

**ECONOMIC COMMISSION FOR AFRICA**

**Sixteenth session of the Commission - Seventh meeting of the Conference of Ministers  
responsible for Economic Planning/Development**

**Freetown (Sierra Leone), 6 - 11 April 1981**

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**Second meeting of the Technical Preparatory Committee of the Whole**

**Freetown (Sierra Leone), 24 March - 2 April 1981**

**REPORT OF THE INAUGURAL CONFERENCE OF THE CHIEF EXECUTIVES OF ECA-  
SPONSORED REGIONAL AND SUBREGIONAL INSTITUTIONS**



**UNITED NATIONS**

INAUGURAL CONFERENCE OF CHIEF EXECUTIVES OF ECA-SPONSORED  
REGIONAL AND SUBREGIONAL INSTITUTIONS

NOTE BY THE EXECUTIVE SECRETARY

1. The need for the creation of institutions which individual African countries are too poor to establish and operate on their own, but which are indispensable to the accelerated economic and social development of the African continent through collective self-reliance or which for reasons of nature, scale and optimality are best established at regional level, was the first important philosophy professed by ECA. The African Development Bank (ADB), the Association of African Central Banks (AACB) and the Institute for Economic Development and Planning (IDEP) were among the first multinational institutions to be established or sponsored by ECA at the request of African Governments. Since then, the number of such institutions has increased so that today there are very many of them operating in various strategic economic and social fields.
2. The experience of nearly all of these institutions over the years, has brought into focus certain common problems which should be considered and solved. As multinational institutions and in their own specialized fields of competence, these institutions have a crucial role to play in the implementation of the Lagos Plan of Action and in the achievement of the objectives of the Final Act of Lagos. That was why a Conference of the Chief Executives of ECA-sponsored Regional and Subregional Institutions has now been inaugurated. The inaugural meeting of the Conference was held from 15 to 20 December 1980. The purpose of the present note is, therefore, to transmit the report of that meeting to the seventh meeting of the ECA Conference of Ministers through the Technical Preparatory Committee of the Whole so that decisions may be taken on the matters raised therein. (see Add.1).
3. The main problems facing the institutions flow from the lack of follow up in the implementation of political decisions, namely that after pressing for the establishment of an institution and even after approving the legal document setting up the institution concerned, many African Governments either fail to become members of the institution or, if they do, fail to give it adequate financial and material support. In many cases also the institutions are not as well known in Africa as they should be. The net result is that the growth of such an institution is stultified, disillusionment sets in and the collective self-reliance of African countries is undermined. In order to strengthen the institutions, the backstopping services already being provided by ECA could be expanded and provided in a systematic manner. If the institutions are to gear themselves properly to implement their part of the Lagos Plan of Action and the Final Act of Lagos, then they must co-operate among themselves for the institutions were all designed to foster the economic and social development of the continent through common efforts and several of them have mutually complementary aims and objectives. Co-operation between ECA and the institutions and among the institutions themselves should therefore be put on a regular and effective basis.



4. After considering these issues the inaugural meeting of the Conference of the Chief Executives of ECA-sponsored Regional and Subregional Institutions adopted, in annex A to the report, proposals aimed at making the institutions and their activities better known in the continent and thereby also inducing greater support for them. Annex B to the report proposes that reports of the institutions be submitted to the ECA Conference of Ministers biennially through the Executive Secretary of ECA and that the ECA secretariat should provide, in addition to the support that it now gives to the institutions, legal, audit, finance, personnel and administrative services. This annex also contains detailed proposals for approval, by the ECA Conference of Ministers at its seventh meeting, on how to ensure political, financial and material support for the institutions. These proposals are summarized below. The appendix to annex B sets out the working groups to which the various institutions were functionally allocated. The reports of the working groups which were able to meet are contained in annexes C1-C5 to the report.

5. The proposals made by the Chief Executives which require the consideration and approval of the ECA Conference of Ministers are as follows:

(a) In the case of institutions which have been established pursuant to resolutions of the ECA Conference of Ministers, individual adherence to constitutions by member States of the geographical area to be covered by the institutions should be regarded as automatic;

(b) There should be established by ECA a single consolidated budget consisting of the budgets of the various institutions to be presented and approved biennially by the ECA Conference of Ministers;

(c) Contributions to the consolidated budget should be made by African Governments in respect of regional institutions and in respect of applicable subregional institutions on a consolidated basis using the formula shown hereunder:

Regional institutions

- (i) Least developed countries (see annex B to the report).  
These will contribute in equal shares 10 per cent of the approved budget of regional institutions for each fiscal period;
- (ii) Low-income countries (see annex B to the report).  
These will contribute 20 per cent of the approved budget of regional institutions for each fiscal period, each country paying not less than 0.6 per cent and not more than 2 per cent;
- (iii) Middle-income countries (see annex B to the report).  
These will contribute 70 per cent of the approved budget of regional institutions for each fiscal period, each country paying not less than 3 per cent and not more than 6 per cent;

Subregional institutions

Each country will contribute in the ratio which its contribution bears to the contribution of other countries in the subregion in accordance with the formula for contributions for regional institutions.

(d) ECA should consider the mechanics for the establishment of a buffer fund to advance monies for the purpose of assisting newly established institutions is getting off the ground, particularly pending the payment of contributions by member States, and to tide over established institutions temporarily during periods of financial difficulty.



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ECONOMIC COMMISSION FOR AFRICA

Second meeting of the Technical  
Preparatory Committee of the Whole

Freetown, 24 March - 2 April 1981

ECONOMIC COMMISSION FOR AFRICA

Seventh meeting of the Conference  
of Ministers

Freetown, 6 - 11 April 1981

REPORT OF THE INAUGURAL CONFERENCE OF THE CHIEF EXECUTIVES OF ECA-  
SPONSORED REGIONAL AND SUBREGIONAL INSTITUTIONS

Addis Ababa, Ethiopia

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A. ORGANIZATION AND ATTENDANCE

1. The Conference was formally opened by Mr. Adebayo Adedeji, United Nations Under-Secretary-General and Executive Secretary of ECA.
2. The Conference was attended by the Chief Executives of the following ECA-sponsored institutions: African Association of Cartography (AAC), Association of African Central Banks (AACEB), Association of African Trade Promotion Organizations (AATPO), African Centre for Applied Research and Training in Social Development (ACARTSOD), African Centre for Monetary Studies (ACMS), African Development Bank (ADB), African Institute for Higher Technical Training and Research (AIHTR), African Regional Centre for Engineering Design and Manufacturing (ARCEDEM), African Regional Organization for Standardization (ARSO), African Regional Centre for Technology (ARCT), African Remote Sensing Council (ARSC), Eastern and Southern African Management Institute (ESAMI), Eastern and Southern African Mineral Resources Development Centre (ESAMRDC), Industrial Property Organization for English-Speaking Africa (ESARIPO), African Institute for Economic Development and Planning (IDEP), Institut de formation et de recherche démographiques (IFORD), Port Management Association of Eastern and Southern Africa (HMAEA), Regional Centre for Services in Surveying and Mapping (RCSSM), Regional Centre for Training in Aerial Surveys (RCTAS), Regional Institute for Population Studies (RIPS), Trans-African Highway Bureau, West African Clearing House (WACH).
3. The United Nations Development Programme (UNDP) and the ECA Multinational Programming and Operational Centres for Eastern and Southern Africa, West Africa, North Africa, Central Africa and the Economic Community of the Great Lakes countries were also represented.
4. In his opening statement, the Executive Secretary of ECA stressed the importance of the Conference which for the first time had brought together several chief executives of ECA-sponsored regional and subregional institutions to discuss issues of common interest and the ways in which such institutions could be made to play a more effective role in the economic and social development of Africa. He proposed that the meeting of chief executives of the institutions should be institutionalized. The Executive Secretary then drew attention to the two main factors that at present militated against the development of the institutions. Although the institutions had all been established at the request of African Governments, only a few African countries had become members of the institutions, and, furthermore, most of those members were erratic in the payment of their subscriptions. That lack of political and financial support from African countries stultified the growth of the institutions which had an important part to play in the collective development of the continent. To remedy the situation, he proposed that, where an institution had been established by a resolution of the ECA Conference of Ministers, all the African countries concerned should automatically become States members of that institution. Further, there should be a single consolidated budget for African inter-governmental institutions to which African Governments would contribute in certain proportions to be approved biennially by the ECA Conference of Ministers.



5. The Executive Secretary drew attention to the worsening economic conditions of Africa countries which required immediate corrective measures. He called upon the institutions to examine the Lagos Plan of Action carefully and to see how they could implement the relevant parts of the Plan of Action. The institutions themselves had a crucial role to play in the future development of Africa. He drew attention to the relationship between ECA and the institutions and to the assistance which ECA could give in the mobilization of resources, the provision of technical assistance and the co-ordination of the activities of the institutions. What was also most important was for the institutions to establish horizontal co-operation and concerted action among themselves. Recent developments within the United Nations system had given recognition to the importance and role of ECA as an executing agency for projects in Africa and, in that regard, ECA and UNDP were thinking about areas of priorities in regional programming for UNDP funding during the latter's third programming cycle. Since many of the institutions received or were in the process of receiving assistance from UNDP, it would be very useful for the preparations for the third UNDP programming cycle, 1982-1986, to be discussed.

6. Finally, the Executive Secretary suggested that in order for African Governments to become better informed of what the institutions were doing, and thereby generate greater support from African Governments, exhibitions should be mounted by the institutions biennially to coincide with meetings of ECA Conference of Ministers. Documentary films about the institutions could also be made for showing in African countries.

7. The President of ADB stressed the importance of the role of intergovernmental organizations in African development and the help that such institutions could give ADB in the implementation of its objectives. ADB had participated in the preparation of the Monrovia Strategy and had attended the OAU Economic Summit at Lagos. ADB had been considering ways in which it could assist in the implementation of the Lagos Plan of Action and had decided to give high priority to financing agricultural projects particularly those concerned with food production. ADB expected in the coming years to increase its lending operations to about 3.4 billion units of account by opening its capital participation to non-African countries. However, that amount was, in terms of the development needs of Africa, insignificant.

#### B. AGENDA

8. The Conference adopted the following agenda:

1. The challenges facing Africa in the 1980s in the light of the International Development Strategy for the Third United Nations Development Decade, the Monrovia Strategy for African Development and the Lagos Plan of Action in the implementation of the Monrovia Strategy and the relevance of those challenges to the various regional and subregional organizations
2. The role of the various organizations in the 1980s in meeting these challenges (ECO/IGO/I/2)



3. Modalities for strengthening co-operation among institutions in meeting the challenges of the 1980s (ECO/IGO/I/3)
4. The third UNDP programme cycle 1982-1986, (Preparation of UNDP's third regional programme for Africa, 1982-1986) (ECO/IGO/I/4)
5. Administrative and financial matters (ECO/IGO/I/5)
6. Exhibitions by intergovernmental organizations sponsored by ECA at the meeting of the ECA Conference of Ministers to be held at Freetown, Sierra Leone, from 24 March to 11 April 1981
7. Date and venue of second meeting of the chief executives of ECA-sponsored regional and subregional institutions
8. Consideration and adoption of the report of the meeting
9. Any other business
10. Closure of the Conference

#### C. SUMMARY OF PROCEEDINGS

The challenges facing Africa in the 1980s in the light of the International Development Strategy for the Third United Nations Development Decade, the Monrovia Strategy for Africa, Development and the Lagos Plan of Action in the implementation of the Monrovia Strategy and the relevance of these challenges to the various regional and subregional organizations; and the role of the various organizations in the 1980s in meeting these challenges (Agenda items 1 and 2)

9. A member of the ECA secretariat introduced agenda items 1 and 2. He defined economic growth as an increase in the physical output of goods and services which could be obtained only through the full exploitation of the natural resources and raw materials of African countries. He pointed out that the natural resources and raw materials that existed in Africa should basically determine the kind of technology, production, training and related institutions etc. that should exist in African countries. Since independence, African countries had attempted to build an expanding and diversified economic system based unrealistically on the export of only a few natural resources and raw materials such as cotton, cocoa, coffee, groundnuts, diamonds etc. which, because of fluctuations on demand and prices, could not sustain an expanding and diversified economy. Further, it was important that the working population of African countries should be equipped with the know-how fully to exploit all the natural resources of Africa which were largely unknown and untouched rather than African Governments seeking foreign aid and technical assistance which were in any case inappropriate to the exploitation of their natural resources. That was why the Lagos Plan of Action laid great emphasis on know-how, know-how that would enable African countries to know



what they had and to exploit it fully up to the stage of finished products, including the development of related production, managerial, marketing and research capabilities. African countries must also ensure that they purchased only relevant factor inputs with their scarce foreign resources. Experience had shown that the substantial amount of irrelevant technical assistance pumped into African countries in the past had not improved social and economic conditions; if anything, it had stultified economic and social development. Finally, he stressed that it was now beyond doubt that African countries acting individually could not hope to achieve accelerated social and economic development and that economic co-operation among African countries was their only salvation. Economic co-operation must be used to exploit the natural resources of African countries, expand trade among them and exchange vital technical and economic information and must be related to finance, technology, manpower and production.

10. In the general discussion that followed several participants described the objectives and activities of their institutions and the steps which were being taken by their institutions to meet the challenges of the Lagos Plan of Action. In that regard the following issues were highlighted:

(a) Cartography and remote sensing were important tools for the discovery and exploitation of the natural resources of African countries and it was most important that the related manpower should be developed. African countries should also recognize the importance of African institutions for cartography and remote sensing and give them their fullest support;

(b) The ever rising cost of imports, exchange rate fluctuations, persistent exchange problems and indebtedness, deficit financing on onerous terms and the recession in the industrialized countries were some of the most serious financial problems facing African countries. The piece-meal attempts by the international community to solve those financial problems were not only inadequate but stringent in their application. What the developing countries wanted was a fundamental reform in the international monetary system which would ensure them more funds on more equitable terms. The appeal for a reform of the international monetary system had not received the sympathy of the industrialized countries and it was therefore essential that steps should be taken at the regional level to influence the restructuring of the international monetary system. In that respect, the establishment of an African Monetary Fund as proposed in the Lagos Plan of Action was most vital. It was, however, necessary that substantial resources should be made available to the Fund which could then provide assistance and balance of payments support to African countries on terms less stringent than those applied by the International Monetary Fund;

(c) In the field of human resources development, a strategy should be developed for social development which, in line with the Lagos Plan of Action, would inter alia actively involve the population in development and give them an equitable share of the fruits of development based on collective self-reliance. In manpower development, African countries should make better use of existing facilities and, at the same time, produce such skilled and trained manpower as was appropriate to Africa's needs and its environment;



(d) The promotion of trade among African countries was considered to be of critical importance. It was essential that a continuous evaluation should be undertaken of African markets for African products and meetings of African businessmen organized. Clearing arrangements, the harmonization of exchange regulations and co-operation among State trading organizations should be encouraged;

(e) African countries should be assisted in developing their capabilities in engineering design and manufacturing as well as standardization and quality control, which formed the backbone of effective industrialization. The building of African capabilities in mineral resources development so as to minimize dependence on foreign expertise and technology was also important. It was therefore vital that errors in existing technical educational systems should be corrected so as to make them more responsive to the needs of the region;

(f) ECA and its MULPOCs should make the Lagos Plan of Action better known to the ministers and high-level government officials who would be involved with the implementation of the Lagos Plan of Action. The chief executives of the institutions should also educate the members of their various Governing Councils about the Lagos Plan of Action;

(g) Whilst some donor agencies felt that African had too many institutions of doubtful usefulness, the fact remained that in the industrialized countries such development institutions and many more besides existed at the national level not to speak of the regional level. In Africa where individual African countries could not afford those institutions, there could be a clear case for their establishment. In that regard attention was drawn to ECA Conference of Ministers resolution 390 (XV) which requested the Commission to undertake an appraisal of the objectives and operations of the various multinational institutions established under its aegis with a view to making proposals as to their continued relevance and effectiveness and to advise on ways and means by which they might be better rationalized, co-ordinated or harmonized.

11. The Conference then took the following decisions:

(a) Each institution should review its work programme with a view to ensuring that it was realistic and consistent with the Lagos Plan of Action;

(b) Each institution should prepare a five-year work programme (1982-1986) on how it intended to contribute, in its field of competency, to the achievement of the Lagos Plan of Action, for submission to their various Governing Councils and through those Councils to the 1982 meeting of the ECA Conference of Ministers in a consolidated form. The ECA Conference of Ministers, in consultation with OAU could then, in line with a draft resolution now before the General Assembly on special measures for the social and economic development of Africa in the 1980s, report to the Economic and Social Council on expected contributions to the achievement of the Lagos Plan of Action;

(c) In implementing subparagraph (b) above, each institution should work closely with ECA and with the other institutions which had related or complementary objectives and activities;



(d) To facilitate co-operation among the institutions, working groups should be established within the framework of the Conference of ECA-Sponsored Regional and Subregional Institutions. Accordingly, the Conference decided to establish six working groups which are listed in the appendix to annex B to this report. The decisions and reports of the working groups that were able to meet are reproduced as annexes C1-C5 to this report;

(e) A system for the regular exchange of information between ECA and the institutions and among the institutions themselves should be established. In that regard, ECA was preparing a profile on all the regional and subregional institutions it had sponsored. A subcommittee was established to produce detailed guidelines which are annexed to this report as annex A;

(f) ECA and the institutions should make effective use of the expertise available within their organizations before seeking assistance elsewhere;

(g) The chief executives of the institutions should make their presence felt in ECA forums by attending the meetings of the ECA Technical Preparatory Committee of the Whole which was composed of high-level government officials, and the meetings of the ECA Conference of Ministers which followed the Technical Preparatory Committee of the Whole.

Modalities for strengthening co-operation among institutions in meeting the challenges of the 1980s (Agenda item 3)

12. The Executive Secretary introduced agenda item 3 and referred to document ECO/IGO/I/3. He stressed the importance of ensuring that the institutions, which had all been established at the request of African Governments, had their full complement of membership and the necessary financial resources to enable them to implement their objectives. In that regard, the Executive Secretary referred to the proposals contained in document ECO/IGO/I/3. Those proposals were that all African countries in whose favour institutions had been established by resolutions of the ECA Conference of Ministers should by virtue of such resolutions automatically become State members of those institutions; and that, in order to ensure financial resources for the institutions, there should be one consolidated budget for all the institutions to be approved biennially by the ECA Conference of Ministers into which African countries would make ascertained contributions depending on which of the three categories of countries described in document ECO/IGO/I/3, the country belonged to. The Executive Secretary, however, drew the attention of the Conference to the fact that some African Governments might have some procedural difficulty with the second proposal when the institutions were the responsibility of different national ministries.

13. In the general discussion that followed, the need for increased participation by African Governments in the institutions was stressed. It was emphasized that increased participation could be obtained not only by overcoming the inertia of ministers and officials but by influencing political will through educating the wider public about the objectives, usefulness and activities of the institutions. In that exercise, attention should also be drawn to the economies of scale which



joint institutions as opposed to national institutions, implied, and also to that fact that joint institutions could complement and supplement the activities of national institutions where they already existed.

14. In general, the proposals that individual country membership should be automatic in respect of institutions which had been established in pursuance of resolutions of the ECA Conference of Ministers and regarding the establishment of a single consolidated budget for all the institutions, were accepted.

15. One participant pointed out, however, that some Governments might not accept easily the automaticity implied in universal membership since it would involve financial expenses. It was also proposed that if the firm commitments of African Governments were to be obtained with respect to the consolidated budget, then Ministers of Finance should be closely involved with its establishment and the assessment of contributions to it. It was suggested that ECA should co-ordinate the preparation of the budgets of the institutions so as to be able to monitor whether the institutions were pursuing activities which were in line with the priorities of the Lagos Plan of Action so as to qualify for more funds and, if they were not doing so, urge them to do better. In preparing the consolidated budget, the budgets of individual institutions would first have to be approved by their Governing Councils and then sent to ECA for inclusion in a draft consolidated budget for submission to the ECA Conference of Ministers. There was a possibility that the method of assessment of contributions by African countries into the consolidated fund could conflict with existing practices and the matter should be looked at further. It was also necessary to establish which of the institutions should participate in the consolidated budget.

16. A new proposal was made that a consolidated buffer fund should also be created for the purpose of assisting newly established institutions in getting off the ground particularly pending the payment of contributions by member States, and for other appropriate purposes. ECA should consider the mechanics for creating such a fund which could obtain its resources from African financial institutions and oil-producing countries. Doubt was, however, expressed as to the appropriateness of seeking funds from the oil-producing African countries for the purposes of the buffer fund.

17. Finally, the proposal was made that the categories into which various African countries had been put in document ECO/IGO/I/3 for the purposes of contributing to the consolidated budget should be reconsidered and the grouping of the institutions by their origins in the same document should be replaced by one based on functions and irrespective of whether or not the institutions had been fully established by resolutions of the ECA Conference of Ministers such as IDEP, or by separate legal documents acceded to by African Governments.

18. The Conference then set up a committee to consider all the issues raised above and in document ECO/IGO/I/3 and to produce a revised version of that document which after approval by the Conference is annexed to this report as annex B.



The third UNDP programming cycle 1982-1986, (Preparation of UNDP's third regional programme for Africa 1982-1986) (Agenda item 4)

19. In introducing this agenda item the representative of UNDP stated that, although there would be increased resources in the third UNDP programming cycle, 1982-1986, for regional projects, the resources were unfortunately limited and those institutions that wished to submit projects for UNDP financing should do so as quickly as possible, as ECA and UNDP would meet in January 1981 to determine priority areas and again in June 1981 to consider projects for financing during the third UNDP programming cycle 1982-1986. He reaffirmed the willingness of UNDP to assist and co-operate with the institutions but stated that the institutions were likely to get more funds from UNDP if they had clear objectives which were in line with the development needs of Africa, and if the quality of their work and the professional standards of their staff were high.

20. The Executive Secretary explained that the task of ECA was to maintain a balance between its role as an executing agency and that of ensuring that the priorities identified in the Lagos Plan of Action were followed. In that regard, he asked participants to study document ECO/IGO/I/4 carefully so as to be able to make realistic proposals in line with the Lagos Plan of Action, for UNDP financial support. Old proposals from institutions which had been previously turned down by UNDP for lack of funds could, if they were appropriate, be resubmitted.

21. It was pointed out that proposals should be sent to the Executive Secretary with copies to the UNDP Resident Representative in the host countries of the institutions by the end of February 1981.

Administrative and financial matters (Agenda item 5)

22. A member of the secretariat introduced agenda item 5 and stated that a committee had been set up in ECA to look into the possibility of harmonizing various common administrative matters affecting the institutions and to make proposals thereon. They related to salaries and other conditions of service, host government agreements, staff rules and financial regulations and a common administrative management and audit services. He also described the various categories of institutions sponsored by ECA and stated that recommendations would be made on the operational relationship between ECA and the institutions.

23. In the discussion which followed, it was agreed that the Conference could not resolve all the problems raised at its present meeting and that participants should reflect on them. It could also be disruptive to make too many changes quickly. In harmonizing the administrative procedures and regulation of the institutions, models which each institution could modify to cater for local and sectoral peculiarities should be prepared for consideration by the governing councils of the institutions.

24. One participant thought that it would enhance the status and effectiveness of the institutions and their staff if they could be brought within the United



Nations system. It was explained that their problems could be solved if the institutions could be brought within the United Nations system but that required careful consideration and time. Another participant proposed that management consultants should look into the structures of the institutions and their functioning, and that the chief executives of the institutions should attend short-term management courses to improve their efficiency. Attention was drawn to the fact that it would be difficult to change the structures of the institutions which had all been approved by African Governments. Management courses could be provided by the Eastern and Southern African Management Institute. As far as channels of communications between ECA and the institutions were concerned, it was explained that ECA would continue to deal with the chief executives directly and that the chief executives would deal with the relevant substantive ECA divisions which had liaison officers to follow up all questions in respect of the institutions concerned. With respect to administrative, personnel and financial matters, the institutions should contact the ECA Division of Administration and Conference Services with copies of correspondence to the relevant ECA substantive divisions and TACOO. The important point, however, was that there should be constant communications between ECA and the institutions and it was expected that, with the appointment of the liaison officers, existing problems relating to channels of communications should be solved.

25. One participant referred to the need to establish joint life insurance, medical and pensions schemes including gratuities and credit facilities for the institutions.

26. The Conference then took the following decisions:

(a) Model staff and financial regulations which could be adapted to suit local factors, peculiarities and the background of individual institutions, should be prepared by ECA for submission to the governing councils of the institutions for their consideration and adoption;

(b) It was agreed to establish a common legal administrative, management and audit service to serve all the institutions in the auditing of accounts and in making proposals for the improvement of management capabilities;

(c) With respect to a model host government agreement, it was decided that because of the delicate issues involved and the doubtful benefits to be gained, a study of the various existing host government agreements should first be made and submitted to the next Conference of Chief Executives of ECA-Sponsored Regional and Subregional Institutions;

(d) The Eastern and Southern African Management Institute should organize short-term seminars and workshops in 1961 for the chief executives of the institutions.



Exhibitions by Intergovernmental Organizations sponsored by ECA at the meeting of the ECA Conference of Ministers to be held in Freetown, Sierra Leone from 24 March to 11 April 1981 (Agenda item 6)

27. The Executive Secretary remarked that the discussions of the Conference so far had justified the inclusion of that agenda item in the agenda of the meeting. If African countries were to be better educated about the institutions and thereby induced to give them greater support, then all avenues must be exploited. In that regard, it would be useful if the institutions could mount exhibitions at the forthcoming meetings of the ECA Technical Preparatory Committee of the Whole and the Conference of Ministers scheduled to be held from 24 March to 11 April 1981 in Freetown, Sierra Leone. To be effective, such exhibitions should be graphic and eye-catching and should illustrate what the institutions were doing and would do in the future and how their activities affected African countries.

28. It was unanimously agreed that exhibitions were a very good idea and that the institutions should take their exhibits to Freetown where ECA would provide space for their displays. Brochures which highlighted past as well as future activities of the institutions in an attractive way would be useful.

Any other business (Agenda item 7)

29. The Executive Secretary was requested to submit the report of the Conference to the next meeting of the ECA Conference of Ministers so as to supplement the information contained in the biennial report of the Executive Secretary 1979-1980 on the issue and so that the relevant decisions could be taken.

Date and venue of second Conference of the Chief Executives of ECA-Sponsored Regional and Subregional Institutions

30. It was agreed that the Conference of Chief Executives of ECA-sponsored Regional and Subregional Institutions should be held annually, alternatively at ECA headquarters and at the headquarters of institutions wishing to act as host. The Conference gratefully accepted the invitation extended by the President of ADB to host the next conference of Chief Executives at his headquarters in Abidjan, the Ivory Coast, sometime during the first three weeks of December 1981. The exact date would be determined by ADB in consultation with ECA and communicated to all chief executives. It was further agreed that each institution should feel free to contribute to agenda items, it being understood that any Chief Executive proposing an item for inclusion on the agenda would be expected to submit an adequate number of copies of the background paper on the item.

31. The meeting closed on Friday, 19 December 1980, after consideration and adoption of the report.



ANNEX A

Report of the Information Committee of the Conference  
of Chief Executives of ECA-sponsored Institutions

Attendance

The Committee met on 13 December 1980 and by consensus appointed Mr. Fakhridine Mohamed, Director of the ECA MULPOC for North Africa, as its Convenor. The other members of the Committee were as follows: Professor John J. Okunu, Director, ESAMI; Mr. Adama Diallo, Director, ECA Niamey MULPOC; Dr. Sadig Rasheed, Executive Director, ACARTSOD; Dr. Alwyn Beresford Taylor, Director-General, ACMS. The Chief of the Information Service, ECA, Mr. Kingsley D. Dube, was appointed as Rapporteur.

Terms of Reference

The Committee described its terms of reference as follows:

1. To determine forms of co-operation between ECA and development organizations in the region;
2. To make information services and activities more effective by:
  - (a) reaching government officials and the public;
  - (b) reaching ECA-sponsored institutions and other relevant inter-governmental organizations.

Discussions

During the Committee's discussions, it was agreed that constraints in the form of lack of adequate human and financial resources severely hampered the effectiveness of information activities both at the ECA headquarters level and at that of the Commission's operational arms in the field and other intergovernmental organizations. There was also insufficient contact among the various organizations concerned with socio-economic development in Africa, and countries had no knowledge of the development organizations operating in the region for the benefit of the population. Those constraints had to be overcome as quickly as possible.

Possible solutions

The Committee agreed that it was vital to intensify the publicity campaign within the region to make ECA and its related organizations better known, if Governments and members of the public were to give the organizations their material and moral support. The Committee, therefore, suggested the following:



(a) MULPOCs and other intergovernmental organizations should co-operate as best they could in the dissemination of information from ECA in their respective areas and that the Information Service at ECA should ensure that the required information reached the MULPOCs and other intergovernmental organizations as rapidly and regularly as possible;

(b) As a start each intergovernmental organizations should designate an officer to be responsible for the publicity on the activities of his organization and for the dissemination of information to ECA and to other organization;

(c) MULPOCs and other intergovernmental organizations should get to know each other better. Exchange of information publications would foster co-operation, mutual assistance and solidarity among them;

(d) A concise bulletin should be published by each organization containing substantive and operational information and profiles of its programmes and research activities;

(e) Joint activities should be undertaken among the organizations in areas such as training programmes;

(f) ECA information personnel should visit the field to render the required assistance to all the organizations in the preparation and dissemination of information, to meet and brief mass information media representatives and government officials on ECA activities to creating more awareness of ECA and the organizations and, thereby, enlist their co-operation in publicising such activities among the population. In that regard, ECA would explore the possibility of publishing a bulletin on the activities of all the organizations and of using the United Nations information services available in the host countries of the organizations and report progress to the next Conference of Chief Executives of ECA-sponsored Regional and Subregional Institutions.



ANNEX B

Technical Co-operation for Development and  
Collective Self-reliance in Africa:  
Strengthening African Intergovernmental Institutions

1. With 20 years of the political independence in much of Africa, it has become a truism that the best path towards the achievement of sustained economic development and growth lies in the formation of a network of institutional groupings and subgroupings designed to bring about the physical and economic integration of the whole continent and adjacent islands in a balanced and rational manner.
2. For close to 20 years, politically independent Africa has created a number of institutions geared to this overriding economic objective so that today there are well over 100 intergovernmental institutions serving the African continent in fields as diverse as remote sensing, development banking and finance, agricultural science, drought control, technological education, trade, tourism and the various subsectors of transport and communications.
3. The profiles of a cross-section of these institutions form part of the document entitled "ECA and institution building in Africa" (ECO/IGO/I/2), issued separately, and impart information on the objectives of these institutions, their main programme activities and their budgets, both capital and recurrent. A listing of those institutions with which ECA has close ties is appended hereto.
4. Whilst institutions have grown in number, their growth in size and scope has been stultified by a lack of zeal and material support on the part of Governments. The two principal problems encountered by almost every single institution are, first, getting African Governments, even after they have pressed for the establishment of an institution, to sign and ratify its constitution or agreement and, second, giving it adequate, stable, regular financial and material support. Example after example can be cited. Even some host Governments, contrary to the best African tradition, fail to honour their commitment to their guests. It is to overcome this twin constraint to economic integration and development that the following proposals are made.
5. African intergovernmental institutions are constituted with the primary long-term objective of fostering the economic growth and development of the continent to the benefit of all States. Even those institutions established primarily to serve a particular subregion will have a ripple effect, beyond the service area, embracing ultimately, in one form or another, all States. In other words, the principle of universality is the common philosophy and bond of all these institutions.
6. This principle of universality, although inherent conceptually in the common objectives of all institutions as enshrined in their constitutions, does not seem to translate itself easily into operational terms.



7. With reference to the twin problems mentioned in paragraph 4 above, experience has shown that there is a distinct correlation between the length of time it takes to get an institution off the ground and the number of adherents required to bring constitutions or agreements into force. The more signatures required, the longer it takes to get things started. Sometimes the delay can almost be fatal: at least one important institution almost never saw the light of day because of the tardiness displayed by African countries in adhering to its constitution. An added disadvantage is that potential donors are reluctant to provide any financial support to these institutions until there are a sufficient number of adherents.

8. In the light of the difficulties, in view of the fact that there has been no uniform practice among institutions concerning the number of adherents required to bring constitutions or agreements into force (including ratification) and in view of the fact that Governments, in resolving to bring into being institutions have, by so doing, agreed to the wisdom of their establishment, it is proposed that in the case of institutions which have been established pursuant to resolutions of the ECA Conference of Ministers, individual adherence to constitutions by States members of the service area should be regarded as automatic.

9. This principle of universality must also be translated into tangible form through both an expression of commitment by African Governments to support these institutions and the actual provision of material and financial support.

10. At present, African intergovernmental institutions are starved of funds. Many of them, in an era of much talked about self-reliance, are fully supported, apart from host Government facilities, by non-African sources. This state of affairs is not always due however to the unwillingness of Governments to support the institutions which they have created. Often, it is a case of lack of follow-up by institutions. In other cases, Governments are confused by the lack of uniformity in contributory rates and display a reluctance, on this account, to fulfil their obligations.

11. In the light of the above, it is proposed that a single budget, consolidated by the ECA secretariat from the budgets submitted by individual institutions should be presented biennially to the ECA Conference of Ministers for approval along with a consolidated report (see paragraphs 12 and 13 below) on the performance of these institutions. Contributions to all institutions would be made on the basis of a combined contribution by each Government comprising a contribution in respect of regional institutions and a contribution in respect of subregional institutions, where applicable. To these ends, it is further proposed that countries within three broad groupings contribute to the budgets of intergovernmental institutions as shown below:



(a) Regional institutions

(i) Least developed countries

The least developed countries will contribute a total of 10 per cent of the approved budget of these institutions for each fiscal period, to be shared equally among them:

Benin, Botswana, Burundi, Cape Verde, the Central African Republic, Chad, the Comoros, Ethiopia, the Gambia, Guinea, Lesotho, Malawi, Mali, the Niger, Rwanda, Somalia, the Sudan, Uganda, the United Republic of Tanzania and the Upper Volta;

(ii) Low-income countries

The following countries will contribute 20 per cent of the approved budget of these institutions for each fiscal period. As a matter of principle the minimum rate for any of these countries should be 0.6 per cent and the maximum rate 2 per cent:

Angola, Djibouti, Guinea-Bissau, Equatorial Guinea, Kenya, Madagascar, Mauritania, Mauritius, Mozambique, Sao Tome and Principe, Senegal, Seychelles, Sierra Leone, Swaziland, Togo and Zaire;

(iii) Middle-income countries

The following middle-income countries will contribute 70 per cent of the approved budget of these institutions for each fiscal period. As a matter of principle, the minimum rate for any of these countries should be 3 per cent and the maximum rate 6 per cent:

Algeria, the Congo, Egypt, Gabon, Ghana, the Ivory Coast, the Libyan Arab Jamahiriya, Liberia, Morocco, Nigeria, Tunisia, the United Republic of Cameroon, Zambia, Zimbabwe.

(b) Subregional institutions

Each government will contribute in the ratio which that Government's contribution bears to others in the subregion in accordance with the formula for regional institutions.

12. At present, institutions are accountable to their governing boards and to no other intergovernmental body. The question to be considered is whether there ought to be a higher authority to which these institutions should report in terms of both their substantive and financial aspects.



13. The fact that ECA regional or subregional legislative bodies collectively assumed responsibility for the majority of these institutions by virtue of the enabling resolutions which provided the legislative authority for their establishment coupled with the fact that these institutions in contributing towards African economic development and growth serve all member States requires that the reports of these institutions should be submitted for review and acceptance at the ministerial level. Accordingly, it is proposed that such reports be submitted to the ECA Conference of Ministers biennially through the Executive Secretary of ECA. The ECA secretariat would review these reports in the context of the institutions' individual and collective role in fostering economic co-operation and integration.

14. The foregoing proposals presuppose an increased co-ordinating role on the part of ECA and much closer contact with these institutions. Accordingly, within the framework of current and continuing reviews of its organizational structure for the purpose of settling upon the most efficient and effective means of carrying out its terms of reference, the ECA secretariat will devise the most appropriate mechanism for performing these functions. In particular, the ECA secretariat, in addition to substantive and technical support, will have to provide on a continual basis legal, audit, finance, personnel and administrative services. Harmonization, to the extent possible, of regulations, rules, policies and procedures of these institutions will be pursued. It is proposed that any clearly identifiable additional expenses resulting from the provision of these services should be borne by the budgets of these institutions.

15. In this connexion, the ECA secretariat will take the required action to establish a buffer fund to advance monies to improve the speed of launching newly established institutions and to tide established institutions over temporary periods of financial difficulty.



## APPENDIX

### I. Financial and banking services

African Development Bank  
Association of African Central Banks  
African Centre for Monetary Studies  
West African Clearing House

### II. Earth resources services

Regional Centre for Training in Aerial Surveys  
Regional Centre for Services in Surveying and Mapping  
Regional Remote Sensing Centre  
Eastern and Southern African Mineral Resources Development Centre  
African Association of Cartography

### III. Industrial development and services

African Regional Centre for Engineering Design and Manufacturing  
African Regional Centre for Technology  
African Regional Organization for Standardization  
African Institute for Higher Technical Training and Research  
Eastern and Southern Africa Mineral Resources Development Centre  
Industrial Property Organization for English-speaking Africa

### IV. Social, economic development planning and management

African Institute for Economic Development and Planning  
Regional Institute for Population Studies  
Institut de formation et de recherche démographiques  
African Centre for Applied Research and Training in Social Development  
Eastern and Southern Africa Management Institute  
African Regional Centre for Technology

### V. Trade and transport

Association of African Trade Promotion Organizations  
Port Management Associations  
African Regional Organization for Standardization

### VI. ECA multinational programming and operational centres

ECA West African (Niamey-based) MULPOC  
ECA Eastern and Southern African (Lusaka-based) MULPOC  
ECA Central African (Yaounde-based) MULPOC  
Economic Community of the Great Lakes countries (Gisenyi-based) MULPOC  
ECA North African (Tangiers-based) MULPOC



ANNEX C1

Report of the meeting of the Earth Resources Services  
Working Group held on Friday, 19 December 1980

1. Attendance

The three Chief Executives of the relevant Institutions - the Regional Centre for Training in Aerial Surveys, the Regional Centre for Services in Surveying and Mapping and the African Association of Cartography were present.

2. Deliberations

In their deliberations, the members considered the various activities of their institutions and highlighted possible areas of co-operation.

3. Major decisions and recommendations

(a) All ECA-sponsored institutions having any bearing with cartography in its widest context should become associate members of the African Association of Cartography, as stipulated in resolution 6 of the second AAC Council Meeting;

(b) The three institutions should fully co-operate in the preparation of any scientific journals embarked upon by any of the institutions;

(c) There should be short-term exchanges of professional staff between the institutions as and when the need arises;

(d) The Regional Centre for Training in Aerial Surveys at Ile-Ife should accord such training opportunities for the staff of the other two institutions as are accorded to participating member States;

(e) Each of the three institutions should generally serve as an interface for the others;

(f) The Chief Executive of each of the three institutions should attend the meetings of the Governing Councils of the other two institutions in an observer capacity;

(g) The first five recommendations above should apply also to the African Remote Sensing Council;

(h) In addition to the above, there should be closer collaboration between the African Association of Cartography and the African Remote Sensing Council.



ANNEX C2

Report of the meeting of the Industrial Development and Services  
Working Group, held on Friday, 19 December 1980

The following agenda was adopted:

- 1) Brief descriptions by each member present of the major areas of activity of his institution, highlighting the interface and/or overlapping with others;
- 2) Exchanges of documentation and addresses for more detailed knowledge of the activities in each institution;
- 3) The arrangements for future meetings of the group.

Under (1) considerable "common ground" e.g. in training and technology adaptation activities, was identified. In particular, the African Regional Centre for Technology presented a list of projects drawn from the Lagos Plan of Action which made it clear that not only did such projects concern all members of the group but that to be properly executed, it would be necessary to draw from the experience of more than one member at a time. It was agreed that each member should in its plans keep in view not only its own resources but those of all others that might be needed for projects for circulation it sponsored; and that before the next meeting of the Group each institution should prepare a list of its projects for the immediate future together with their resource requirements.

Some discussion ensued over the necessity and desirability of a member funding trainees for a programme it offered. It was agreed that eventually the aim should be for participant States to defray charges of their trainees; but to start with, there might be the need, for strategic reasons, to seek fellowships and grants for such participants.

Beyond this each institution drew attention to the write-up on it in document IGO/I/2. The African Institute for Higher Technical Training and Research added that its highest priority area now, in accord with the Lagos Plan, was the Centre for Agricultural Engineering and Food (and Drugs) Technology.

On item (3) it was suggested that regular meetings of the Group should be held annually a few days before the Conference of Chief Executives of ECA-sponsored Institutions and at the same venue. The Chairman for the year would be appointed at the preceding regular meeting and he would also act as Rapporteur. Chief Executives were to attend in person, and the provisional agenda be regarded as restrictive in any way. The next meeting, a special one, would be held in Freetown just before the meeting of the Conference of Ministers. The Director-General of the African Institute for Higher Technical Training and Research would be the Chairman for the year 1980-1981; the Executive Director of the Regional Centre for Technology would take over as Chairman in December 1981 for the 1981-1982 period.



ANNEX C3

Decisions of the Social, Economic Development Planning  
and Management Working Group

Attendance

Chief Executives of ARCATSOD, IDEP and RIPS.

The Working Group:

1. Welcomed the idea of the establishment of working groups
2. Agreed that:
  - (a) Time should be set aside for working groups to meet at next Conference of Chief Executives;
  - (b) Programmes and curriculars should be exchanged and each institution should be placed on the mailing list of the other;
  - (c) On the basis of the above, more concrete areas of co-operation should be explored;
  - (d) Possibilities of holding joint seminars and conferences etc. should be explored;
  - (e) The possibility of institutionalizing co-operation and co-ordination through serving on each others advisory committees should be explored.



ANNEX C4

Report of the Trade and Transport Working Group

1. Transport had a crucial role of play in promoting and facilitating trade. In fact trade would not be possible without transport facilities which helped to bridge the gap between areas of production and those of consumption. Transport facilities completed the process of production of goods and services, because a commodity could not be regarded as produced unless it was actually or potentially at the disposal of the consumer.
2. The modalities of co-operation identified were:
  - (a) exchange of information;
  - (b) on the basis of identified needs, seminars and workshops should be organized between African trade promotion institutions and African transport organizations such as AFRA, AFCAC, the African Port Management Association and the Union of African Railways; the possibility of African trade promotion institutions being represented at meetings of the various African transport and communications organizations should be explored;
3. Special emphasis should be given to the development of trade within the context of the United Nations Transport and Communications Decade in Africa.



ANNEX C5

Report of the ECA Multinational Programming and  
Operational Centres (MULPOC) Working Group

The MULPOC directors and their senior colleagues who were in Addis Ababa met on Friday, 19 December 1980. The working meeting focused on three major items: preparations for the forthcoming MULPOC meetings, profiles of countries covered by the MULPOC and other pertinent information.

A. MULPOC meetings

Each director announced the final dates of meetings, agenda items, etc. The participants were thus informed of the activities and plans of all the MULPOCs.

Mention was made at the meeting of the need to strengthen co-operation between the MULPOCs and various ECA divisions, especially with respect to the dissemination of documentation.

B. Profiles

Mr. Lardner explained the views of PFCO concerning certain aspects of the work which the MULPOCs should henceforth carry out in the field: drawing up of inventories of natural resources, of research and teaching institutes, etc. Mr. Lardner said that PFCO was in the process of considering those questions and would send directives to the MULPOCs in due time.

C. Other matters

The advisability of submitting requests to the African Trust Fund was brought to the attention of the MULPOC directors and the ad hoc procedure was explained to them. They were to fill out the appropriate forms. The directors were also reminded that the UNDP evaluation missions were about to take place.