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ECONOMIC COMMISSION FOR AFRICA

Ninth Conference of Chief Executives of
ECA-Sponsored Regional and Subregional
Institutions

11-13 April 1989

Addis Ababa, Ethiopia

DRAFT REPORT

Draft Report for the Ninth Conference of Chief Executives of ECA-Sponsored
Regional and Subregional Institutions
11-13 April, 1989, Addis Ababa, Ethiopia

A. ATTENDANCE

1. The Ninth Conference of Chief Executives took place in Addis Ababa, Ethiopia, under the chairmanship of Professor Adebayo Adedeji, United Nations Under-Secretary General and Executives Secretary of ECA. The Conference was opened by Professor Adedeji.
2. The Chief Executives and representatives of the following ECA-Sponsored Institutions attended the Conference : West African Clearing House (WACH), African Centre for Applied Research and Training in Social Development (ACARTSOD), Regional Centre for Training in Aerospace Surveys (RECTAS), Regional Centre for Services in Surveying, Mapping and Remote Sensing (RCSSMRS), Regional Centre for Remote Sensing (CRTO), African Organization for Cartography and Remote Sensing (AOCRS), Eastern and Southern African Mineral Resources Development Centre (ESAMRDC), Central African Mineral Resources Development Centre (CAMRDC), African Regional Centre for Technology (ARCT), African Regional Organization for Standardization (ARSO), African Institute for Higher Technical Training and Research (AIHTTR), Institut de Formation et de Recherche Démographique (IFORD), Regional Institute for Population Studies (RIPS), African Institute for Economic Development Planning (IDEP), Eastern and Southern African Management Institute (ESAMI), and Association of African Trade Promotion Organization (AATPO), Organisation Interafricaine du Café (OIC), Regional Remote Sensing Centre (CRETED), Trans-African Highway Authority (TAHA) and Ecole Supérieure Africaine de Cadres des Chemins de Fer.
3. Representatives from the Economic Commission for Africa were also present.

B. PROGRAMME OF WORK AND AGENDA

4. The programme of work for the Conference was as follows:
 - (a) Pre-conference seminar on "IGOs Multisectoral Projects under the UNDP Fourth Cycle Programme". The report of the seminar was considered under an agenda item of the Conference.

(b) Meetings of the Specialized Groups of ECA-sponsored regional and subregional institutions, 11-12 April, 1989. Their reports are attached as Annex II.

(c) The Ninth Conference of Chief Executives of ECA-sponsored regional and subregional institutions, 12-13 April, 1989.

5. The Conference adopted the following agenda:

1. Adoption of the agenda
2. Adoption of the Report of the Eighth Conference of Chief Executives of ECA-Sponsored Regional and Subregional Institutions;
3. Matters arising from the Report of the Eighth Conference;
4. Report of the ACSD/ECA Secretariat on monitoring the implementation of recruitment and procurement procedures of the ECA-Sponsored Institutions;

Review application modalities in Executive Secretary's Circular No. 4, progress to date, and proposals for further improvements in project execution;
5. Report of the Standing Committee on Harmonization and Standardization of Documentation and Information Systems of ECA-Sponsored Regional and Subregional Institutions;
6. Progress Report on UNDP Fourth Programming Cycle;
7. Reports by Chief Executives on actions taken with regard to programme budgeting;
8. Collective approach to mobilization of resources (Thomas ARCT, and Chatue-Kanga CAMRDC);
9. Review application of recommendations of ad hoc Committee of ECA Council of Ministers on ECA-Sponsored Institutions and practical approaches to Harmonization Programme of Work of sub-groupings;
10. Harmonization of conditions of service;

11. The Survival of Pan-African Organization alongside the Subregional Organizations operating with the same sectors; (AATPO)
12. Presentation of Reports of the meetings of specialized groups;
13. Date and Venue of the Tenth Conference of Chief Executives;
14. Adoption of the Report;
15. Closure of the Conference.

C. ACCOUNT OF PROCEEDINGS

Opening of the Conference

6. In the opening of the Conference, the Executive Secretary of ECA, Professor Adebayo Adedeji, pointed out that the adoption of the African Alternative-Structural Adjustment Programmes and African Transformation will have great significance for our member States and for the ECA-Sponsored Institutions as well. He also pointed out that Africa faces two most important challenges: (a) Africa's response to a united Europe in 1992 and beyond and (b) what strategies to be adopted by Africa in the decades of the 1990s. He characterized the crisis faced by the ECA-Sponsored institutions as emanating from a model in which the financing of these institutions is mainly dependent on donor funds and taken care of by member States without the institutions themselves being able to mobilize their own resources. In addition the crisis is characterized by an inability of the institutions being unable to deliver benefits that can be appreciated by the member States. He therefore challenged the institutions to demonstrate their continuous relevance in delivering services to the member States. Indeed he stressed that we may have to re-open the issue of the possibility of rationalization of our institutions. It may be better to have few but effective institutions. He concluded that the major questions facing the institutions is how they can generate some income of their own and be able to finance their administrative, operational and even generate a surplus. This would be one of the ways to show the member States that the institutions can be independent and worth supporting. He urged programmes which will be of relevance to the member States.

Eighth Conference of Chief Executives (agenda item number 2)

7. The report was adopted by the Conference without any amendments.

Matters arising from the Report of the Eighth Conference of Chief Executives
(agenda item number 3)

(a) Group Insurance Scheme

The Executive Secretary emphasized the need for the Chief Executives to have insurance policies for their staff. Without any insurance coverage the Chief Executive of an institution can be taken to court by a member of his staff. The main question he asked was that the institutions should ensure that at least they have an individual insurance scheme for their organization. The majority of the institutions had such a scheme and those that did not have insurance coverage were urged to organize such a scheme without any delay.

8. The Chief Executive of ARCT reported that following from the Eighth Conference decision that the Chief of Executives of ARCT and ARSO would co-ordinate action of finding a group insurance scheme he had contacted Van Breda on behalf of the five institutions. The Van Breda's position was that a global approach of the insurance problems of the thirty or so institutions of the ECA group was the only way a positive result for all parties could be obtained. As long as at least the majority of the institutions of the group is not prepared to join a scheme, Van Breda confirmed that it was not possible to arrange a group insurance scheme with improved coverage and extended benefits.

9. The Chief Executive of ARSO explained that most of the institutions in East Africa were insured with ALICO and it was difficult to transfer these policies to Van Breda. On the basis of the discussion the Executive Secretary urged those institutions that had not done so to take up insurance policies either with ALICO or Van Breda; that is in addition to their local insurance scheme.

- (b) Progress review of the inclusion of the role of the ECA-Sponsored institutions in the implementation of UNPAAERD in the agenda of their policy organs in order to keep member States better informed on the subject

10. There were no comments on this item.

- (c) Progress review on the utilization of the United Nations Volunteers (UNVs) programme by the ECA-Sponsored Institutions

11. The secretariat recalled that at the Tripoli conference in 1987, the Institutions were urged to make use of the UNVs and this view was reiterated at the Tangier conference in 1988. Most of the institutions had not used the scheme of UNVs because they were either not sure of the costs involved or had clear budgetary constraints. The secretariat explained that the UNVs programme could be arranged through a clear procedure and since costs were considerably lower than employing regular professional staff, it was advantageous to arrange for the UNVs.

- (d) Present state and future of the Bulletin on ECA-Sponsored Institutions

12. The secretariat explained that since the submission of inputs for the Bulletin by six institutions prior to the Tangiers Conference in March 1988, the Chief Executives had been requested to take their contributions to the ECA Conference of Ministers in Niamey in April 1988, or send them to the Secretariat by 15 April 1988; no extra submissions were received. In response to the question whether the Chief Executives wanted the Bulletin to continue or to be scrapped, there was unanimity that the Bulletin was essential for informative purpose on the activities, impact and services rendered by the institutions to the member States. The Conference then decided to agree on a new deadline of 31 July 1989 to submit inputs for the Bulletin. All institutions were to submit up-to-date inputs containing relevant material on their activities in the last six months or one year.

Review application of recommendations of ad hoc Committee of ECA Council of Ministers on ECA-Sponsored Institutions and Practical approaches to harmonization programme of work of subgroupings and reflections on the future of the Institutions (agenda item 9)

13. The Chief Executive of TAHA pointed out that the issue of rationalization was very relevant particularly at this time when the institutions

a major crisis. He referred to his institution which had been affected by the rationalization exercise which was likely to improve the performance of the institution in the future. The Chief Executive of ARCT drew the attention of the Conference to the fact that the time of setting up the ad hoc committee of harmonizing the ECA and OAU institutions, a view was expressed that the number of institutions were not even enough to meet the problems faced by Africa. However, the ad hoc Committee's recommendations included inter alia the consolidation of the Institutions. In respect to this particular recommendation, the Industrial Development and Services Group of Institutions are thinking of jointly formulating a consolidated programme. The Chief Executive of ARSO supported the consolidation to single programmes by institutions working in the same area. Rationalization and reorientation of the institutions dealing with population was strongly supported by the Chief Executive of IFORD.

14. On the issue of a single market in Europe, the Chief Executive of ARCT suggested that it would be useful for the institutions in collaboration with the subregional IGOs to reach a common position on the impact of the single market in Europe by 1992, e.g. on the development of technology among African countries. The Chief Executive of ARSO also highlighted the move by Europe towards single technical specifications on standards which will affect Africa and foresaw that Africa might have to adopt a common position in response to Europe by 1992.

15. The Chairman concluded that emerging from the discussion was a clear acceptance of the concept of rationalization and co-ordination of programmes by the institutions. He, however, expressed the view that there were no joint technical and governing council meetings of the institutions working in the same area. It was not certain that the work programme of one institution is actually circulated and commented upon by sister institutions. He, therefore, called for the following: (a) identification of what can be done at the level of institutions themselves; (b) identification of those things which only member States can do. The institutions were urged to get together and come up with consolidated work programmes. The already established specialized groups of the institutions were urged to become effective as the engine for co-ordination, harmonization and programme integration. The institutions in the same area should get together and work out comprehensive, integrated programmes bearing

in mind cohesion and sometimes even run joint programmes together. He concluded by calling on the Chief Executives to agree on a working programme for their institutions during the course of the conference.

16. Concerning Africa's response to a single market in Europe by 1992, the Chairman pointed out that even ECA had yet to work out an adequate response in collaboration with OAU and that after discussions with the OAU the ECA-Sponsored Institutions were going to be involved.

Reports of the ACSD/ECA Secretariat on Monitoring the implementation of recruitment and procurement procedures of the ECA-Sponsored Institutions, and Review application modalities in Executive Secretary's Circular Number 4 progress to date, and proposals for further improvements in project execution (agenda items 3 and 4)

17. In presenting these items the Secretariat noted that with the issuance of the Executive Secretary's Circular No. 4 on 25 May, 1988 and the subsequent derogation of responsibility to the Chief Executives, the Secretariat has had no problems of non-compliance with the rules laid down in that circular. The Chief Executives of ARCT, RECTAS and IDEP all expressed appreciation on the issuance of the Circular which has led to considerable improvement in the implementation of the institutions. But the Chief Executive of ARCT also noted that it was time to review some areas which were not directly addressed by the Circular. One such area was the issue of derogation of authority in the recruitment of consultants on short-term basis and the possibility of ECA issuing MODs to enable the Chief Executives to implement their projects as laid down in the programmes and PIPs. The Chief Executive of IDEP noted that US \$ 5000 has become too small for any meaningful purchase in a place like Dakar. In reply to these comments, the Secretariat noted that recruitment of consultants has not been delegated in Circular Number 4 because ECA would have to make sure that CVs are scrutinized by substantive departments as well as TACOO. On the transfer of funds the Secretariat observed that when PIP is worked out and if it is the institution's money, it is up to institution to say where the funds should be placed. But when it involves project funds, the transfer of these funds upon request can only be transferred to a known person within the institution. On the question of the request for the US\$ 5000 limit, several requests can always be made if programmed in time.

18. The Chairman told the Conference that because of the obligation by the ECA to satisfy the external auditors the recruitment of consultants invariably goes through a rigorous machinery within the ECA, so that it would not be possible to derogate the responsibility of screening the consultants to the Institutions. A strict regim in both the recruitment of consultants and contract staff must be adhered to, and he appealed to the Chief Executives to give the Circular some time to work. The chairman also subject to the constraints of the external auditors and as well as resource constraints PIPs must be internalized by all the institutions.

Report of the Standing Committee on Harmonization and Standardization of Documentation and Information Systems of ECA-Sponsored Regional and Subregional Institutions (agenda item 5)

19. In his report on the Second Committee on Harmonization and Standardization of Documentation and Information Systems at ECA on 15-17 March, 1989, the Chief of PADIS noted that only two of the ECA-Sponsored Institutions were represented, namely: ARCT and ARSO. He appealed to the Institutions to attend these meetings. The recommendations of the meeting was that: (a) PADIS should explore the possibility of compiling a directory of detabases and information systems of ECA-Sponsored Institutions and other agencies; and (b) PADIS should prepare an inventory of all telecommunications links presently operational connecting on line African institutions to access external information sources.

20. The Chief Executive of RECTAS the non-updating of the PADIS directory of experts. In commenting on the development of information capacity for all the Institutions, the Chief Executive of ARSO noted that in order to develop an information nework PADIS should have the directory of ARSO in their publication. PADIS informed the meeting that ARSO directory had been included in the PADIS newsletter which has a wide circulation. The Chairman urged the Institutions to build up information networks as suggested by ARSO and also counseled the meetings of Committees they themselves had set.

Progress Report on UNDP Fourth Programming Cycle (agenda item 6)

21. In the presentation of the document the representative of TACOO informed the meeting that there were 11 on-going projects which were supported by the UNDP during the Third Programming Cycle (1982-1986) and that these projects were proposed for further funding during the Fourth Regional Programming Cycle 1987-1991. In addition there were 20 new projects under consideration in the Fourth Cycle Regional IPF. There were also seven IGO projects agreed in principle to be financed by UNDP.

22. The Chairman noted that the UNDP Fourth Cycle was virtually a write-off because of the slow process of the approval of projects by the UNDP. He, however, counseled the Chief Executives that ECA and they themselves will have to keep pressing for the quick approval of the projects.

Reports of the Chief Executives on actions taken with regard to programme budgeting (agenda item 7)

23. Only a few of the institutions had introduced programme budgeting. The Chief of Executives of IFORD complained that his institution had trained a financial officer who later on left the organization. The Chairman advised that ECA should look into the possibility of programme budgeting.

Collective Approach to Mobilization of Resources (agenda item 8)

24. The Chief of Executive of ARCT pointed out that it would be a good idea for the institutions and the ECA to develop a collective approach towards the mobilization of resources. He added that this could be done particularly, along the sectoral groups already established by the institutions. The Chairman said that the success of this exercise would depend on the harmonization and integration of joint programmes by the institutions. He hoped that the groups would take the initiative.

Harmonization of Conditions of Service (agenda item 10)

25. The Chief of Executive of ARCT noted that the subject matter was one of concern to the staff of the institutions, this inspite of the fact that different institutions have different Governing Council. He further noted that though many institutions had adopted the OAU conditions of service there are still differences among them. The Chairman emphasized that institutions have tried time and again to harmonize but they have not succeed because Governing Councils have the power to change the conditions of services particularly in view of the conditions faced by the member States. The Chief of Executive of RECTAS suggested that the item be taken up by the specialized groups. This suggestion was agreed upon by the Chairman and the groups were to look at the matter.

Presentation of reports of the meetings of specialized groups (agenda item 11)

26. In presenting their reports, the Chairmen or rapporteur of the specialized groups, reviewed their activities during the past one year in the areas of training, technical services, research and provision of advisory services. In addition to these traditional areas of the specialized groups the Industrial Development and Services group looked at the question of harmonizing the work programme of the four institutions under that group through the exchange of information and documentation. This group also decided that each institution should reinforce its work programmes by taking into account the subregional programmes of AAF-SAP in order to strengthen the scientific and technological capacity of the member States. They also emphasized that subregional economic groupings should utilize the specialized services of the institutions to the fullest extent possible.

27. The chairman stressed that, in general, the reports did not have any projection for the future, especially on co-ordination and integration of their work programmes. For example, there was no intent to exchange information and to identify where complementarities existed.

ANNEX I

LIST OF SPECIALIZED GROUPS OF ECA-SPONSORED
INSTITUTIONS

(a) Finance Institutions

- African Development Bank (ADB)
- African Centre for Monetary Studies (ACMS)
- West African Clearing House (WACH)

(b) Earth Resource Development Institutions

- Regional Centre for Training in Aerospace Surveys (RECTAS)
- Regional Centre for Services in Surveying, Mapping and Remote Sensing (RCSSMTS)
- Regional Centre for Remote Sensing (CRTO)
- African Association of Cartography and Remote Sensing (AACRS)
- Eastern and Southern African Mineral Resources Development Centre (ESAMRDC)
- African Regional Centre for Solar Energy (ARCSE)
- Central African Mineral Resources Development Centre (CAMRDC)

(c) Industrial Development and Services Institutions

- African Regional Centre for Technology (ARCT)
- African Regional Centre for Engineering Design and Manufacturing (ARCEDEM)
- African Regional Organization for Standardization (ARSO)
- African Institute for Higher Technical Training and Research (AIHTTR)
- African Regional Industrial Property Organization (ARIPO)

(d) Social Economic Development Planning and Management Institutions

- Regional Institute for Population Studies (RIPS)
- Institut de formation et de recherche démographiques (IFORD)
- African Institute for Economic Development Planning (IDEP)
- African Centre for Applied Research and Training in Social Development (ACARTSOD)
- Eastern and Southern African Management Institute (ESAMI)

(e) Trade and Transport Institutions

- Federation of African Chambers of Commerce (FACC)
- Interafrican Coffee Organization (IACO)
- Port Management Association of West and Central Africa (PMAWCA)
- Trans-African Highway Authority (TAHA)
- Port Management Association of Eastern and Southern Africa (PMAESA)
- Association of African Trade Promotion Organizations (AATPO)

ANNEX II

REPORTS OF SPECIALIZED GROUPS

FINANCIAL INSTITUTIONS GROUP

The group meeting was only attended by Mr. Chris E. Nemedi, West African Clearing House (WACH).

Owing to persistent external shocks reflected in the member countries' balance-of-payments difficulties and heavy debt burden, as well as serious domestic imbalances, the financial and trade exchange relations recorded by WACH mechanism maintained a downward trend in 1987-1988. This is hardly surprising as the intra-subregional trading environment remains characterized by inadequate economic infrastructure and nationally oriented macro-economic policies. Apart from the low level of industrial development, the problem of unco-ordinated industrial investment activities leaves the issue of uncomplementary production structures in West Africa largely unattended. This is perhaps because daunting domestic socio-economic problems appear to compel the member countries to concentrate efforts on formulating and implementing short-term measures that largely ignore the much more difficult and complicated international policies.

Against that background the value of transactions channelled through the WACH which had declined from 90.5 million West African Units of Account (1 WAUA=2 1 SDR) in 1985/1986 to WAUA 81.2 million in 1986/1987, declined drastically further to WAUA 33.4 million in 1987/1988. However, a positive development worthy of note in the review period was the significant reduction in the proportion of total transactions requiring settlement in convertible non-regional currencies. That proportion declined from 94 per cent in 1986/1987 to 73 per cent in 1987/1988. Indeed, in both relative and absolute terms cleared transactions made significant gains over the situation in the previous year, rising from WAUA 4.8 million or about 6 per cent of total transactions to WAUA 8.9 million or about 27 per cent of total transactions in the review period.

Apart from the normal accounting and administrative work of the Clearing House, the secretariat plans to undertake series of educational/publicity seminars or workshops on the role of WACH mechanism in promoting intra-subregional trade and greater monetary co-operation among ECOWAS countries. The series of seminars which will be conducted with the collaboration of ECOWAS, UNCTAD and the West African Bankers Association (WABA), are expected to be financed from extrabudgetary resources. The approach to UNDP for financial assistance is receiving close attention.

2. EARTH RESOURCES DEVELOPMENT GROUP

1. Attendance

The meeting was held in April 1989, in Addis Ababa and was attended by:

Dr. Léon Okio (CRTO) Chairman

Mr. J.E.N. Kagule-Magambo (ESAMRDC), Rapporteur

Mr. S.L. Okec (RCSSMRS), Member

Prof. O.O. Ayeni (RECTAS), Member

2. Opening of meeting and election of office bearers (agenda item 1 and 2)

After Mr. S.L. Okec, Acting Director General of RCSSMRS welcomed members of the Group he called upon them to elect a Chairman and Rapporteur. Mr. Léon Okio, CRT and Kagule-Magambo of ESAMRDC were elected Chairman and Rapporteur respectively.

3. Adoption of agenda (agenda item 3)

Following the election of office bearers the following agenda was adopted:

- (i) Opening of the meeting
- (ii) Election of office bearers
- (iii) Adoption of agenda
- (iv) Confirmation of the minutes of the Group meeting in Tangiers, Morocco, 16 March 1988 and matters arising from meetings of (a) Earth Resources Development Group and (b) Eighth Conference of Chief Executives

- (v) Reports of activities of institutions
- (vi) Any other business
- (vii) Adoption of the report

4. Confirmation of the minutes of the meeting of the Group in Tangiers in March 1988 and matters arising from the meetings of (a) the Group and (b) eighth meeting of Chief Executives in Tangiers (agenda item 4)

The minutes of the meeting on the Group in Tangiers were confirmed and the matters arising were taken as follows:

- (i) Regarding Co-ordination of Continental Mapping Projects it was noted that none of the members present at the discussions was aware of the activities undertaken concerning the subject since the last group meeting in Tangiers. In the circumstances, the Group recommended that ECA writes to Dr. Fezzani with a request that he sends to ECA and to members of the Group copies of terms of reference concerning co-ordination of continental projects for their comments.

However, the ECA representative attending the Group's meeting informed the Group that project concerning mapping of the continental areas which had prompted the Group to propose to co-ordinate continental mapping projects had been funded by a donor and its implementation was therefore the prerogative of the donor.

- (ii) Regarding publishing a joint Newsletter the Group noted that as decided at the last Group meeting, RECTAS, ESAMRDC and CRTO had sent in their contributions to RCSSMRS in Nairobi. The RCSSMRS representative reported that the Newsletter had not been produced for reasons beyond the institution's control.

In the circumstances the Group decided that each institution updates its write-ups and send it to reach RCSSMRS in Nairobi by 30 June 1989. Also the Group decided that the material should be sent in three languages, Arabic, English and French in such a form that the printing process can start using the write-up sent. Furthermore the Group decided that the Newsletter should be distributed before the next meeting of Chief Executives.

The ECA representative informed the Group that ECA had included in its work programme a joint project bringing directors of mapping and remote sensing and cartography together with those of earth resources institutions and felt that the resources in question could be utilized not only in the publication of the newsletter but also in the organizing of joint meetings.

5. Review of activities during 1988 (agenda item 5)

A. RECTAS

1. Introduction: Specialized activities of RECTAS in 1988 may be divided into two major groups viz, training and technical services as an input to the economic recovery programmes of member States of the Economic Commission for Africa. Distinction is made between long- and short-term training as well as between student and staff training.

2. Long-term training

Under the long-term training programme RECTAS produced 5 operators, 26 technicians and 7 technicians in photogrammetry as well as 6 technicians in remote sensing application. RECTAS therefore graduated a total of 44 students from the following 7 African countries who are holders of the Centre's Certificates and Diplomas to Nigeria (17), Cameroon (1), Ghana (12), Niger (3), Malawi (2), Mali (2) and Senegal (7).

Two new training programmes were introduced in 1988 viz the Postgraduate Diploma Courses in Photogrammetry and Remote Sensing and 19 African nationals were given admission. Besides 3 operators, 21 technicians and 16 technologists in photogrammetry were also admitted. This gives a total of 59 students admitted into various courses from the following 13 African countries: Benin (5), Burkina Faso (1), Cameroon (2), Ghana (7), Mali (2), Niger (2), Nigeria (33), Senegal (2), Ethiopia (1), Kenya (1), Tanzania (1), Zaire (1) and Congo (1).

3. Short-term training

The following training workshops were conducted in Nigeria in 1988.

(a) Practical photogrammetric workshop in tertiary institutions with 25 participants;

(b) Workshop on survey and mapping computations with 18 attendants;

(c) Workshop on remote sensing applications in which 17 people participated.

4. Staff training

The following members of staff were sent abroad in training in 1988:

- One was sent to GDTA Toulouse, France, for one month course in remote sensing;
- The second also to GDTA for M. Phil Course in Remote Sensing;
- The third to ITC, Eschede, Netherlands for technologist course in Aerial Photography.

5. Technical services and internal revenue generation

The Centre completed the land-use mapping of Degema District in Senegal. It also executed the topomapping of Koulikoro town in Mali. This consultancy project and the training workshops generated some substantial revenue in support of the 1988 budget. Additional revenue was also generated through sales of goods and services.

6. Technical assistance

The above programmed activities were successfully executed owing to the financial support received from member States as well as the technical assistance received from France, the UNDP and Switzerland. The French Government and RECTAS signed GDTA-RECTAS Protocol of Agreement for financial and technician support in October 1988. The UNDP preparatory assistance grant was utilized to purchase equipment and for fellowships for the PGD courses. The Switzerland donated an Analytical Photogramme of Yzerman to the Centre.

B. RCSSMRS

The Centre responded to the needs of member States by:

- Providing training to nationals of the ESA subregion;
- Repairing and maintaining instruments;
- Providing advisory services;
- Jointly executing projects.

(i) Training material in all the areas of the Centre's competence. The bulk of the training was in the application of remote sensing techniques in the various scientific disciplines. Three main donors (USAID), ESA and France) provided funds for training in remote sensing. Courses in digital electronics and microprocessor increased in popularity as by the large number of participants.

- (ii) Repairing and maintenance of instruments took place both at the Centre's H.Q. in Nairobi and in member States' countries. During the last one year since the last Chief Executives of ECA-sponsored institutions, the Centre's engineers visited Tanzania, Zambia, Malawi and Ethiopia. Financial constraints limited the number of countries that were visited.
- (iii) The Centre continued to provide advisory and support services to the carrying out the feasibility study for the ground receiving and processing station. The study report was presented to member States on 23rd September 1988. The Kenya Government has also allocated a site for the assistance in the neighbourhood of Nairobi.
- (iv) The Centre carried out several survey projects in Kenya and Tanzania. In addition geodetic controls were periodic in the regions in Tanzania by use of Doppler equipment. An agreement was signed for the aerial photography in the Shinyanga Region of Tanzania.

The Centre is currently receiving technical assistance from USAID, the French Government and IGADD (FAO/Japan) on a regular basis.

C. ESAMRDC

(a) Establishing its infrastructure

The Centre is set to sign a contract during April 1989 for the construction of its laboratories and auxiliary facilities. These include (i) sample preparation and mineralogical laboratory; (ii) chemical laboratory; (iii) mineral processing laboratory; (iv) rock and soil mechanics laboratory; (v) industrial minerals cum ceramic laboratory; (vi) library and documentation services.

(b) Manpower improvement

A mineral processing engineer were recruited in March 1988. A geophysicist and metallurgist procided under EDF assistance joined the Centre in March 1988. A rock and soil mechanics expert provided under Indian Technical Assistance joined the Centre recently.

(c) Implemented programmes

Work programmes determined by the member States in response to their development needs and strategies along the guidelines of the Lagos Plan of Action, APPER and UN-PAAERD that have been implemented during 1988 include the following:

- (i) Continuing to render services in mineral processing for gold extraction of Lega Dembi, Ethiopia;
- (ii) On-the-job training in mining and mineral processing for Ethiopian engineers and in petroleum exploitation for Uganda geoscientists;
- (iii) Phosphate technology research to produce partially acidulated phosphate rock PAPR;
- (iv) Industrial mineral assessments in clays in Uganda;
- (v) Collection and distribution free of geoscientific software for microcomputers;
- (vi) Geophysical exploration for iron ore in Uganda.

Collaboration with other institutions have been intensified. Current collaboration partners include SADCC, PTA and IAEA universities and other institutions within and outside the subregion.

D. CRTO

CRTO continued through the year 1988 to reinforce its training activities and its assistance to users and to improve administration and financial management. Areas of activities are:

(a) Training courses concerning general application of remote sensing: one English and one in French. These courses run for nine months since October 1987.

(b) Execution of projects in Budhine and outside Mali, Niger. Assistance in formulation of projects in Guinea, Benin, Senegal, Burkina Faso.

(c) Sansitizaiton in Ghana, in Benin, Sierra Leone, Gambia;

(d) One week seminar in Tchad;

(e) CILSS Project on finance and management had a two-week visit to help CRTO;

(f) Co-operation agreement has been signed with Federal Government of Germany;

(g) No. 2 of African Pixed published;

(h) EEC study on strengthening CRTO has been completed;

(i) Preparation of symposium scheduled for 1-7 December 1989 on geological research and remote sensing in Africa.

(j) Meeting with ECA and other centres on Information System in Africa project.

7. Continued dwindling annual contributions from member States and reluctance of other countries in joining the institutions (agenda item 6)

- (i) Regarding the payment of arrears RECTAS reported that there had been improvement. In the case of the ESAMRDC, it was reported that two of the institutions member States had paid part of the arrears while two others had paid none at all. In the case of CRTO it was noted that only two countries had paid all their arrears while 13 others had paid none. In the case of RCSSMRS the Group noted that only two contracting status are not in arrears while the remaining nine are.

Thus the Group recommended that member States of the institutions should do their utmost to pay all their arrears.

- (ii) Regarding the joining of new member States, the Group noted with concern that no new member had joined any of the institutions during the previous year despite efforts undertaken by institutions to persuade non member countries to join the institutions. However, the Group decided that they will continue to campaign vigorously for more membership.
- (iii) Regarding the uses of expertise available at the institutions for consultancy services by participating member States the Group noted that the situation had not changed. They therefore decided that the institutions will continue to intensify to publicize their services in Africa in order to attract, especially, member countries to utilize the services that the various institutions can offer.
- (iv) On the seminar the Group decided that the institutions should link up with the IGO's so as to allow the institutions play an active role in the implementation of multisectoral projects which are meant to promote economic integration.

3. INDUSTRIAL DEVELOPMENT AND SERVICES GROUP

1. Opening of the meeting

The meeting was held at 16H30 on 11 April 1989 at ECA headquarters in Addis Ababa and attended by:

- Mr. Zawdu Felleke, Secretary-General, ARSO, Chairman
- Mr. D. Babatundo Thomas, Executive Director, ARCT
- Prof. M.F. Saad, Director-General, AIHTTR
- Engr. Adebisi M. Olusanya, Deputy Director, ARCEDEM

2. Report of activities of the institutions

In accordance with their approved work programme and taking into account the objectives of the LPA, APPER and the UN-PAAERD, the institutions implemented the following programme elements/activities during 1988, in collaboration with national institutions in their member States in order to strengthen the capacities of those institutions.

A. African Regional Centre for Technology (ARCT)

i) Food science and technology - Activities include technological needs assessment and surveys primarily of the rural areas in Ethiopia, Nigeria, Zambia, Senegal and Burundi, and demonstration of viable technologies for the processing of cereals, e.g., maize in Kenya and Zambia; and roots and tubers e.g., cassava in Ghana.

ii) Energy technology - Activities include establishment of demonstration units to promote biogas technology in over a dozen member States, and training of nationals in the construction and maintenance of biogas digester.

iii) Technological consulting and advisory services were provided to member States on technology policy, planning and strategies. Also the International Consortium of Consultants for Africa (ICCA) established to promote acquisition of know-how by African consultancy organizations became operational and began prospecting for jobs.

iv) Training (human resources development) - Activities include evaluation of training needs, conduct of national, subregional and regional courses, seminars, workshops, in technological information systems and networks, on line interrogation and efficient use of data base, in plant demonstrating of viable technologies, short-term attachments, and secondment with the participation of over 110 people.

Three initial sites have been identified for African Chair of Technology Programme on the establishment of Centres of Excellence to promote capacity building in food science and technology, biotechnology and nutrition and health in Nigeria, Senegal and Kenya respectively.

v) Information and documentation - Development of technological information systems on food, energy, and capital goods production technologies; publication of periodicals (including the Centre's bulletin African Techno-development and an early warning newsletter Alert Africa to sensitize policy-makers on the implications of advances in frontier technologies for African economies), directories; bibliographies, and indexes; data base development and management.

The Centre has initiated action on the celebration of its tenth anniversary scheduled for 6-10 November 1989 by the national

focal points and from 16-22 November at the Secretariat of the Centre in Dakar, Senegal.

B. African Regional Organization for Standardization (ARSO)

i) Technical advisory services to member States in strengthening their national machineries for standardization, quality control, certification and meteorology and documentation and information systems;

ii) Operation of regional training workshops on standardization;

iii) Development and publication of African Regional Standards (ARS);

iv) Regional activities in the fields of quality control, certification and metrology practices required for proper implementation of the ARS developed by ARSO;

v) Operation of an ARSO network of documentation and information systems on standards and technical regulations in Africa.

C. African Regional Centre for Engineering Design and Manufacturing (ARCEDEM)

i) Infrastructure

Provision of water treatment plant to treat water from the bore holes supplying water to the Centre.

ii) Design

Design activities included a palmtree climbing device, tilting type concrete mixer of 500 kg capacity and a gari-processing plant consisting of grater, screw press, dryer and siever in joint co-operation with Federal Industrial Research, Oshodi (FIIRO).

iii) Manufacturing activities included continued provision of maintenance services to the Centre; manufacture of prototype of a drum tilting type concrete mixer, wood turning lathes, fruit harvesting equipment and a crop winnower.

iv) Training of 64 African engineers in two courses - Design of Spare Parts for Machinery Repair and Maintenance and Machine Design and Manufacturing - and organizing a study tour to Poland.

v) Consultancy assignment by ECA involved preparation of a technical publication on the Manufacturing of Agricultural Machines, Implements and Tools in West Africa.

D. African Institute for Higher Technical Training and Research (AIHTTR)

1) The Institute is in the process of designing and updating relevant training, research and consultancy curricula and course programmes, for five priority centres, through eight consultants who are commissioned under the UNDP preparatory assistance project.

ii) A full-fledge project for technical assistance to the tune of \$US 4 million is under preparation to be submitted to UNDP as a completion to the preparatory assistance project (\$US 362,000), provided by UNDP which is now at the final stage of its implementation.

iii) The master plan for the phase I physical development of the Institute's permanent headquarter has been approved by the Governing Council. The architectural drawings are in progress.

iv) Negligeable payment of assessed contributions and limited membership to the Institute constitutes the crucial prohibitive factor in the process of implementing the Institute's training and research programmes.

3. Co-ordination of programmes

The Group discussed at length the contents of the document on AAF-SAP as adopted by the ECA Conference of Ministers and decided that each institution should reinforce its work programmes by taking into account the substantive programmes of AAF-SAP in order to strengthen the scientific and technological capacity of member States for industrial growth and overall structural transformation of their economies.

4. African Alternative Framework to the Structural Adjustment Programme for the Economic Recovery and Transformation (AAF-SAF)

The Group discussed at length the contents of the document on AAF-SAP as adopted by the ECA Conference of Ministers and

decided that each institution should re-enforce its work programmes by taking into account the substantive programmes of AAF-SAP in order to strengthen the scientific and technological capacity of member States for industrial growth and overall structural transformation of their economies.

5. Economic integration

In view of the explanation given at the seminar relating to integration of African economies at subregional and regional levels, the Group, being cognizant of the crucial role to be played by the institutions in accelerating the process of Africa's economic integration, stressed that the subregional economic groupings should utilize the specialized services of the institutions to the fullest extent possible. Consequently, the institutions should be subcontracted for implementation of economic integration project activities which fall under the purview of the institutions concerned.

6. Election of new chairman

The Group elected Prof. M.F. Sadd, Director-General of AIHTTR, as the Chairman for the year 1989.

7. Closure of meeting

The meeting adjourned at 10H00 on 12 April 1989 and the next meeting was scheduled to coincide with the tenth Conference of Chief Executives of ECA-sponsored Institutions.

4. SOCIO-ECONOMIC DEVELOPMENT PLANNING AND MANAGEMENT GROUP

I. Attendance

The meeting was held on 11 April 1989 in Addis Ababa and was attended by:

1. Prof. Duri Mohammed, ACARTSOD
2. Dr. Mwima-Mudeenya, ESAMI, Chairman
3. Mr. D.K. Ghansah, IDEP
4. Prof. Sala-Diakanda, IPORD, Rapporteur

II. General orientation of the work programme of the institutions

Members of the group shared and exchanged information about their individual institutional work programme for the year 1988. Based on last year's Conference theme, it was generally observed that the work programmes of the institutions represented were within the framework of the Lagos Plan of Action, Africa's Priority Programme for Economic Recovery (APPER) and the United Nations Programme of Action for African Economic Recovery and Development (UN-PAAERD). The three functions of training, research and consultancy continued to be the backbone of the institutions' work programmes.

III. Training

Short-term management training programmes continued to constitute the bulk of ESAMI's activities. The programmes, which numbered over 100, attracted close to 1,900 participants from the public and private sectors, in various functional fields of management. In addition to the basically skills development and performance improvement programmes, ESAMI organized high-level issue-focused seminars on civil service performance; trade facilitation success factors in public enterprise performance, etc. ESAMI intends to organize more policy level seminars which bring together policy makers and policy implementers. The venues for its programmes, seminars and workshops will continue to be decentralized in the member countries.

IDEP offers four types of training: the traditional post-graduate nine months diploma in Economic Development Planning; three months courses in Industrial Development, Agricultural and Rural Development, Energy and Environmental Planning and Population and Human Resources Development in Africa; and a Master Degree in Planning and short-term two-week seminars/workshops. Sometimes, IDEP organizes conferences in collaboration with other international organizations. Its training activities have hitherto been heavily supported by external funding, mainly UNDP and USA. Funding from UNDP may not be as generously forthcoming in the future as has been the case since IDEP's inception. This situation may make it necessary for IDEP to start charging some fees for some of its training activities.

In June this year, 31 students from 16 member States will complete their two-year diploma studies in Demographic Studies at IFORD. The next intake for a similar programme will be made in October 1989. Because of limitations of physical facilities, the programme cannot take more than 40 students at any one time. In addition to the regular academic activities, IFORD organized a workshop in July 1988 attended by 35 participants on how to formulate and write research proposals for donor funding. Two other regional workshops were also organized in collaboration with IPPF, one in Lome (April 1988) and the other in Bangui (December 1988) on the "Health rationale for family planning programmes in Africa".

ACARTSOD provides 10-15 days training for policy-makers at country, subregional and regional levels in member States in social development, social policy, social planning and social administration. In 1988, over 450 participants took part in the training programmes organized by the Centre in which 36 countries have been represented with the possible assistance of the host country in improving the facilities at the Centre, ACARTSOD will start offering residential training programmes.

The group regretted that in spite of its expressed intentions made last year to collaborate in training activities of common interest and exchange of resource persons to participate in each other's training programmes, nothing

had materialized. It nevertheless reaffirmed the same intentions and resolved to implement them this year.

IV. Research

Research as an integral component of the activities of the institutions was undertaken with varying emphasis in focus. For example, ESAMI continues to focus on the development of local training materials, case studies, exercises and notes on problems and experiences in managing mainly the public sector. Ten case studies developed by the ESAMI staff with the financial assistance of the Commonwealth Secretariat were published last year. As part of ESAMI's product development effort, all its programmes are to be research based. Hence, research is now taken more seriously than before.

Because of the shortage of professional staff and their preoccupation with training, IDEP has not undertaken comprehensive research as it would have liked. The institution is, however, reviewing its activities and hopes to reactivate its research undertakings in the future.

IFORD, on the other hand, continued to work on the project launched two years ago, focusing on the medium towns of Cameroon and had three publications made of the results of the infant and childhood mortality surveys conducted in five member countries.

ACARTSOD undertakes its research activities mainly at two levels, i.e., by research associates at the country level and by senior research fellows at residential level. Last year, two professors under the Senior Fellowship Programme carried out research on youth development in the Senegal river basin and in social determinants of labour productivity in ECOWAS countries respectively. In either case, work has been completed and the reports are being processed for publication. Similarly a number of research reports by research associates are also being processed for publication.

One significant occurrence at the Centre was the setting up of an Editorial Board which will now review the research reports and approve them

for publication. It is hoped that the quality of published reports will greatly improve.

The Centre also successfully organized a Regional Workshop on the "African social situation". The workshop was well attended by participants from Africa and abroad.

V. Documentation and information

At each of the institutions under discussion efforts have continued to strengthen their documentation and information services. At ESAMI, for example, a desk-top publishing facility was obtained for AMTIESA. This is the Association of Management Training Institutions in Eastern and Southern Africa, whose headquarters are based at ESAMI, Arusha. This facility is expected to be used in publishing materials of common interest and relevance to members of AMTIESA. The WID unit at ESAMI also received a computer which should help in processing research data on women profiles.

At IFORD, phase I of the project to strengthen the documentation centre was completed. The project was carried out with financial assistance of IDRC. Phase II of the project was launched in October 1989 for another two years period.

ACARTSOD's library has a Reference Unit for researchers associated with the Centre.

The group once more undertook to endeavour to exchange research results and information which may be of common interest to them. Possibilities of carrying out joint studies were also to be explored bilaterally.

VI. Advisory services

Offering of advisory or consultancy services to organizations in member States is yet another mandated function these institutions are expected to perform. The need to develop consultancy skills and build up institutional

capabilities and competencies in various areas is therefore paramount. This is even the more urgent need if local institutions are to get more and more involved in major projects undertaken in Africa.

ESAMI carried out a number of consultancy assignments in a number of organizations in the member States. The major consultancy activity was, however, for the Uganda Development Corporation, a Government parastatal and holding company of over 30 subsidiaries. The consultancy focused on developing corporate plan for each of the subsidiary companies as well as for the headquarters itself. This exercises took about eight months to complete. With the reorganization of the consultancy and research division, ESAMI intends to step up its consultancy activities in the future.

IFORD carried out three major advisory services in three member countries: in Burkina Faso, in collaboration with the Population Division of ECA, an analysis of the results of the population census was done; in Cameroon, a tabulation and analysis plan of the 1987 census was done; in the Central African Republic, IFORD evaluate the data collected in Bangui related to a survey on infant and childhood mortality on behalf of UNICEF.

ACARTSOD is in the process of negotiating consultancies with the member States.

VII. Problems encountered

As would be expected, a number of problems were encountered by the institutions in the group in implementing their work programmes. The common problem of insufficient financial resources arising from either lack of or delayed contributions by member States continued to persist. However, intensified contacts with the member States yielded positive results in the case of IDEP, IFORD, ESAMI and ACARTSOD. One hopes that the new trend in member States meeting their obligations to the institutions will continue. Other fund-raising activities with bilateral donors were actively pursued.

In a number of cases, there is also a problem of recruiting qualified and competent staff for teaching research.

Inadequate physical facilities for accommodation and classrooms impose yet another limitation in expanding programmes or increasing the number of participants as in the case of ESAMI and IFORD or having residential courses as in the case of ACARTSOD.

In spite of some of these limitations, the institutions in the group have individually and under the guidance of their Governing Councils or Boards tried to overcome them.

5. TRADE AND TRANSPORTATION GROUP

The African Association of Trade Promotion Organizations (AATPO) was the only institution of the group in attendance so this report will only cover AATPO activities of 1989.

After the financial crisis that AATPO faced recently the organization started to collect itself and implement part of the approved working programme of 1988-1990.

AATPO has planned to implement the following activities:

1. Expansion of trade information services;
2. Preparation of trade perspectives;
3. Trade promotion training activity.

The following are the details of each of the proposed activities of AATPO.

1. Expansion of trade information services

The main features of this project are as follows:

(a) Like the whole of the work programme this activity has been delayed, because negotiations for external financing have been long drawn out;

(b) The general aim of the project is to enhance the capacity of AATPO to discharge effectively its responsibility under Article II of its Constitution, "to foster contact and regular flow of information between African countries in trade matters....";

(c) The project is to be implemented over a period of four years (1989-1992), in view of the delay in starting its implementation. Accordingly, at least 25 per cent of it is to be implemented in 1989;

(d) The activities involved in the implementation of the project will consist of:

- carrying out a survey of trade information network, centred on AATPO, to handle regular data flows and deal with specific enquiries;
- collection and collation of market and supply information from national sources in Africa;
- strengthening links with established data sources, such as for instance, ITC in Geneva; and
- eventually creating a "reference centre" at AATPO headquarters, consisting of data banks.

(e) The project will require resources to the tune of \$US 205,600. Of this:

	<u>\$US</u>
AATPO's own sources are to provide	30,600
and external sources to contribute	175,000
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An application for the \$US 175,000 has been made to UNDP, through ECA.