tr>
<th>No</th>
<th>ITEMS</th>
<th>Total Cost</th>
<th>Observations</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Transport</td>
<td>2,205,000</td>
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</tr>
<tr>
<td>2</td>
<td>Communication Equipment</td>
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<td>3</td>
<td>Office Equipment</td>
<td>237,491</td>
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<tr>
<td>4</td>
<td>Office Furniture</td>
<td>59,764</td>
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<tr>
<td>5</td>
<td>Stationery</td>
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</tr>
<tr>
<td>6</td>
<td>Special Police Accessories</td>
<td>137,916</td>
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</tr>
<tr>
<td>7</td>
<td>Miscellaneous Items</td>
<td>57,500</td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Maintenance of Means of Transportation</td>
<td>242,900</td>
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</tr>
<tr>
<td>9</td>
<td>Maintenance of Generators</td>
<td>9,200</td>
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</tr>
<tr>
<td>10</td>
<td>Operating Cost</td>
<td>163,721</td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Contingencies (5%)</td>
<td>224,693</td>
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</tr>
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</table>

**Grand Total** 4,401,177
### Table 1: Cost Summary of seminar in FREETOWN

<table>
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<th>Unit Cost</th>
<th>Total Cost</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
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<td>10</td>
<td>1000</td>
<td>10 000</td>
<td>Papers</td>
</tr>
<tr>
<td>2</td>
<td>Seating fees/Per Diem</td>
<td>160</td>
<td>29</td>
<td>22 794</td>
<td>Participants</td>
</tr>
<tr>
<td>3</td>
<td>Travel</td>
<td>153</td>
<td>30</td>
<td>4 590</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Local Transport</td>
<td>3</td>
<td>45</td>
<td>135</td>
<td>For 3 days Seminar</td>
</tr>
<tr>
<td>5</td>
<td>Conference facilities/services</td>
<td>3</td>
<td>100</td>
<td>300</td>
<td>For 3 days Seminar</td>
</tr>
<tr>
<td>6</td>
<td>Secretarial Services</td>
<td>3</td>
<td>150</td>
<td>450</td>
<td>Rental of comp. &amp; Prnt.</td>
</tr>
<tr>
<td>7</td>
<td>Stationery</td>
<td></td>
<td></td>
<td>550</td>
<td>Lump sum</td>
</tr>
<tr>
<td>8</td>
<td>Tea Break</td>
<td>170</td>
<td>3</td>
<td>1530</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>S/Total</strong></td>
<td></td>
<td></td>
<td><strong>40 349</strong></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Contingencies</td>
<td></td>
<td></td>
<td>2 017</td>
<td>5% of Total</td>
</tr>
<tr>
<td></td>
<td><strong>Grand Total</strong></td>
<td></td>
<td></td>
<td><strong>42 366</strong></td>
<td></td>
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### Table 2: Cost Summary of Seminar in MONROVIA

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<th>Designation</th>
<th>Qty/ Nbr</th>
<th>Unit Cost</th>
<th>Total Cost</th>
<th>Remarks</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Honoraria for preparation and presentation of papers</td>
<td>10</td>
<td>1000</td>
<td>10 000</td>
<td>Papers</td>
</tr>
<tr>
<td>2</td>
<td>Per diem</td>
<td>107</td>
<td>29</td>
<td>3 567</td>
<td>Participants</td>
</tr>
<tr>
<td>3</td>
<td>Travel</td>
<td>99</td>
<td>40</td>
<td>3 960</td>
<td></td>
</tr>
<tr>
<td>4</td>
<td>Local Transport</td>
<td>3</td>
<td>45</td>
<td>135</td>
<td>For 3 days Seminar</td>
</tr>
<tr>
<td>5</td>
<td>Conference facilities/services</td>
<td>3</td>
<td>100</td>
<td>300</td>
<td>For 3 days Seminar</td>
</tr>
</tbody>
</table>
43. Resource persons will be commissioned to prepare and present papers covering topics to be determined in consultation with the technical assistance.

44. The estimated cost of the Workshop is expected to be the following (see details in ANNEX “C”):

**Table 3: Cost Summary of Workshop: GUINEA**

<table>
<thead>
<tr>
<th>№</th>
<th>DESIGNATION</th>
<th>Total cost</th>
<th>Remarks</th>
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<tr>
<td>1</td>
<td>TRAVEL</td>
<td>23 082</td>
<td></td>
</tr>
<tr>
<td>1.1</td>
<td>Experts From Monrovia</td>
<td>8 176</td>
<td></td>
</tr>
<tr>
<td>1.2</td>
<td>Experts From Sierra Leone</td>
<td>5 742</td>
<td></td>
</tr>
<tr>
<td>1.3</td>
<td>MRU Secretariat</td>
<td>5 235</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Ressource Persons</td>
<td>3 929</td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Administrative Cost</td>
<td>9 849</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Grand Total</td>
<td>32 931</td>
<td></td>
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</tbody>
</table>

28. In aggregate, the total estimated cost of Seminars and Workshop is the following:

**Table 4: Overall Cost Summary of Seminars and Workshop**

<table>
<thead>
<tr>
<th>№</th>
<th>VENUE</th>
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<th>Remarks</th>
</tr>
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<tr>
<td>1</td>
<td>FREETOWN</td>
<td>42 366</td>
<td>Seminar</td>
</tr>
<tr>
<td>2</td>
<td>MONROVIA</td>
<td>20 950</td>
<td>Seminar</td>
</tr>
<tr>
<td>3</td>
<td>CONAKRY</td>
<td>32 931</td>
<td>Workshop</td>
</tr>
<tr>
<td></td>
<td>GRAND TOTAL</td>
<td>96 247</td>
<td></td>
</tr>
</tbody>
</table>
OUTLINE OF THEMES OF SEMINARS

1. Assessment of the Extent of the Damage caused by the war.


3. Determination of Reconciliation and Rehabilitation Strategies in health and medical needs of people to cope with post war trauma.

4. Determination of Reconciliation and Rehabilitation Strategies in education and training.

5. Determination of Reconciliation and Rehabilitation Strategies in housing and welfare.

6. Restoration of Civil Authority in the affected Areas.

7. Role of Women in the Reconciliation, Resettlement and Rehabilitation process.

8. Role of Youths in the Reconciliation, Resettlement and Rehabilitation process.

9. Structures needed to ensure socio-economic and political co-operation for lasting peace and prosperity in the sub-region.

10. Co-ordinating Role of the Mano River Union Secretariat.
### Annex E-5

#### (a) Travel

<table>
<thead>
<tr>
<th>No</th>
<th>Designation</th>
<th># Meet.</th>
<th># Days</th>
<th>Fare</th>
<th>Tax</th>
<th>Ferry</th>
<th>Per/Diem</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Experts/Liberia</td>
<td>1</td>
<td>5</td>
<td>8</td>
<td>240</td>
<td>32</td>
<td>150</td>
<td>8 176</td>
</tr>
<tr>
<td>2</td>
<td>Experts/Sierra Leone</td>
<td>1</td>
<td>5</td>
<td>6</td>
<td>160</td>
<td>37</td>
<td>10</td>
<td>5 742</td>
</tr>
<tr>
<td>3</td>
<td>MRU Secretary</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>5 235</td>
</tr>
<tr>
<td>3.1</td>
<td>Executives</td>
<td>1</td>
<td>5</td>
<td>2</td>
<td>160</td>
<td>37</td>
<td>10</td>
<td>2 414</td>
</tr>
<tr>
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<td>Professionals</td>
<td>1</td>
<td>5</td>
<td>2</td>
<td>160</td>
<td>37</td>
<td>10</td>
<td>1 914</td>
</tr>
<tr>
<td>3.3</td>
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<td>5</td>
<td>1</td>
<td>160</td>
<td>37</td>
<td>10</td>
<td>907</td>
</tr>
<tr>
<td>4</td>
<td>Resource Persons</td>
<td>1</td>
<td>5</td>
<td>1</td>
<td>240</td>
<td>32</td>
<td>150</td>
<td>1 022</td>
</tr>
<tr>
<td>4.1</td>
<td>From Dakar</td>
<td>1</td>
<td>5</td>
<td>1</td>
<td>240</td>
<td>32</td>
<td>150</td>
<td>2 907</td>
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</table>

#### (US $)

<table>
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<th># Days</th>
<th>Unit Cost</th>
<th>Total Cost</th>
</tr>
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<tbody>
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<td>Translation &amp; Interpretation</td>
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<td>5</td>
<td>350</td>
<td>1 750</td>
</tr>
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<td>5</td>
<td>100</td>
<td>500</td>
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<tr>
<td>Local Transport</td>
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<td></td>
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<td>768</td>
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<td>29</td>
<td>725</td>
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<td>Tea Brake</td>
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<td>5</td>
<td>3*</td>
<td>450</td>
</tr>
<tr>
<td>Stationery</td>
<td></td>
<td></td>
<td></td>
<td>260</td>
</tr>
<tr>
<td>Paper</td>
<td>10</td>
<td></td>
<td>5*</td>
<td>45</td>
</tr>
<tr>
<td>ink</td>
<td>2</td>
<td></td>
<td>55*</td>
<td>109</td>
</tr>
<tr>
<td>folders</td>
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</tr>
<tr>
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<td>30</td>
<td></td>
<td>1*</td>
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<td>15</td>
</tr>
<tr>
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<tr>
<td>Rental of Printer</td>
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<td>2</td>
<td>60</td>
<td>120</td>
</tr>
</tbody>
</table>

| Sub/Total                |         |        | 9 737     |             |
| Grand Total              |         |        | 9 849     |             |
## Annex E-7

(a) Operating Cost of Technical Committees

<table>
<thead>
<tr>
<th>No</th>
<th>ITEMS</th>
<th>Qty</th>
<th>Unit Cost</th>
<th>Total Cost</th>
<th>Observations</th>
</tr>
</thead>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Vehicles</td>
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<td>32 000</td>
<td>224 000</td>
<td></td>
</tr>
<tr>
<td></td>
<td><strong>S/Total</strong></td>
<td></td>
<td><strong>69 600</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>Communication Equipments</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2.1</td>
<td>IHF Radio (30-50 miles radius)</td>
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<tr>
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</tr>
<tr>
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<td>Hand set</td>
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<td>900</td>
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</tr>
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<td>Fax Machines</td>
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<td><strong>S/Total</strong></td>
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<td><strong>2 235</strong></td>
<td></td>
<td></td>
</tr>
<tr>
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<td>Stationery</td>
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</tr>
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<td>20</td>
<td>120</td>
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<td>Staples</td>
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<td>1.50</td>
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<td>6</td>
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<td>360</td>
<td></td>
</tr>
<tr>
<td>5.7</td>
<td>Glue</td>
<td>6</td>
<td>3</td>
<td>16</td>
<td></td>
</tr>
<tr>
<td>5.8</td>
<td>Envelopes (3 categories)</td>
<td>6</td>
<td>60</td>
<td>360</td>
<td></td>
</tr>
<tr>
<td>5.9</td>
<td>Note pads</td>
<td>40</td>
<td>2</td>
<td>80</td>
<td></td>
</tr>
<tr>
<td>5.10</td>
<td>Ledger (mail register)</td>
<td>3</td>
<td>5</td>
<td>15</td>
<td></td>
</tr>
<tr>
<td>5.11</td>
<td>Ledger (Standard)</td>
<td>3</td>
<td>5</td>
<td>15</td>
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</tr>
<tr>
<td>5.12</td>
<td>Marker</td>
<td>6</td>
<td>1</td>
<td>6</td>
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</tr>
<tr>
<td></td>
<td><strong>S/Total</strong></td>
<td></td>
<td><strong>1 349</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### ANNEX E-7

#### 6 Maintenance of Means of Transportation

<table>
<thead>
<tr>
<th>Item Description</th>
<th>Cost</th>
</tr>
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<tbody>
<tr>
<td>Total</td>
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#### 7 Operating Cost

<table>
<thead>
<tr>
<th>Item Description</th>
<th>Quantity</th>
<th>Unit Cost</th>
<th>Total Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary of Drivers</td>
<td>7</td>
<td>2,100</td>
<td>14,700</td>
</tr>
<tr>
<td>Fuel</td>
<td>4,200</td>
<td>21</td>
<td>8,400</td>
</tr>
<tr>
<td>Lubricants</td>
<td>166</td>
<td>11</td>
<td>1,848</td>
</tr>
<tr>
<td>Insurance of Means of Transportation</td>
<td></td>
<td></td>
<td>224</td>
</tr>
<tr>
<td><strong>S/Total</strong></td>
<td></td>
<td></td>
<td><strong>25,172</strong></td>
</tr>
</tbody>
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#### 8 Contingencies (5%)

<table>
<thead>
<tr>
<th>Item Description</th>
<th>Cost</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total</td>
<td>17,883</td>
</tr>
</tbody>
</table>

| Grand Total                       | 58,166 |

(b) Operating Cost of Joint Border Security and Confidence Building Units

<table>
<thead>
<tr>
<th>Item Description</th>
<th>Qty</th>
<th>Unit Cost</th>
<th>Total Cost</th>
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</thead>
<tbody>
<tr>
<td>Transport</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Moto Bikes</td>
<td>230</td>
<td>3,000</td>
<td>690,000</td>
</tr>
<tr>
<td>Bicycles</td>
<td>230</td>
<td>100</td>
<td>23,000</td>
</tr>
<tr>
<td>Vehicles</td>
<td>46</td>
<td>32,000</td>
<td>1,422,000</td>
</tr>
<tr>
<td>Dug-outs Canoes</td>
<td>4</td>
<td>5,000</td>
<td>20,000</td>
</tr>
<tr>
<td><strong>S/Total</strong></td>
<td></td>
<td></td>
<td><strong>2,205,000</strong></td>
</tr>
<tr>
<td>Communication Equipments</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HF Radio (30-50 miles radius)</td>
<td>46</td>
<td>4,000</td>
<td>184,000</td>
</tr>
<tr>
<td>HF Radio (50-200 miles radius)</td>
<td>46</td>
<td>3,500</td>
<td>161,000</td>
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<tr>
<td>Hand set</td>
<td>368</td>
<td>900</td>
<td>331,200</td>
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<tr>
<td>Repeater (400 watts)</td>
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<td>8,000</td>
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<td></td>
<td><strong>1,044,200</strong></td>
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<tr>
<td>Office Equipments</td>
<td></td>
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<td></td>
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<tr>
<td>Generator (5 kva)</td>
<td>46</td>
<td>4,000</td>
<td>184,000</td>
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<td>Filing Cabinets</td>
<td>46</td>
<td>295</td>
<td>13,590</td>
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<tr>
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<td><strong>S/Total</strong></td>
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<td></td>
<td><strong>225,191</strong></td>
</tr>
<tr>
<td>Office Fourniture</td>
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<tr>
<td>Big table</td>
<td>46</td>
<td>114</td>
<td>5,227</td>
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<tr>
<td>Small table</td>
<td>46</td>
<td>68</td>
<td>3,136</td>
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<tr>
<td>Chairs</td>
<td>1,104</td>
<td>39</td>
<td>42,655</td>
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<tr>
<td>Stapler</td>
<td>46</td>
<td>10</td>
<td>460</td>
</tr>
<tr>
<td>Trays</td>
<td>184</td>
<td>17</td>
<td>3,178</td>
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<tr>
<td>Rulers</td>
<td>230</td>
<td>0.45</td>
<td>106</td>
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<tr>
<td>Stamp</td>
<td>46</td>
<td>9</td>
<td>418</td>
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<td>Calculator</td>
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<td>36</td>
<td>1,656</td>
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<tr>
<td>Ink Pad</td>
<td>46</td>
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<td><strong>S/Total</strong></td>
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<tr>
<td>Rims of paper</td>
<td>1,104</td>
<td>5</td>
<td>5,520</td>
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<tr>
<td>Rims of paper (typing)</td>
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<td>5</td>
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<tr>
<td>5.3</td>
<td>Pens</td>
<td>276</td>
<td>20</td>
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<td>-----</td>
<td>------</td>
<td>-----</td>
<td>----</td>
</tr>
<tr>
<td>5.4</td>
<td>Correction fluid</td>
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</tr>
<tr>
<td>5.5</td>
<td>Thinner</td>
<td>276</td>
<td>3</td>
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<td>5.6</td>
<td>Staples</td>
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<tr>
<td>5.7</td>
<td>Paper Clip</td>
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<tr>
<td>5.8</td>
<td>Carbon</td>
<td>276</td>
<td>4</td>
</tr>
<tr>
<td>5.9</td>
<td>Files</td>
<td>460</td>
<td>1</td>
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<tr>
<td>5.10</td>
<td>Ink</td>
<td>184</td>
<td>2</td>
</tr>
<tr>
<td>5.11</td>
<td>Ribbon</td>
<td>184</td>
<td>3</td>
</tr>
<tr>
<td>5.12</td>
<td>Paper Tape (Transparent)</td>
<td>230</td>
<td>1</td>
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<tr>
<td>5.13</td>
<td>Paper Tape (Non transparent)</td>
<td>230</td>
<td>0.68</td>
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<tr>
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<td>Envelopes (3 categories)</td>
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<td>60</td>
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<td>5.16</td>
<td>Note pads</td>
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<tr>
<td>5.17</td>
<td>Ledger (mail register)</td>
<td>92</td>
<td>5</td>
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<td>5.18</td>
<td>Ledger (Standard)</td>
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<tbody>
<tr>
<td>6.1</td>
<td>Cameras</td>
</tr>
<tr>
<td>6.2</td>
<td>Tape recorders (miniature)</td>
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<tr>
<td>6.3</td>
<td>Binoculars</td>
</tr>
<tr>
<td>6.4</td>
<td>Handcuffs</td>
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<tr>
<td>6.5</td>
<td>Night goggles</td>
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<tr>
<td>6.6</td>
<td>Truncheon</td>
</tr>
<tr>
<td>6.7</td>
<td>Whistle</td>
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<table>
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<th>7</th>
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<tr>
<td>7.1</td>
<td>Rain outfits</td>
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<tr>
<td>7.2</td>
<td>Flash Lights (3 celled)</td>
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<tr>
<td>7.3</td>
<td>Batteries</td>
</tr>
<tr>
<td>7.4</td>
<td>Films (Camera)</td>
</tr>
<tr>
<td>S/Total</td>
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<table>
<thead>
<tr>
<th>8</th>
<th>Maintenance of Means of Transportation</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>Maintenance of Generators</td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>10</th>
<th>Operating Cost</th>
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<tbody>
<tr>
<td>10.1</td>
<td>Salary of Drivers</td>
</tr>
<tr>
<td>10.2</td>
<td>Fuel</td>
</tr>
<tr>
<td>10.3</td>
<td>Lubricants</td>
</tr>
<tr>
<td>10.4</td>
<td>Insurance of Means of Transportation</td>
</tr>
<tr>
<td>S/Total</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>8</th>
<th>Contingencies (5%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Grand Total</td>
<td>206,810</td>
</tr>
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</table>

| | 4,343,011 |
INTRODUCTION:

The following constitute requirements of the MRU Secretariat to make its operations effective and to enable it function properly when revitalized with responsibility for peace and security at the borders of Sierra Leone, Liberia and Guinea.

Note: Some of the costs below are actual and some are estimated.

I. COMMUNICATION

1 Switch-board PABX Telephone Equipment - to serve headquarters/Secretariat in Freetown through which calls can be made to the sub-offices in Conakry and Monrovia where 3 ordinary telephones will be installed in each office PABX Telephone equipment with capacity for 100 Handsets/Extensions. The equipment package will include Handsets. PABX, cabling, Trunking, outlets, power backup supply. Installation is excluded.

**Estimated Cost** - US 30,000

**Supplier** - Either a company already established in Sierra Leone for purposes of easy installation, spare parts etc. or MOTOROLA in U.K., U.S. or Europe or BARRET/CODAM in Australia or SIEMENS.
ANNEX F - II

II. WALKIE TALKIES

50 hand-held pieces x USD500 each = USD25,000

Supplier - Motorola or Barret/Codan or M/S NCR Communicator

These sets are for the use of the Secretariat staff, the sub-offices and the Border security offices. These Walkie Talkies can also be installed in vehicles of the Secretariat and sub-offices as follows:

VHF installed in vehicles for short range
HF " " " long range

Short and long range can be installed in one vehicle.

Cost: HF - USD8000 per vehicle \( \times 6 \) vehicles
VHF - USD 800

Estimated Cost - USD48,000-52,000

III. VHF AND HF UNITS BASE STATION i.e. SECRETARIAT IN FREETOWN TO BORDER OFFICES - SIERRA LEONE/LIBERIA: SIERRA LEONE/GUINEA

Estimated Cost - USD50,000

Units are complete with Antennace and units for border offices and possibly sub-offices.

IV. VHF REPEATERS - These are a must because of the terrain-mountains and hills separating the Secretariat in Freetown and the other countries - Liberia and Guinea.

Estimated Cost - USD7000 each \( \times 4 \) offices including the Secretariat - Units will include
ANNEX F - III

Estimated Cost - 4 Units - USD30,000
Miscellaneous equipments - 10,000
Installation - 4,000

= USD14,000

V. IN MARSAT TERMINALS MOBIQU FOR - USD3,500 x 4
OR INTERNATIONAL CALLS ONLY = USD14,000

Subscription USD2 per minute when used

VI. ISDN 64 K Bit

For Telephone, FAX and Data files - USD15,000 x 4
And Internet connections. = USD60,000
Each Unit includes power supply
built-in. Fax interface
Modern Extension
Telephones and additional Battery pack
Separately, these will need for full
mobility 4 Laptops.
Operating cost: High speed Data - USD8 per minute
Fax/Telephone - USD2.75 per minute

Annual subscription - USD25
Per month - USD300 per annum

VII. TELEPHONES

See i above - PABX system will provide 100 Handsets etc. The local Telecomms.
Dept. will provide facilities to each sub-offices in Monrovia and Conakry and
Border posts.
ANNEX F - IV

VIII. FAX MACHINES - 3 x USD1282

Estimated Cost USD3,846

One for Secretariat and one each for sub-offices - Conakry/Monrovia

Supplier - M/S CANON EROP

IX. TELEPHONES

X. COMPUTERS AND ACCESSORIES

40 x USD2450 = USD98,000

Printers - 40 x USD478 = USD19,120

Supplier - M/S PLANSON INTERNATIONAL 363 PENNY, N.Y.

XI. PHOTOCOPY MACHINES - 5 x USD10,090

Estimated Cost = USD50,450

Supplier - M/S M & M

XII. TYPEWRITERS -

XIII. VEHICLES - 4x4 w.d. Landcruisers.

Landcruisers fitted with special bumpers to which will be fitted sturdy Antennae for VHF and HF radios (short and long range) to complement Buse Station at secretariat and sub-offices-Conakry/Monrovia and Border Offices.

Supplier: N.V. TOYOTA MOTOR EUROPE MARKETING AND ENGINEERING S.A.

AVENUE du Bourget/Bourgettoan 66, B-1140 Brussels, Belgium

VAT BE 441,571,714

RCB 537612

Tel: +350 59100 OR +350 77306
Fax: +350 46262 OR +350 70465

E-mail: sales@toyota-uit.com

Web site: http://www.toyota-uit.com
ANNEX F - V

**Estimated cost - USD30,000-35,000 x 6 vehicles = USD210,000**

Supplier can also fit to vehicles. Ballistic Blankets to ward off landmines etc. with additional cost to vehicles

XIV. MOTORBIKES

4 motor cycles (Honda) x USD7,000

**Estimated Cost - USD28,000**

XV. OFFICE FURNITURE

12 Swivel Chairs x USD 320 - USD3,840.00

Supplier - M/S Steel Case International

40 Conference Chairs x USD 227 = USD9,080

31 Executive Chairs x USD 228.51 = USD7,083

40 Filing Cabinets x USD 168 = USD6,720

12 Lounge Chairs and 3 Coffee Tables

Supplier - Technostyle

XVI. LIBRARY EQUIPMENTS

Retrofitting Bookshelves - Shelves fitted with safety device after manufacture. (Steel Shelves-double-faced, holding 144 books-height 56) - **Cost - USD244.00**

COMPUTER APPROPRIATE EQUIPMENT AND ACCESSORIES WITH INTERNET CONNECTIVITY

(a) Data organization and analysis
(b) World-wide date search and acquisition

P.c. - Pentium III - USD1,500
Accessories - keyboard mouse - USD110.99 USD 300
Adapters and interfaces - USD 72.00

MISCELLANEOUS

Renovation of damaged secretariat building - DELCO House - caused during January 6, 1999 civil crisis:

1. Renovation of Secretariat Building - USD 20,000
2. Retro fitting electrical installations, plumbing and carpeting of floors - USD 15,000
3. Repair of Lift and spare parts - USD 10,000
APPRIOPRIATE SOFTWARE PACKAGES-LIBRARY SOFTWARE

Inmagic - USD10,000
Boradart - USD10,000
Display Board - 5"6"x3' - USD219.00

Suppliers - 1. Gaylord Bros

International Department
Fax (315) 453 - 5030
P. O. Box 4901
Syracuse, N. Y. 13221 - 4901
E-mail: sher@gaylord.com

2. Brodart Automation

500 Arch Street
Williamsport PA 17705
Fax: 570-327-9237
E-mail: salesmkt@brodart.com

Additional information can be obtained from: Inmagic, Inc.

800 West Cummings Park
Woburn, MA01801
E-mail: inmagic.com
Webmaster@inmagic.com

XVII. BINDING EQUIPMENT

Cost = 2 x USD338.45 = USD1,676.8

Supplier: M. S IAPSO Copenhagen
XVIII. SIMULTANEOUS INTERPRETATION UNIT

Unit for 100 persons - Cost - USD 75,000

Suppliers - AUDITEL: PHILIPS
ANNEX F - VII

XIX. AIR CONDITIONERS

7xUSD400-700 = USD4,900

Supplier:

XX. REFRIGERATORS

7xUSD262 = USD1,834

Supplier - M/S IAPSO COPENHAGEN

XXI. STATIONERY AND RELATED ITEMS

1. 1500 Envelope. Manila, letterhead 45/8 x 63/4 inch = 0.06 (each) USD90
2. 1500 " " " 10x13 " = 0.06 (" ) " 90
3. 1500 " " " 10x15 " = 0.05 (" ) " 75
4. 1500 " " " 7x10 " = 0.05 (" ) " 75
5. 50 Glue. -UHU Stic. 35mm/tube = 1.37 (tube) " 42
6. 300 pen. -Ball point. (red, black, blue) "pilot" = 0.25 (each) " 75
7. 50 Niceday Paper Clips-small Plain 21mm. 100/box = 0.10 (box) " 5
8. 50 Niceday Half Strip Office Staple. cap. 20 sheets = 1.20 (each) " 36
9. 100 Boxes Paper. Photocopy. A4 size 180 grms (Xerox Brand). of 500 Shts. ream = 1.30 (ream) " 650
10. 50 Niceday Text Marker - Yellow = 0.55 (each) " 26.50
11. Eraser - 8ml. & Pencil combination - 50 = 19c (each) " 9.50

Suppliers

(1) IPA. P. O. Box 190. 1400 AD BUSSUM The Netherlands
    Tel: +31-35-691-5077. Fax: +31-35-693-6016

(2) IAPSO. Midtermoen 3. P. O. Box 2530. Copenhagen. Denmark
    Tel: +45-35-46-7000. Fax: +45-35-46-7001
(3) Enlanday Equities Inc. 1801 Avenue of the Stars. Suite 950 Lost Angeles.
California 90067
Fax: 310-556-4452. Fax: 310-556-0530
XXII. TYPEWRITERS

6 GODREJ PRIMA MANUAL TYPEWRITER Heavy duty metal body. Pica/Elite letters. End of page indicators 47cm (18.5") Carriage Width

Cost - 6xUSD300.00 = USD1,800

3 BROTHER AX-410 Bilingual
English/French Electronic Typewriter
Farsi language, English and mathematical symbols. 1.1.5. 2 line spacing, 65 character correction memory, ability of deleting an entire word or line with one touch. Automatic paper insert, three back-space functions. decimal tabulation, lines and paragraph indent, numeric typing in Farsi. 12cps printing speed. original plus four copies capacity. 417wx1344x383Dmm. 4.5kgs.

Cost 3xUSD285.00 = USD855.00

6 BROTHER GX-8250 Electronic Typewriter
12.87" carriage. 9" typing width. 10/12/15 pitch typing. 12cps typing speed. line spacing. 1.1/5. 2. 96 character keyboard. original plus four copy capacity. 16 character ICD display. 78,000 word dictionary. automatic paper insertion. Line indent. Full line light off correction memory. Word-out and Line-Out correction system. Automatic underlining. bold printing and right margin flush view mode. operates on 220-240 Volt Ac. 417Wx384Hx135Dmm. 4.5kgs.

Cost 6xUSD250.00 = USD1,500

Supplier JACKY's Electronics
P. O. Box 13745, Airport Road. Dubai
United Arab Emirates
Fax: (971-4) 282-1474
E-mail: jacky@electronics.com
# ANNEX G

Cost Summary of mini mills

<table>
<thead>
<tr>
<th>№</th>
<th>Designation</th>
<th>Qty</th>
<th>Unit Cost</th>
<th>Total Cost</th>
<th>Remarks</th>
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<tbody>
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<td>Mills</td>
<td>3</td>
<td>4 000</td>
<td>1 200 000</td>
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</tr>
<tr>
<td>2</td>
<td>Technologists</td>
<td>2</td>
<td>5 250</td>
<td>10 500</td>
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</tr>
<tr>
<td>3</td>
<td>Pick up</td>
<td>2</td>
<td>30 000</td>
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<tr>
<td>4</td>
<td>Operational cost</td>
<td>-</td>
<td>-</td>
<td>126 000</td>
<td>10% of cost of mills and trucks</td>
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<td>5</td>
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<td><strong>1 466 325</strong></td>
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REFERENCES


2. Second Consultative Meeting of Partners on Post Conflict Reconstruction and Development in the Mano River Basin Countries.


6. Funding Proposals for the Implementation of Strategies for the Consolidation of Peace in the Mano River Union.
