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ECA/MULPOC/NIA/IGO/90/V/19

26 MARCH 1991

ENGLISH

ORIGINAL / FRENCH

ASSOCIATION OF WEST AFRICAN
INTERGOVERNMENTAL ORGANISATIONS

FIFTH CONFERENCE OF CHIEF EXECUTIVES

25 - 26 March 1991

Niamey, NIGER

REPORT OF THE FIFTH CONFERENCE OF THE ASSOCIATION
OF WEST AFRICAN INTERGOVERNMENTAL ORGANISATIONS

INTRODUCTION

1. The fifth conference of Chief Executives of West African Intergovernmental Organizations was held on 25 and 26 March 1991 at Niamey.
2. Opening statements were made by the Director of the Niamey-based MULPOC on behalf of the Executive Secretary of the ECA, the High Commission and the Secretary General of the Organization for the Development of the River Senegal (OMVS), and the Secretary of State for Planning representing the Government of Niger.

A. ATTENDANCE

3. Representatives of the following IGOs attended the fifth conference of Chief Executives of the Association :
 - Niger Basin Authority (NBA)
 - Central Bank of West African States (BCEAO)
 - West African Development Bank (BOAD)
 - Economic Community of West Africa (CEAO)
 - Economic Community of West African States (ECOWAS)
 - Inter-States Committee of Water Studies (CIEH)
 - Permanent Inter-States Committee for Drought Control in the Sahel (CILSS)
 - African Guaranty and Economic Cooperation Fund (FAGACE)
 - African Solidarity Fund (FSA)
 - Organisation for the Development of the River Senegal (OMVS)

B. OPENING SESSION

(agenda item 1)

4. The MULPOC Director, on behalf of the Executive Secretary of the Economic Commission for Africa, expressed his sincere gratitude to General ALI SAIBOU, President of the Republic of Niger and to the Government and people of Niger for hosting the fifth Conference of the Association of IGOs and providing assistance to the sectoral committees of the Association.

5. He pointed out that the aims and objectives which led to the creation of the Association had made its role more valid today than before in view of the need for interdependence among States and IGOs of the subregion as the only way by which prevailing world economic difficulties caused by various crises could be solved.

6. Finally, the MULPOC Director called for the strengthening of co-operation links between the MULPOC and the IGOs in the realization of operational activities towards economic integration efforts in the sub-region.

7. On behalf of the High Commissioner and the current Chairman of the Association of West African IGOs, the Secretary General of the OMVS expressed his gratitude to His Excellency General ALI SAIBOU, President of the Republic of Niger and Chairman of MNSD-NASSARA, Head of State, and the Government and people of Niger for hosting the meeting and providing facilities to ensure success of the meeting.

8. He emphasized that the fifth Conference of the Chief Executives was being held against the backdrop of the new world order, micro-nationalism which, had given way to large groupings. In the face of such developments Africans need to co-operate or perish.

9. Furthermore, the Secretary General of the OMVS, called on the Chief Executives to focus their discussion on the main issues of the agenda for the purpose of formulating relevant recommendations towards the revitalization of the Association, strengthening of co-operation links with a view to harmonizing work programmes and rationalizing economic integration of the West African Subregion.

10. While expressing the hope for mutual understanding and fraternity during the deliberations, the Secretary General of the OMVS congratulated the experts for clarity in their reports and thanked the Secretariat for the quality of documents produced.

11. The Secretary of State for Planning welcomed, on behalf of the Government of Niger, the Chief Executives of the subregional IGOs to Niger.

12. He emphasized that a large regional grouping was the only solution towards the modernization and sound economic management of countries of the subregion. In view of this fact, the OAU and the ECA had been engaged in collective reflections and concrete actions towards economic integration of the continent. Countries in the subregion had also created IGOs to meet the requirements of economic integration.

13. Having described the 80s as "a lost decade for Africa's development" he pointed to the serious difficulties facing member States in their effort to honour their obligations to the IGOs. The creation of the Association of IGOs should, therefore, lead to the gradual merging, rationalization and restructuring of the large number of IGOs in the sub - region.

14. He commended the progress made by the Association of IGOs and highlighted the difficulties associated with the mobilization of crucial financial resources needed to pursue the harmonization of programmes of the IGOs.

15. He noted that the working document, which was going to be considered by the Chief Executives, contained useful information. He also recalled that the Gulf crisis would have lasting adverse effects on the African economy. Hence he underscored the need for the Chief Executives to reflect on strategies that could help alleviate the effects of the crisis both on the IGOs and member States' economies.

16. In conclusion, the Secretary of State for Planning informed the meeting that the post of Director for the Niamey MULPOC, which had been vacant for a long time had just been filled. He therefore congratulated MR. Okporode CLARK, for his appointment and wished him every success in his present assignment.

17. He equally expressed his sincere gratitude, on behalf of the Government of Niger to MR. Henry Gabriel SOUMAH (who acted as interim Director of the MULPOC) for his courage, selflessness, efficiency and courtesy during the transition period.

18. After declaring open the 5th conference of Chief Executives of the IGOs the Secretary of State for Planning invited the Chief Executives to formulate relevant recommendations and make commitments towards the revitalization of their Association.

C. ACCOUNT OF PROCEEDINGS

ADOPTION OF THE AGENDA AND PROGRAMME OF WORK

(Agenda item 2)

19. The Chief Executives of IGOs adopted, after amendment, the agenda and programme of work.

AGENDA

1. Opening of the Meeting

(a) Welcoming statement by the Representative of the Government of Niger

(b) Statement by the Chairman of the Association : the High Commissioner of OMVS

(c) Statement by the Director of the MULPOC

2. Adoption of the agenda and programme of work
3. Presentation of the report of activities of the Bureau
4. Consideration of the report and draft resolutions submitted by the committee of Experts of Intergovernmental Organizations.
5. Any other business
6. Election of new Officers
7. Date and venue of next meeting of the Association
8. Closing Session
 - (a) Vote of thanks

- (b) Final communiqué
- (c) Closing statement by the Representative of the Government of Niger.

PROGRAMME OF WORK

- 25 March 1991 morning session : registration of participants
4p.m. : Opening of the meeting
4.30p.m. - 6.45p.m. Discussion of agenda items 3, 4, 5 and 6.
- 26 March 1991 8.a.m. - 4p.m. preparation of the report
5p.m. : Adoption of the report and closing session.

PRESENTATION OF ACTIVITIES OF THE BUREAU (Agenda item 3)

20. The Conference was presented with a report prepared by the OMVS on the activities conducted during its term of office. The report was to serve as a working document for the ad-hoc committee created by the Conference and charged with reflecting on the future of the Association.

CONSIDERATION OF THE REPORT AND DRAFT RESOLUTIONS SUBMITTED BY THE IGO COMMITTEE OF OFFICIALS

21. The Chairman of the Committee of Officials, the Representative of the OMVS, gave account of activities undertaken by the Officials. After the presentation, the conference resumed its work and proceeded with a point-by-point discussion of the various parts of the report and the draft resolutions.

REPORT OF THE FIRST MEETING
OF THE FOLLOW-UP AND EVALUATION COMMITTEE
OF THE ASSOCIATION OF IGOs

22. The conference was informed about the outcome of proceedings of this meeting held on 26 and 27 March 1990 at Niamey, namely:

- Preparation of the rules of procedure endorsed by the current Chairman of the Association ;
- Monitoring of activities assigned to the Secretariat by the fourth Conference held on 10 and 11 February 1989, at Dakar.

DETAILED REPORT ON IMPLEMENTATION OF THE COOPERATION PROGRAMME OF
WEST AFRICAN IGOs

Sectoral committee on agriculture, livestock and water resources.

23. The Conference on the basis of the programme of work adopted by this committee emphasized the need to revitalize the committee to enable its constituent sub-committees make greater contributions towards the development of the agriculture, livestock and water resources sectors. The conference charged the MULPOC Secretariat to work out the terms of reference of the study on the harmonization of work programmes of IGOs concerned and recommended the recruitment of two consultants (one agronomist and one veterinary officer) to conduct the study.

Transport Coordination Committee

24. The conference was informed about of a meeting held by this committee and the desire for the committee to be incorporated into the sub-regional group of West African Transport Decade.

Trade and Finance Committee

25. The Conference was informed that this committee had considered the terms of reference for a study on the harmonization of work programmes and charged

the Secretariat to recruit a consultant to carry out the study. The committee also decided against the conduct of new studies.

Industrial development Committee

26. This committee took the following decisions :
- Suspension of the study on industrial survey,
 - Celebration of Industrialization Day by each IGO and the current Chairman of the Association
 - Convening of a meeting prior to the holding of the officials' meeting on the programme of Industrial Development Decade in Africa

Training and Information Committee

27. This committee had considered, particularly, the terms of reference of the study on harmonization of work programmes in the areas concerned and the convening of a seminar to consider the outcome of the study which was to be conducted by a consultant recruited by the Secretariat.

Energy Committee

28. This committee had worked out its own constitution and proposed a resolution on the support needed for the energy sector.

River and lake basins committee

29. The conference was informed about the recommendation to establish a new committee to plan and harmonize work programmes of IGOs responsible for the development of river and lake basins.

Follow-up to the establishment of the WADIS center

30. The conference took note of the creation of the center and thanked the Government of Niger, UNDP and MULPOC for their efforts in that direction.

Publication of the Directory

31. The conference noted with satisfaction, the publication of the directory and requested the MULPOC to update it periodically.

Publication of the liaison bulletin

32. The conference was informed that the MULPOC, as part of its restructuring, had incorporated this activity into its work programme.

Co-operation agreement and rules of procedure

33. The conference called on all IGOs that had not signed the agreement to do so without further delay and requested the Secretariat to furnish them with relevant documents to that effect.

Report on the financing of the work programme and activities of West African IGOs.

34. The Conference launched an urgent appeal to all IGOs to settle their contributions as soon as possible, and preferably prior to the holding of the next ad-hoc meeting, in July 1991.

Reflexion on the future of the Association

35. The conference endorsed the holding, in May 1991, of an ad-hoc meeting aimed at evaluating the Association and convening, in July 1991, of a special conference of the Chief Executives to assess the outcome of the proceedings of the ad-hoc meeting.

36. The conference adopted, after amendments, the report and the draft resolutions.

ANY OTHER BUSINESS

(Agenda item 5)

Report of the ECOWAS

37. The conference took note of the ECOWAS report on the rationalization of programmes of IGOS which was included in the agenda of the Authority of Heads of State and Governments of ECOWAS at its meeting held in May 1990 at Banjul.

ELECTION OF NEW OFFICERS

(Agenda item 6)

38. After consultations, the Chief Executives elected the following officers of the Association :

- Chairman : CEAO
- Rapporteur : CIEH

DATE AND VENUE OF NEXT MEETING

(Agenda item 7)

39. The Conference decided that the next meetings should be held, at the same venue, immediately before those of the MULPOC's committee of officials.

A N N E X E S

1. VOTE OF THANKS
2. FINAL COMMUNIQUE
3. RESOLUTIONS ADOPTED BY THE FIFTH CONFERENCE OF THE
ASSOCIATION OF WEST AFRICAN INTERGOVERNMENTAL
ORGANISATIONS
4. REFLECTION ON THE FUTURE OF THE ASSOCIATION OF WEST
AFRICAN IGOs
5. LIST OF PARTICIPANTS

A N N E X - I

VOTE OF THANKS

The participants at the Fifth Conference of the Association of West African Intergovernmental Organizations, held on 25 and 26 March 1991 at Niamey in Niger ,hereby express their sincere and deep gratitude to His Excellency General ALI SAIBOU, President of Niger and Chairman of MNSD-NASSARA for his strong dedication to the economic integration efforts in Africa in general and West Africa in particular.

They also express their gratitude to the Government and people of Niger for the warm welcome extended to them and the efforts made towards the success of the Conference.

Done at Niamey on the 30th Day of March 1991

THE CONFERENCE

ANNEX II

FINAL COMMUNIQUE

The following organizations participated in the fifth Conference of the Association of West African Intergovernmental Organizations : The Niger Basin Authority (NBA). Central Bank of West African States (BCEAO). West African Development Bank (BOAD). Economic Community of West African States (ECOWAS), Permanent Inter-States Committee for Drought Control in the Sahel (CILSS), Inter-African Committee for Water Studies (CIEH), Niger-Nigeria Joint Commission for Cooperation (NNJCC), African Guaranty and Economic Cooperation Fund (FAGACE), African Solidarity Fund (FSA) and Organization for the Development of the River Senegal (OMVS).

The conference reviewed the overall activities of the Association during the period 1989-1990 as well as the report of the first meeting of the follow-up and Evaluation Committee of the Association of IGOs and endorsed its rules of procedure.

In addition, the Conference reviewed the progress made in the programme of activities of the following sectoral committees :

Agriculture, Livestock and Water Ressources, Transport, Trade and Finance, Industry, Training and Information, Energy. It noted with satisfaction the progress made thus far and called for the continued revitalization of the abovementioned committees.

The conference also reviewed other activities of the Association such as the establishment of the West African Documentation and Information System (WADIS), publication of the directory of IGOs and the liaison bulletin of the Association, signing of the Cooperation Agreement and the rules of procedure. Appreciation was expressed at the information, that the WARDA, EIER and OCLALAV had become signatories to the Cooperation Agreement. The Conference invited the rest of the IGOs concerned to emulate the example. It also noted with satisfaction that the proposed re-organization of the MULPOC would allow for closer co-operation with the IGOs at the level of operational activities. However, the IGOs should endeavour to settle their financial contributions and continue to give their effective support to the Association.

Having scrutinized the report of the Committee of Experts, the Conference adopted five resolutions relating to :

1. the funding of activities of the Association ;
2. the establishment of a center for West African Documentation and Information System (WADIS) ;
3. the inclusion of the energy sector in the framework of the West African energy programme under the Lome IV convention ;
4. the establishment of an IGO sectoral committee to be responsible for the development of river and lake basins.
5. the establishment of an ad-hoc committee to reflect on the future of the Association.

With respect to resolution 5 which advocated the creation of an ad-hoc committee to look into the problems facing the Association with a view to revitalizing it, the current Chairman of the Association was given the mandate to convene a special meeting of the Chief Executives of the IGOs to consider the outcome of proceedings of the ad-hoc committee.

Finally, the Conference adopted a vote of thanks in which it expressed its deep gratitude to H.E. General ALI SAIBOU, President of Niger and Chairman of MNSD-NASSARA for his immense efforts towards the promotion of economic integration of Africa in general and West Africa in particular. It also expressed its satisfaction to the Government and people of Niger for their generous hospitality and sacrifices made towards the success of the meeting.

Done at Niamey on the 26th day of March 1991.

THE CONFERENCE.

RESOLUTION N°1/IGO/V/91 ON FUNDING OF
ACTIVITIES OF THE ASSOCIATION FOR
THE PERIOD 1990-1991

The fifth Conference of the Association of West African Intergovernmental Organizations held on 25 and 26 March 1991 at Niamey,

Recalling resolution 4/IGO/IV/89 of the fourth conference of the Association,

Aware of the difficulties facing the Secretariat in its efforts to obtain external resources and the need to carry out the activities of the Association,

Considering the financial difficulties facing the majority of the IGOs,

DECIDES :

to launch an appeal to those IGOs members of the Association to pay their assessed contributions of US \$ 1,400 for the period 1990-1991 before the special meeting of the Conference of Chief Executives of IGOs slated for July 1991.

RESOLUTION N° 2/IGO/V/91
ON THE ESTABLISHMENT OF THE CENTRE FOR THE WEST AFRICAN
DOCUMENTATION AND INFORMATION SYSTEM
(WADIS)

The Association of West African Intergovernmental Organizations at its fifth Conference held on 25 and 26 March 1991 at Niamey,

Considering the significance of information in the development process,

Considering that the establishment of the West African Documentation and Information System (WADIS) had reached an advanced stage,

1. Congratulates the MULPOC for the concrete measures it has taken to establish the WADIS center ;

2. Recommends that all Intergovernmental Organizations should be associated with the center and participate in its activities.

DECIDES:

To express gratitude to the Government of Niger, the UNDP and the MULPOC for their efforts towards the establishment of the centre for the West African Documentation and Information System (WADIS).

RESOLUTION N° 3/IGO/V//91
ON THE INCLUSION OF THE ENERGY SECTOR IN THE FRAMEWORK OF THE WEST
AFRICAN ENERGY PROGRAMME UNDER THE LOME IV CONVENTION

The fifth Conference of the Association of West African Intergovernmental Organizations held on 22 and 23 March 1991 at Niamey,

Considering the role that energy plays in economic development ,

Considering the various decisions of the Council of Ministers of member States of the Niamey-based MULPOC concerning the revitalization of the sectoral committees by the Association of West African Intergovernmental Organizations particularly in the field of energy ;

DECIDES

To recommend strongly that energy be accorded the same priority as those sectors adopted at the meeting of national policy-makers held at the ECOWAS headquarters from 11 to 14 March 1991 at Lagos.

RESOLUTION N°4/IGO/V/91 ON THE ESTABLISHMENT OF AN IGO SECTORAL
COMMITTEE TO BE RESPONSIBLE FOR THE DEVELOPMENT
OF RIVER AND LAKE BASINS

The fifth conference of the Association of West African Intergovernmental Organizations held on 25 and 26 March 1991 at Niamey,

Considering the importance of water resources in economic development of member States of the Subregion,

Considering the need to harmonize the work programmes of organizations responsible for the development of river and lake basins,

Considering the need to reverse the negative economic trend in the sub-region

DECIDES :

- to create a sectoral committee to be responsible for the development of river and lake basins.

RESOLUTION N° 5/IGO/V/91
ON THE ESTABLISHMENT OF AN AD-HOC COMMITTEE
TO REFLECT ON THE FUTURE
OF THE ASSOCIATION

The fifth Conference of the Association of West African IGOs held on 25 and 26 March 1991 at Niamey,

Considering the difficulties encountered in the implementation of activities of the Association,

Taking into account, the need to revitalize the Association and enable it to play its assigned role,

DECIDES

- 1) to establish an ad-hoc committee to reflect on the future of the Association ;
- 2) to fix the committee's membership at 10, namely :
CEAO, ECOWAS, CILSS, EIER, CIEH, BOAD, FSA, FAGACE, OMVS, CEBV with the MULPOC acting as the Secretariat ;
- 3) to consider the report of the OMVS as working document of the ad-hoc committee ;
- 4) to convene the meeting of the ad-hoc committee at the end of May 1991 at the headquarters of the current Chairman of the Association ;
- 5) to convene a special meeting of the conference of Chief Executives in July 1991 with a view to considering the achievement of the Committee.

A N N E X I V

ORGANIZATION FOR THE DEVELOPMENT OF THE RIVER SENEGAL (O.M.V.S.)

REFLECTION ON THE FUTURE OF THE ASSOCIATION OF WEST AFRICAN IGOs

DAKAR, MARCH 1991

By conferring on the Organization for the Development of the River Senegal (OMVS), the current Chairman of the Association of West African Intergovernmental Organizations, the Chief Executives of IGOs placed a heavy responsibility on the Organization, namely : the monitoring of the implementation of decisions taken at the meeting of the Chief Executives held in February 1989 at Dakar and consideration of activities aimed at providing the Association with resources to transform it into an effective instrument for co-operation and development.

This dual mission of the Organization had highlighted the problem of economic integration efforts in the subregion : The fact that countries in the subregion have, after 30 years of independence, been searching for an effective instrument for co-operation and development meant that existing structures had failed to attain the objectives for which they were established. The deep crises which began to affect countries in the subregion, at the start of the 1980s, had put into high relief, the weaknesses inherent in our systems and the inadaptability of foreign models often imposed on areas that were ill prepared for them.

In order to be able to reflect on the issues involved in regional integration, there was the need to assess the achievements made in all fields after 30 years of independence, learn some lessons from the various attempts at integration, be on the alert and reject all kinds of indoctrination.

While the intention was not to propose an over-ambitious programme within the context of intergovernmental co-operation , an attempt would be made to present a report of activities of the Association from February 1989 to date and reflect on issues that would generate useful discussions on regional integration objectives set during the last meeting of the association. The present report is divided into two chapters : chapter 1 is on the state of implementation of the programme of the Association while chapter 2 focuses on the future prospects of the Association.

In chapter one, attention will be focused on sectoral meetings and their recommendations, with particular reference to the need towards exchange of information on a permanent basis among the various organizations.

Chapter two will consider the various methods aimed at achieving the objectives of integration.

The concluding part of the report will focus on some recommendations on how the subregion can achieve optimal conditions for development in a constantly changing world.

I. STATE OF IMPLEMENTATION OF THE PROGRAMME

The 4th Conference of Chief Executives of the Association of West African IGOs, held in February 1989 at Dakar, worked out a specific programme with 3 main objectives :

- the revitalization of the Association to enable it play the role assigned to it in the West African subregion;
- the strengthening of co-operation links among IGOs members of the Association with a view to harmonizing their work programmes and achieving economic integration of the subregion;
- Enabling the Association to implement its policies by mobilizing resources to finance its activities.

A. Re-vitalization of the Association

At the 4th Conference held in February 1989 at Dakar, it was observed that apathy had crept into the Association manifested by the fact that sectoral meetings were not held and a greater part of the programme had not been implemented. This situation made the Chief Executives to adopt the principle of convening bi-annual meetings and create a follow-up and evaluation committee to monitor the activities of the Association.

The follow-up and evaluation committee convened a meeting from 26 to 27 March 1990 and adopted its constitution which was submitted to the Association for approval.

Furthermore, meetings of the 6 sectoral committees were held from 19 to 24 November 1990 at Ouagadougou. While the outcome of such meetings was commendable, sight should not be lost of the deplorable break-down of communication between the various organizations.

It was in that context that the training and information committee stated that "the dissemination of information constitutes one of the areas of co-operation that needs to be encouraged among the IGOs of the Association". The committee further recommended the regular transmission, to all members, of documents and reports of joint meetings or those prepared by any of the members of the Association and which were likely to be useful to non-members as well.

B. Strengthening of co-operation links

Following the economic boom of the 1960s - when the international economic environment was favourable - with economic "miracles" and success stories in certain countries, the economies of the subregion began to take a turn for the worst by the middle of the 1970s.

In spite of the numerous models which were designed to revamp the African economies (the global approach, integrated development, self-reliant development, community development, triangular co-operation, poles of development, vertical and horizontal approach) the situation is even worse today than before : production and productivity are still at their lowest ebb, farmers' incomes have plummeted and they have become victims of diseases, famine and malnutrition.

There was the need, therefore, for self-reliance and search for solutions to problems by strengthening subregional co-operation through the implementation of an effective trade policy, proper orientation and balanced activities with a view to harmonizing the various action programmes.

This forms part of the tasks of the Niamey-based MULPOC. However, there was further need to go beyond mere multi-sectoral studies and endeavour to pool resources towards a better and judicious restructuring of the IGOs in order to render them more dynamic and efficient.

C. Financing the activities of the Association

The 4th Conference of Chief Executives decided to provide the Association with the necessary financial resources estimated at US \$ 136,000. In this connection, members of the Association were called upon to settle, as from 1st January 1990, their contributions of US \$ 1,400 per member payable every two years.

It must be pointed out that, since February 1990, the current Chairman of the Association had been doing everything in his power to see to the implementation of that decision. Unfortunately, however, only a handful of members had settled their contributions. A special appeal was, therefore, launched to all members of the Association to make the necessary arrangements to pay up their contributions in order to enable the Association to conduct its programme of activities successfully.

II. FUTURE PROSPECTS

The report spelling out the activities of the Association, identified a number of obstacles likely to thwart the realization of integration objectives set by the 4th Conference of Chief Executives of the Association. The need was therefore expressed, at that meeting, to strengthen co-operation links among the various organizations.

In a constantly changing world characterized by an emerging new world order where micro-nationalism was giving way to large groupings, countries of the subregion had to co-operate or perish.

That was the only way by which unity and complementarity could be achieved in a subregion composed of countries with different historical backgrounds. There was, therefore, the need to cooperate in order to achieve economic integration. However, the issue at stake was how to secure the necessary resources towards that end.

These include institutional, structural and material resources. An attempt shall be made at this juncture, to identify some of the basic resources needed for the formulation of an integration policy. These include the following :

1. Political will : in the field of integration, political issues must precede economic issues. The will to co-operate must above all take into account the political dimension without which any integration effort is doomed to failure .
2. Adaptation of development policies to the actual socio-economic conditions of States : All the development models have, so far, been unsuccessful because they failed to take the prevailing social dimension of projects into account ; for example, they ignored the inter-play of value systems.
3. Harmonization of programmes of action : This could be achieved through integration attempts on sectoral basis.
4. Rationalization of the IGOs to make them more operational

CONCLUSION

The Honourable Chief Executives of West African IGOs were aware of the fact that the foregoing account was only a pointer to the difficult situation currently facing the West African subregion. This includes structural adjustments, indebtedness, fall in the price of raw materials, worsening terms of trade and unemployment (not to mention natural disasters with untold hardships for the various economies in the subregion).

It was in that light that the Chief Executives of the subregion were called upon to reflect on the possible solutions that could pull the subregion out of such a difficult situation.

It must be stressed that there are no magical solutions apart from basing our hopes on the old adage which says that "there is strength in unity".

However, the issue at stake was to ascertain the kind of unity that the subregion was striving at and it was in that connection that the Chief Executives were called upon to deliberate on the issue. The following are some themes for discussion that could assist in the formulation of recommendations :

- Identification of obstacles ;
- Awareness of the integration challenge ;
- Study on complementarity, incompatibility, contradiction ;
- Change of mentality - team work ;
- Study on ecological balance ;
- Establishment of a research bureau - for example the MULPOC.

Thank you.

ANNEXE V

LISTE DES PARTICIPANTS / LIST OF PARTICIPANTS

Autorité du Bassin du Niger

Monsieur Aliou Badara Doumbia , Directeur Documentation - Information

Banque Centrale des Etats de l'Afrique de l'Ouest (BCEAO)

Monsieur Gagéré Oumarou, Sous Directeur

Banque Ouest Africaine de Developpement (BOAD)

Monsieur Alpha Touré ,Vice Président

Monsieur Hassane Seyni Ganda, Ingénieur Agronome

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Monsieur Mohamed Lamine Jeillany, Secrétaire Général Adjoint

Monsieur Ide Issaka, Directeur du développement industriel

Monsieur Yao Komissa, Directeur des Echanges Commerciaux

Monsieur Cheik Ahmed Ould Khalifa, Directeur du développement rural

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Monsieur Frank Ofei, Directeur de la Recherche et des Statistiques

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Monsieur Thiam Amadou, Chef de Service

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Monsieur Samb Libasse, Chef du service Administratif

Fonds de Solidarite Africain (FSA)

Monsieur Bouchard O. Christian, Directeur Général

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Organisation pour la Mise en Valeur du fleuve Sénégal (OMVS)

Monsieur Moulaye Abdallah Ould Moulaye Hassan, Secrétaire Général

Monsieur Wane Mamadou, Chef Service communication et relations extérieures