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ECONOMIC COMMISSION FOR AFRICA

Eleventh Conference of Chief Executives
of ECA-sponsored Regional and
Subregional Institutions

23-24 April 1991
Addis Ababa, Ethiopia

REPORT OF THE MEETING

A. ATTENDANCE

1. The Eleventh Conference of Chief Executives of ECA-sponsored Regional and Subregional Institutions took place in Addis Ababa, Ethiopia on 23-24 April 1991, under the chairmanship of Professor Adebayo Adedeji, United Nations Under-Secretary-General and Executive Secretary of the Economic Commission for Africa (ECA).

2. The Chief Executives and representatives of the following ECA-sponsored Institutions attended the Conference: African Centre for Applied Research and Training in Social Development (ACARTSOD); African Regional Organization for Standardization (ARSO); African Regional Centre for Engineering Design and Manufacturing (ARCEDEM); Association of African Trade Promotion Organizations (AATPO); Institut de formation et de recherche démographiques (IFORD); Regional Institute for Population Studies (RIPS); Eastern and Southern African Management Institute (ESAMI); African Development Bank (ADB); Central African Mineral Resources Development Centre (CAMRDC) represented by the Economic Community of Central African States (ECCAS); African Institute for Higher Technical Training and Research (AIHTTR); United Nations African Institute for the Prevention of Crime and the Treatment of Offenders (UNAFRI); African Regional Centre for Technology (ARCT); Regional Centre for Training in Aerospace Surveys (RECTAS); African Institute for Economic Development and Planning (IDEP); Regional Centre for Training in Aerospace Surveys (RECTAS).

B. AGENDA AND PROGRAMME OF WORK

3. The Conference adopted the following agenda:

1. Adoption of the agenda (ECA/ECO/CCE/11/1);
2. Adoption of the Report of the Tenth Conference of Chief Executives of ECA-Sponsored Regional and Subregional Institutions (ECA/ECO/CCE/11/2);
3. Matters arising from the Report of the Tenth Conference (ECA/ECO/CCE/11/3);
4. Proposals for agenda made by some Chief Executives of the ECA-Sponsored Institutions:
 4. a. Co-operation among the ECA-Sponsored Institutions:
 - (i) The integration of operational activities and programmes among the various Institutions (ECA/ECO/CCE/11/4 - ADB, Abidjan, Cote d'Ivoire);

- (ii) Areas of enhanced co-operation between the Bank Group and the various Institutions (ECA/ECO/CCE/11/5 - ADB, Abidjan, Cote d'Ivoire);
- (iii) Co-operation among sister/brother Institutions (ECA/ECO/CCE/11/6 - AIHTTR, Nairobi, Kenya);

4. b. Member States' contribution and fund mobilization:

- (iv) Future of the Institutes and funding problems with emphasis on the establishment of new measures for raising funds from member States (ECA/ECO/CCE/11/8 - RIPS, Accra and ECA/ECO/CCE/11/7 - AIHTTR, Nairobi, Kenya);

4. c. Others:

- (vii) Definition and development of a strategy to help find solutions to the various problems encountered by the Institutions in the implementation of their programme of work (ECA/ECO/CCE/11/11 - AATPO, Tangiers, Morocco);
- (viii) Enhancing the impact of the ECA-sponsored Regional and Subregional Institutions in Africa (ECA/ECO/CCE/11/12 - ACARTSOD, Tripoli, Libya);
- (ix) ECA's assistance to the Institutions it sponsors (ECA/ECO/CCE/11/13 - RRSC, Ouagadougou, Burkina Faso);
- (x) Utilization of the services of the Institutions by ECA (ECA/ECO/CCE/11/14 - ESAMI, Arusha, Tanzania);
- (xi) The role of ECA in training activities (ECA/ECO/CCE/11/15 - ESAMI, Arusha, Tanzania);
- (xii) The restructuring of the African demographic training Institutes (ECA/ECO/CCE/11/16 - IFORD, Yaounde, Cameroon);
- (xiii) Situation and operations of the Central African Mineral Resources Development Centre (ECA/ECO/CCE/11/17 - CEEAC, Libreville, Gabon);

5. Presentation of reports of the Meetings of Specialized Groups;
6. Any other business;
7. Dates and venue of the Twelfth Conference of Chief Executives;
8. Adoption of the report;
9. Closure of the Conference.

At the request of the representative of ARCT, the following document had been withdrawn from the agenda:

- (v) Contribution of member States: strategy and prospects (ECA/ECO/CCE/11/9 - ARCT, Dakar, Senegal);
 - (vi) Income generating capacity: Pre-requisite and implications for the terms of reference and statutes of the ECA-sponsored Institutions (ECA/ECO/CCE/11/10 - ARCT, Dakar, Senegal).
4. The meeting decided to meet on 23 April from 3.00 p.m. to 7.00 p.m., and on 24 April from 9.30 a.m. to 1.00 p.m.

C. ACCOUNT OF PROCEEDINGS

Opening of the Conference

5. In his opening statement, Professor Adedeji stressed the need to overcome in the most effective and meaningful manner the chronic economic crises which have been facing Africa for the last several years. The solution to these crises, he added, can only be found in structural transformation of African economies and African institutions can play a key role in this respect.

6. He went to recall the thorough discussion at the Tenth Conference on financial difficulties encountered by ECA-Sponsored Institutions which inhibit their delivery capacity, and the subsequent appeal for a survival strategy to be developed by all the institutions concerned centred on self-financing mechanisms and better use of resources through the harmonization of their activities. In this connection, he drew the attention of the participants to the need for the institutions to justify their existence through the products and, services they actually deliver to their member States.

7. In concluding, Prof. Adedeji reminded the participants that he had resigned his appointment as United Nations Under-Secretary-General and Executive Secretary of ECA effective from July 1991. He expressed his appreciation to the Chief Executives of ECA-Sponsored Institutions for many courtesies, co-operation and understanding he had got from them over the years. He finally said that, owing to the Conference of Chief Executives of ECA-Sponsored Institutions, foundation had been laid for co-operation, coordination and rational development of the latter.

Adoption of the report of the Tenth Conference of Chief Executives
(Agenda item 2)

8. The report (document ECA/ECO/CCE/11/12) was adopted without any amendments. However, referring to the paragraph which mentions the proposed decision regarding the fate of the AIHTTR at the time the Tenth Conference was held, the representative of this institution informed the Conference of positive developments which have taken place since then concerning the life of AIHTTR. Towards this end he informed the meeting that the Governing Council has already taken a decision to streamline the management of the institute. Further, within the last ten months three fund raising and membership drive missions covering all member States have been undertaken. In addition to the member States the missions covered five non-member States with a view of recruiting them into membership. The missions recorded overwhelming support for and goodwill towards the institute, and this augurs well for the future of the institute.

Matters arising from the report of the Tenth Conference
(Agenda item 3)

9. ARCEDEM and IFORD reported that they had succeeded in attracting resources from donors to fund some of their operational activities. For its part, IDEP has submitted to some donors a training programme whose chances for receiving funding are fairly good.

10. IDEP and IFORD reported also that the collection of assessed contributions of their member States had significantly improved during the last two years. The same applies to a lesser extent to AATPO. Yet, there is a need to supplement such resources by generating institution's own income. In this respect, IDEP has successfully offered to host meetings; this has provided the institute with income which covered part of its operating expenses. Similarly, ARCEDEM is hopeful that its products can be sold to potential investors who can be identified with the assistance of ADB.

11. As regards the collaboration between ARSO and PADIS in connecting on-line African institutions to access external information sources, ARSO indicated that they were moving in the right direction.

12. ARCEDEM reported that it would organize in July 1991 jointly with ARCT a training session in Tanzania and that prospects for co-operation with ARCT and ARSO were good.

13. Lastly, ACARTSOD informed the meeting that, since the last Conference, nothing significant had happened regarding endeavours for closer collaboration with IFORD and RIPS because no mechanism had been set up to harmonize their activities. But the three organizations discussed the matter at the meeting of the specialized group preceding the Eleventh Conference.

Proposals for agenda made by some Chief Executives of the ECA-sponsored institutions (Agenda item 4)

4.a. Co-operation among the ECA-sponsored institutions

14. In introducing the document ECA/ECO/CCE/11/6 entitled "Co-operation among sister/brother institutions", AIHTTR highlighted possible areas of co-operation and stressed the recommendations contained in the document. Concerning the publication of a bulletin on the activities of ECA-sponsored institutions, the Conference decided to update the relevant directory of PADIS. After a thorough discussion, the Conference expressed the view that the issue of local taxation of the remuneration of the staff of ECA-sponsored institutions should be first addressed by their respective governing bodies; the Conference felt, however, that institutions located in a same country should try and obtain from the host government an identical treatment in this respect.

15. The Conference endorsed the other recommendations which call for more effective co-operative arrangements between the ECA-sponsored institutions. In particular, it was recommended that institutions located in the same city should meet at least once a year to discuss issues of common interest. Effort should also be made whenever possible by the institutions to participate in each other activities.

Integration of the operational activities and programmes of the various African Development Institutions [Agenda item 4(a)(i)]

16. In presenting the document ECA/ECO/CCE/11/4 relating to this agenda item, the Representative of ADB outlined the financial difficulties affecting the functioning of ECA-sponsored institutions, which to some extent are the result of the economic and financial difficulties encountered by African member States confronted with the hardship of the SAP programmes at national level.

17. He referred to LPA, ECA, OAU and ADB as appropriate frameworks through which collective efforts can bring solutions to the present situation. He specifically indicated some directions that may lead to such solutions i.e. co-financing of projects, co-ordination and harmonization of policies and strategies.

18. In the discussion that followed, Representatives of Institutions who took the floor (ARCT, IDEP, ARSO, RIPS, RECTAS) commended the paper for drawing attention to the appropriate conceptual framework conducive to possible solutions but also insisted that the paper fell short of spelling out the instruments to be used in order to obtain concrete results. A proposal was made of creating a committee to look into the best ways for strengthening the co-operation between ADB and ECA-sponsored institutions.

19. In his reply, the ADB Representative drew the attention of the meeting to the fact that the paper was only a discussion one and explained the process through which it would have to pass before it could be considered as ADB official paper. He then said that the following paper will bring answer to some of the questions raised.

Areas of enhanced co-operation between the Bank group and the various institutions
[Agenda item 4a(ii)]

20. The paper covering this item - ECA/ECO/CCE/5 - was more concrete in that it indicated potential sectors that could form the basis of co-operation between ADB group and the ECA-sponsored institutions and indicated also the instruments at the disposal of ADB for such co-operation. The main fields of interest are:

- (i) institutional and human infrastructure for development;
- (ii) environment and development;
- (iii) demography and socio-economic development;
- (iv) economic integration and regional co-operation.

21. At the request of Representatives of institutions, the ADB Representative gave a succinct account of actions taken so far by his institution in the four areas of interest. In the field of human development he informed the meeting that a policy paper on the establishment of centres of excellence is under preparation. A study on the restructuring of the ADB training centre was also being conducted.

22. In the environment field, a policy paper was also available and a unit on the issue has been created within ADB; on the population issue, a policy paper was under preparation which seeks to establish guideline principles in project appraisal. In the area of economic co-operation and integration, the ADB was member of the joint committee with OAU and ECA secretariats and has participated in the preparation of documents for the establishment of the future African Economic Community.

23. On the establishment of a committee to look into the relationship between ADB and institution, the ADB Representative expressed some reservations pointing out to the nature of the paper presented as being discussion paper and to procedural aspects of his institution. However, the meeting after discussion decided to establish an Ad hoc Committee composed of chairmen of each working group to prepare terms of reference related to enhancing of co-operation between ADB and ECA-sponsored institutions and draw up a paper on how to carry out the actual tasks. This paper will be sent to ADB which could use it as an input in its own policy paper. The terms of reference of the Ad hoc Committee are given in Annex 1 to this report.

Member States' contributions and fund mobilization [Agenda item 4(b)(iv) - 4(b)(xii)]

24. The Representative of AIHTTR presented the document ECA/ECO/CCE/11/7, entitled "Future of the institutes and funding problems with emphasis on the establishment of new measures for raising funds from Member States". When discussing this paper, the Conference agreed that there was need for appropriate action for the actual payment of their contributions by member States. The document insists on the central role to be played by ECA in the mobilization of funds which would be shared among the institutions according to their needs. In this respect, Prof. Adedeji recalled that at the very first meeting of the Conference, a similar proposal was made by ECA and a formula was designed to enable member States to contribute directly to ECA. But this proposal was rejected by member States themselves on the ground of non-globality of membership. He added that member States must, once again, be convinced of the usefulness of services rendered by the institutions. The Conference stressed the desirability of joint action by the institutions and their governing bodies, ECA and the host government for the payment of their contributions by member States. Finally, it was pointed out that, despite the good will of member States, the lack of foreign exchange makes it difficult in some cases for them to pay such contributions.

25. AATPO presented the paper ECA/ECO/CCE/11/11 entitled "A new strategy in the search for solutions to the problems of African specialized institutions" which, after an overall view of the current situation of these institutions, spells out reasons why member States have lost interest in their activities. It further suggests a strategy for recovering the lost ground and ways to work out a new survival strategy. The Conference took note of the paper which supplements other documents addressing similar issues.

26. Then ACARTSOD presented the document ECA/ECO/CCE/11/12 entitled "Enhancing the impact of ECA-sponsored regional subregional institutions in Africa". The paper lists various ways for the institutions to make their impact felt in their member countries, ranging from the development of new theoretical tools and methodological orientations to the anticipation of future problems and close collaboration with ECA and OAU. The Conference took note of the paper.

27. In presenting the two papers entitled "Utilization of the services of institutions by ECA", ECA/ECO/CCE/11/14 and "The role of ECA in training activities" ECA/ECO/CCE/11/15, ESAMI stressed the assistance which ECA can provide in those areas. During the discussion that followed, some participants stated that their institutions would like to know more about the possibilities of actually making use of the services of ESAMI which can meet their needs. The representative of ESAMI indicated that the Institute was working on a long-term training programme which may encompass policy analysis, formulation and implementation. The Conference took note of the papers.

28. In presenting the paper ECA/ECO/CCE/11/8 on "Future of the Institutes and funding problems with emphasis on the establishment of new measures for raising funds from member States", RIPS stressed the proposed restructuring of the Institute and the scenario for the funding of its activities in view of the gradual reduction of UNFPA's contribution. The Conference was informed by PADIS that there exists a directory published for the first time by PADIS in 1988 and which provides information on 33 ECA-sponsored institutions to which it was sent; the Conference decided subsequently that the directory should be updated on a yearly basis and circulated to all the institutions concerned. In this respect, RIPS made some recommendations which by and large apply also to IFORD, notably the possibility of billing services rendered to member States and the convening of a pledging conference. IFORD supplemented RIPS by saying that the governing bodies of the two Institutes should meet as soon as possible to consider the institutional arrangements related to their restructuring. The Conference was also informed that, pursuant to a decision of its 17th meeting of the Governing Council, IFORD will be integrated academically into the University of Yaounde hopefully by October 1991, but it was agreed at the same meeting that the Institute will continue to be a Regional Centre sponsored by ECA with its own Governing Council. In his reply to the issues raised, Prof. Adedeji pointed out inter-alia that the billing of services should be a usual practice by the institutions. He added that the convening of a pledging conference may not prove useful in solving funding problems of the institutions.

Situation and operation of the central African Mineral Resources Development Centre (CAMRDC) [Agenda item 4(b)(xiii)]

29. In introducing this agenda item, ECCAS reminded the Conference that, before its Governing Council appointed its Director General in 1984, the CAMRDC had been managed on a temporary basis by ECA. The Centre was expected to generate income and become financially self-reliant by the end of 1990. But this could not materialize for various reasons which led to a lack of interest on the part of member States. ECA carried out an evaluation of the Centre in 1989 which will be considered soon by an extraordinary session of the Governing Council. ECCAS, whose CAMRDC became a specialized institution since April 1991, appealed to ECA for continuous support to the Centre with a view to enabling it to render in the future, services for which it has been established.

30. ECA reported that the Centre was facing serious financial difficulties due to a total change in the attitude of its member States which had provided significant financial support during the first years of its existence. The above mentioned evaluation noted that one of the reasons for loss of interest on the part of member States is the fact that the programme of work of the Centre was not directly related to actual needs of the member States. The transformation of the Centre into a specialized institution of ECCAS is in conformity with ECA's policy: joint endeavours with ECOWAS are underway for establishing a similar Centre in West Africa. However, institutional and legal arrangements have to be finalized before CAMRDC becomes formally a specialized institution of ECCAS.

Presentation of Reports of Meetings of Specialized Group (Agenda item 5)

(1) Social Economic Development Planning and Management Institutions

31. This group is composed of Directors of the following institutions: RIPS (Chairman), IDEP, ACARTSOD, IFORD, UNAFRI, ESAMI (Rapporteur). Lusaka-based MULPOC attended as an observer.

32. The theme chosen for discussion by the group is: how to make the institutions self-reliant. In discussing this theme the group focused on:

- (i) barriers to institutional co-operation;
- (ii) collaborative arrangements and modalities;
- (iii) mobilization of resources.

33. The lack of effective mechanism to implement decisions of previous meetings and lack of coherent group responsible for drawing up concrete plans were found to constitute the main obstacles.

34. As a solution to those obstacles, the group has decided to meet every six months with the first meeting in November 1991 to be hosted by ACARTSOD. They also agreed on the schedule of the subsequent meetings up to 1996, with meetings rotating among group members.

35. The group also agreed on issues to be reviewed at the annual meetings and on modalities for co-operation among themselves consisting mainly on designing joint programmes, exchanging of information and harmonizing activities.

36. Collaborative arrangements were also considered under training, research, advisory services, information, documentation and mobilization of resources.

(2) Industrial Development Services Institutions
Group Co-operation possibilities

37. Out of the five members of this Group, four were represented by their Chief Executives, namely: ARCT, ARCEDEM, ARSO and AIHTTR. The African Regional Industrial Property Organization (ARIPO) was not present.

38. The Group discussed co-operation among the members in a number of areas of common interest such as:

- co-operative mechanisms for a project oriented approach involving all the institutes on complementary basis,
- training on technical matters through joint seminars and workshops,
- establishment of an information linkage between distributions to provide a compound data-base covering technology issues, design and manufacturing matters and technical standards and specifications.
- the creation of a consultancy consortium covering a wide range of consultancy services which are presently being provided by non-African consultants,
- the holding of periodical meeting to exchange ideas and harmonize activities, and
- co-operation with other groups in attaining regional self sufficiency.

39. The Group decided that the Director of ARCEDEM will be Chairman for 1991/92.

(3) Trade and Transport Distributions

40. Out of the five Institutes composing this group (FACC, IACO, PMAWCA, PMACSA, AATPO), only the Association of African Trade Promotion Organization (AATPO) was present at this meeting.

41. The Secretary General of AATPO reported that thanks to assistance received from ECA, the situation of his Association has slightly improved since last meeting of ECA-sponsored Institutions in Ibadan. The Association has designed new training programmes and projects which are expected to be financed partially by EEC.

(4) Natural Resources Group

42. RECTAS as the only member of this group present at the meeting. CRTO, AOCRS, CAMRDC, RCSSMRS and ESAMRDC were absent.

43. RECTAS had a student enrolment of 82 in 1989/90 for long-term training programme in photogrammetry and remote sensing. A total of 256 Africans attended eight workshops.

44. Through internal revenue generating RECTAS was able to account for about 12 per cent of its regular budget. Research into the application of remote sensing to urban planning of Ibadan and into the adaptation of high speed computers softwares to micro-computers produced some good results.

45. Through the EEC/RECTAS/ITC/ITC/GDTA project, the Centre will receive between 1990 and 1994 technical assistance worth US\$6.1 million from the European Community, the French, Dutch and Swiss Governments.

46. RECTAS management is looking into the possibility of establishing a steering committee with other sister cartography and remote sensing institutions to make for proper co-ordination, and synchronization of the activities of such institutions.

47. The major problem facing the Centre is inadequate funding of recurrent budget through member States' contributions.

Any other business

48. As he was attending for the first time the Conference of Chief Executives, the Director of UNAFRI took this opportunity to brief his colleagues on the objectives of the Institute. The latter has been established to advise African States in dealing with crime with a view to enabling them to achieve their development objectives and oppose rise in criminality. It aims also to encourage co-operation in struggle against drug smuggling and other cross-border forms of crime.

Date and Venue of Next Meeting

49. After consultation, Chief Executives of ECA-sponsored Institutions agreed that their next meeting will take place in February 1992 in Yaounde (Cameroon) with IFORD as the host institute.

ANNEX I

Proposed Terms of Reference

The task of the Ad-Hoc Committee shall be:

1. To examine with ADB the ways and means of enhancing the co-operation between ADB and ECA-sponsored institutions with a view to enabling ADB to play an important role in institutional capacity building.
2. To prepare a paper on the objectives and work programmes of the ECA-sponsored institutions for ADB consideration.

This paper will also spell out the capabilities and capacities of these institutions for consultancy and other services.

3. To explore with ADB the modalities and framework for utilizing the services of ECA-sponsored institutions.
4. To submit a report to the next conference of Chief-Executives of ECA-sponsored Institutions.

To carry out the above tasks ECA is called upon to coordinate the activities of the committee with ADB and provide secretarial support services. In this connection the Committee is expected to convene at ECA headquarters to finalize (2) above and at ADB headquarters to carry out tasks (1) and (3) above. The six-member committee will be composed of:

Chief Executive of RECTAS
Chief Executive of RIPS
Chief Executive of ARCEDEM
Chief Executive of AATPO
Chief Executive of WACH, and
ECA representative (Co-ordinator).

The Chief Executives of RECTAS is requested to liaise with ECA to ensure expeditious implementation of the work of the Committee.

ECA is called upon to make funds available for the meeting to be held at its Headquarters, and ADB is similarly requested to fund this meeting to be held in Abidjan.

ANNEX 2

SOCIAL ECONOMIC DEVELOPMENT PLANNING AND MANAGEMENT (INSTITUTIONS)

1. MEMBERSHIP

- (a) Dr. Patrick O. Ohadike, Director, RIPS (Chairman)
- (b) Dr. Jeggan C. Senghor, Director, IDEP
- (c) Dr. Yassin Ali Elkabir, Executive-Director, ACARTSOD
- (d) Prof. M. Sala-Diakanda, Director, IFORD
- (e) Prof. Femi Odekunle, Director, UNAFRI
- (f) Mr. Dickson W. Mzumara, Officer-in-Charge, Lusaka MULPOC
- (g) Mr. Bashaija Mwene Kazingo, ESAMI (Rapporteur)

2. THEME: How to make the institutions self-reliant

In discussing this theme, the members considered three inter-related and inter-connected topics which, if further examined, refined and operationalized, will be instrumental in effecting the achievement of self-reliance objective. The discussion therefore focused on the following:

- (a) Barriers to institutional co-operation;
- (b) Collaborative arrangements and modalities;
- (c) Mobilization of resources

3. IN-DEPTH DISCUSSION

3.1 Barriers to Co-operation:

A question was asked as to "Why has co-operation/collaboration between the member institutions been difficult in the past?"

Some of the factors responsible for institutional inability to co-operate were considered to include:

- Lack of effective mechanisms to implement decisions taken in previous meetings;
- Lack of a team or a coherent group of members responsible for drawing up concrete plans.

As a solution to these obstacles, it was decided that the above institutions should meet every six months and should re-look the question of collaboration/co-operation in concrete terms. It was further agreed that the first meeting should take place in the first week of November (1991) and the second meeting should coincide with the annual ECA's meetings. Furthermore, it was agreed that the meeting's Secretariat should rotate among the members whereby the Chief Executives of each institution should be responsible for follow-up activities for the implementation of decisions and ensure co-ordination of the secretariat.

These annual meetings will review the issues of:

- joint programmes;
- formulation of fundable projects/proposals on common or specific areas;
- determination of concrete forms of collaboration and implementation of work programmes.

Modalities for co-operation

- Exchange of information/programmes amongst the members;
- Exchange of training staff/personnel;
- Harmonization of activities to avoid duplications;
- Exchanging information on personnel/faculty/capabilities in each institution.

Meetings

Subsequent meetings are planned as follows:

YEAR:	1991	1992	1993	1994	1995	1996
VENUE:	ACARTSOD	ESAMI	IDEP	IFORD	RIPS	UNAFRI

Symposia/Workshops/Seminars etc.

For practical purposes, it was discussed and agreed that in each of the above scheduled meetings, workshops, etc., should be held on various facets of the theme "Human Development in Africa".

We shall, however, follow a common order of venues indicated above unless circumstances forbid. ACARTSOD will host the first meeting in November 1991 and will formulate a proposal which it will circulate to other members for comments.

3.2 Collaborative Arrangements

The need for collaboration was highlighted and its implementation was considered under four subheadings:

Training

- Exchange of trainers (on basis of mutual requests);
- Joint training programmes for member States;
- Training in research methods and data collection;
- Curriculum development;
- Materials development/case studies/audiovisuals;
- TOT (especially for joint training purposes).

Research

- Collaboration and implementation of work programmes of each of the members;
- Formulation of fundable/joint research projects.

Advisory Services

- Institutions should collaborate amongst themselves in rendering services to member States;
- Depends on technological competence available at each institute;
- Urge ECA to utilize the services of its sponsored institutions and pay for services;
- ECA should sublet some of the projects to its sponsored institutions. This way it will foster capacity building in those institutions.

Information and documentation

- Exchange information and documents amongst members;
- Exchange of publications;
- Exchange of relevant research papers and other documents, i.e., prospectus and staff capability profiles;
- Exchange materials on conferences, seminars, etc.

3.3 Mobilization of Resources

- Assist each other in following up on payment of subscriptions from governments/membership in the country in which an associate member is located.
- All information on status of the contributions should be made available to the CEO of the institution intending/requested to assist and all such correspondence should be copied informally.

ANNEX 3**INDUSTRIAL DEVELOPMENT SERVICES INSTITUTIONS GROUP
CO-OPERATION POSSIBILITIES****1. Introduction**

The industrial development and services institutions group comprises of the African Regional Centre for technology (ARCT), the African Regional Centre for Engineering Design and Manufacturing (ARCEDEM), the Regional African Organization for Standardization (ARSO), the African Institute for Higher Technical Training and Research (AIHTTR), and the African Regional Industrial Property Organization (ARIPO).

2. Co-operation in the Project Areas

Although each of these institutions has its specialized field of activity, their capabilities complement each other, and cover the spectrum of a consistent activities that can culminate in sourcing of particular service or equipment for the implementation of regional development of Africa. This is the most viable, productive and desirable form of co-operation between these institutions.

For example, in solving an African-related problem, such as in the area of energy or small scale industries or agricultural wastes, a project-oriented approach could be adopted whereby ARCT carries out the necessary studies and develops the appropriate technology. Meanwhile ARCEDEM undertakes the task of realizing such technology into useable equipment. At all stages, ARSO would be required to provide and evolve necessary technical specifications and support information so that the results are useable. ARIPO would then provide advisory services with respect to patent rights and related matters. Already a Joint Steering Committee (JSC) exists so that the co-operative mechanisms are already being examined.

3. Co-operation in Training

Training on technical matters is a common activity undertaken by the institutions. Co-operation is most possible in the areas of training seminars and workshops. Although each of the institutions specializes in a different aspect of engineering and technology, a co-ordinated training policy and an integrated plan will allow the institutions to participate in the training activities. These would lead to more comprehensive programmes for training which might if well managed allow the institutions greater effectiveness.

4. Information services

Each of the institutions requires an information system for effective operations. An information linkage between the institutions will provide for a compound data-base covering technology issues, design and manufacturing matters, and technical standards and specifications, thus furnishing a wide range of information needs to African countries. This, however, necessitates the co-ordination of the individual information systems adopted by each institute. Consequently, close co-operation and exchange of experiences among the three institutions must be fostered.

5. Consultancy

Possible co-operation between the five institutions in the field of consultancy could result in a consortium covering a wide range of consultancy services, which were hitherto being provided by non-African consultants. This would help to enhance their relevance to the region, revenue-generating capabilities especially in the industrial development and implementation areas. There is however some need for the exploration of opportunities so as to facilitate market penetration.

6. Meetings

Although independent planning should be maintained by each institution, to allow for flexibility and problem-solving, periodically scheduled meetings between the five institutions is advisable in order to exchange ideas, harmonize activities and provide the basis for the exploitation of their complementary capabilities for problem-solving. Date of inter-meeting activities: 1991....

7. Co-operation in attaining regional self-reliance

This area requires further development especially when the elements of some of the other groups (ADB etc.) can come together to define and articulate these problems. This could be the beginning of a regional solution to the seemingly intractable problems of the member institutions.

8. Chairman 1991-92

The Group decided that the Executive Director of ARCEDEM will be the Chairman for the year 1991/92.

ANNEX 4

TRADE AND TRANSPORT INSTITUTIONS

Out of the five Institutions composing this group (FACC, IACO, PMAWCA, TAHA, PMAESA, AATPO) only the Association of African Trade Promotion Organizations (AATPO) was present at this meeting.

The situation of AATPO since the last meeting in Ibadan has improved due to the assistance of ECA. This can be explained as follows:

- (i) The Executive Secretary of ECA, at request of the Interim Committee of AATPO assisted it in inviting Honourable Ministers of Trade to AATPO Special General Assembly Meeting on 18 April 1991;
- (ii) With the assistance of ECA, AATPO was able to hold a successful General Assembly meeting on 18 April 1991 in which a Bureau of AATPO was duly elected after four years of operation without an elected Bureau.

The Association had since last meeting of ECA-sponsored Institutions been designing new programmes in area of seminars, training and projects for funding by donor agencies.

Close contact and discussions with the European Economic Community are at advanced stage in which AATPO expects a significant proportion of its work-programme to be financed by the European Economic Commission (EEC).

However it should be pointed out that AATPO is still faced with serious financial problems because of the non-payment of contributions by member States of the Association. Although various visits and contacts had been made since the last meeting of ECA-sponsored Institutions in Ibadan, Nigeria to many member States of AATPO, the response in terms of payment of contribution had not been very encouraging.

ANNEX 5

NATURAL RESOURCES GROUP

Only RECTAS attended the meeting. CRTU, AOCRS, CAMRDC, RCSSMRS and ESAMRDS were absent.

1. Human Resources Development

RECTAS offered in 1989/90 session four long-term training courses with student enrolment of 82 in specialized disciplines of photogrammetry and remote sensing which constitute a vital tool for natural resources development in Africa (see table I). On short-term training the Centre conducted in 1990 eight workshops including a workshop which took place in Ghana for the first time. The total number of Africans trained at the workshop is 256 (see table I).

2. Technical Services and Internal Revenue

The Centre compiled manuscripts of the international airport, Ikeja and of Calabar in Nigeria. Through this type of consultancy projects, and also through the sales of goods and services including revenue from externally funded fellowships, the Centre was able to generate about 12 per cent of its regular budget in 1990.

3. Research and Development

- (a) Research into the application of remote sensing to urban planning for Ibadan city in Nigeria was conducted in 1990 with good success.
- (b) Research into the adaptation of high speed computers softwares to micro-computers continues with some significant break throughs.

4. Donor Participation

1990 witnessed increased participation of donors such as France, Netherlands, Britain, Switzerland, and the European Community (EEC). Through the EEC/RECTAS/ITC/GDTA project, the Centre will receive, between 1990 and 1994, contributions from the following donors to finance

- (a) Student fellowships and staff development;
- (b) Curriculum review and development; and
- (c) Purchase of new equipment:

European Community (EEC):	US\$3.7 million
French Government:	US\$1.7 million
Dutch Government:	US\$0.5 million
Swiss Government:	US\$0.2 million

TOTAL	=	US\$6.1 million
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5. RECTAS

RECTAS is in the process of carrying out the directives of its Governing Council by exploring the possibility of setting up a steering committee consisting of representatives from sister regional and sub-regional institutions concerned with cartography and remote sensing in Africa in order to make for proper co-ordination and synchronization of the activities of such institutions.

6. Problems

The major problem facing the centre is inadequate funding by member States for recurrent budget. This problem may be divided into two parts:

- (a) Irregular payment or non-payment of member States contributions. This often gives rise to financial crises. The resultant effects are (i) inadequate staffing; (ii) inadequate financial resources to execute Centre's work programme according to schedule.
- (b) Lack of patronage of Centre's consultancy services by Governments or member States; this results in relatively low income generating capacity.

TABLE I: TRAINING ACTIVITIES AT RECTAS 1990

A. Long-term Training Course			
Unit	Course	Number of Participants	Beneficiary Countries
Photogrammetry	1. Operator	1	Niger, Benin, Ghana,
	2. Technician (22 months)	38	Nigeria, Malawi
	3. Technologist (18 months)	40	Burkina Faso, Mali, Senegal, Zimbabwe
Remote sensing	4. Technician (9 months)	3	Ghana
	Total	82	
B. Workshops (Short-term courses in 1990)			
	5. Kano remote sensing workshop	100	Nigeria
	6. Remote sensing application	27	"
	7. Surveying and mapping computation workshop, Ile-Ife	25	"
	8. Surveying and mapping computation workshop, Accra	39	Ghana
	9. Intr. to R.S. applications		"
	10. Introduction to computers in RS	23	Nigeria
	11. R.S. application to renewable resources		"
	12. Digital Image processing		"
	13. Practical Photogrammetry	42	"
	TOTAL	256	

ANNEX 6

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