DRAFT PROPOSAL FOR THE
ESTABLISHMENT OF AFRICAN CENTRE
FOR REGIONAL ECONOMIC INTEGRATION
AT THE UNIVERSITY OF GHANA
LEGON

By

UNECA-MRAG Senior Regional Advisers:
S. K. B. ASANTE, Economic Cooperation and Integration;
M. J. BALOGUN, Policy, Management and Institution Reform;
and
W. A. NDONGKO, Macroeconomic and policy Reform
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Macroeconomic and Policy
Reform

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INTRODUCTION


2. The purpose of the mission was to collaborate with the University of Ghana in establishing a Centre for Regional Economic Integration at the University to provide dynamic leadership and sustained assistance at the technical, policy and intellectual levels to African Governments, policy makers, private sector executives and the NGO community in order to effectively manage the integration process as a key aspect of African development.

3. Towards this end, the mission undertook the following tasks:

(i) Critical assessment of the rationale for the establishment of an African Centre for Regional Economic Integration;

(ii) Examination of the impact of current macro-economic reforms, structural adjustment programmes and the international economic environment on the effective functioning of regionalism in Africa;

(iii) Collaboration with the University of Ghana in critically examining the nature and scope of Centre for Regional Economic Integration in Africa, including its significance in the field of development and capacity building for regional economic cooperation and integration;
(iv) Assistance to the University in drawing up the strategic objectives, medium- and short-term objectives, as well as the programmes and activities of the Centre, recommending a suitable organization structure, and laying a foundation for the effective management of the Centre's work programme;

(v) Collaboration with the University in defining the academic profiles of both trainers and trainees of the Centre;

(vi) Preparation of the basic project document for mobilization of resources from bilateral and multilateral donor agencies for the establishment of the Centre;

(vii) Discussions with the University authorities with a view to defining common areas of interest which could serve as basis for UNECA-University of Ghana future collaboration and cooperation; and

(viii) Consultations with the Ministries of Finance and Economic Planning and Foreign Affairs; and exchange of views on the proposed Centre with the following United Nations Agencies operating in Ghana: UNDP, UNIDO, FAO as well as the Office of the World Bank and the European Union Delegation.

Acknowledgement

4. The mission would wish to acknowledge the warm welcome and hospitality accorded it by the University and, especially, the cooperation of the University's Multidisciplinary Team led by Professor Kwame Ninsin of the Department of Political Science, which worked closely with the mission and throughout collaborated
in the preparation of the draft proposal for the establishment of the Centre for Regional Economic Integration. Substantial acknowledgement is due to the Vice-Chancellor, Professor George Benneh, and the top officials of the University who provided some useful information about the University of Ghana, its structure and achievements since its establishment in 1948.

5. Special thanks are due to the UNDP Office in Accra, which kindly arranged briefing sessions with the Ministries of Finance and Economic Development and Planning and Foreign Affairs, as well as the Resident Representatives of the United Nations Agencies and those of the World Bank and the European Union Delegation. Officials of these organizations gave willingly of their time, often interrupting busy schedules and making an extra effort to provide the mission with the much needed information.

6. The mission would like to express its special appreciation to Dr. J.L.S. Abbey, Executive Director of Centre for Policy Analysis (CEPA), formerly Ghana’s Ambassador to the UK and USA, who readily welcomed the mission without any previous appointment, and provided highlights on the newly established CEPA, its objectives, structure, work programme and expected output and thereby introducing the mission to the socio-economic development situation of Ghana.

7. The names of institutions and officials consulted is attached as Appendix I.

II. DRAFT PROPOSAL FOR THE ESTABLISHMENT OF A CENTRE FOR REGIONAL ECONOMIC INTEGRATION, UNIVERSITY OF GHANA, LEGON

8. The above-mentioned draft proposal prepared by the mission is herewith attached as Annex II.
9. The proposal provides, among other things; the following:

(i) **Background and Justification**, highlighting the significance of the strategy of regionalism in Africa since independence; establishment of the economic community schemes; and appraisal of these communities;

(ii) **Strategic Objectives** of the Centre, including medium-term objectives and short-term objectives;

(iii) **Activities and Programmes**;

(iv) **Target Groups**;

(v) **Expected Output**;

(vi) **Institutional Framework**;

(vii) **Resource Mobilization**; and

(viii) **Estimated Five-year Budget**.

10. The mission also prepared a series of follow-up action culminating in a special workshop on the proposal at the University of Ghana, Legon.
Annex I:

ECA-MRAG Mission to Accra (Ghana)
LIST OF PERSONALITIES MET BY THE MISSION

I. University of Ghana, Legon (Accra)

1. Prof George Benneh, Vice Chancellor
2. Prof. G.K. Nukunya, Pro-Vice Chancellor
3. Prof. Kwame Ninsin, Head, Department of Political Science
4. Mr. Paul Yankson, Department of Geography
5. Mr. A.T. Konu, Deputy Registrar (Academic Affairs)
6. J.M. Budu, Senior Assistant Registrar (Planning).

II. Ministry of Finance and Economic Planning

1. Dr. Akwasi Berkoh, Chief Economic Officer, International Economic Relations Department.

III. Ministry of Foreign Affairs

1. Mr. J.A. Laryea, Chief Director (Ag.)
2. Mr. M.K. Agyeman, Supervising Director
3. Mr. K.B. Simpson, Supervising Director
4. Mr. Harold Quarshie, Director Personnel and Trade
5. Mr. A. Addo, Director, Legal and Consular Bureau
6. Mr. Kofi Asante, Director, Investment Bureau
7. Mr. Patrick Hayford, Director International Org., and Conf.
8. Mr. K. Bonda, Ag. Director Inspectorate Bureau
9. Mr. K. Asante, Ag. Director Americas Bureau
10. Mr. Paul Ayere, Ag. Director Economic Relations Bureau
11. Mr. K. Yeboah-Asuamah, Ag. Director Finance and Accounts Bureau
12. Mr. Paul Essel, Ag. Director Europe
13. Mr. A.M. Hassan, Deputy Director Passport
14. Mr. E.K. Arthur, Policy Planning Bureau
15. Mr. D.Y. Adjei, Director Middle East and Asia
16. D.N. Kotei, Ag. Director Estates Bureau
17. H.C. Quarshie, Personnel and Training

IV. Centre for Policy Analysis

1. Dr. Joseph Abbey, Executive Director.

V. The World Bank

1. Mr. Grey Hancock, Senior Operations Officer.

VI. Food and Agricultural Organisation

1. Mr. B.F. Dada, Assistant Director Financial Department
2. Dr. Mathew Okar, Deputy Regional Representative
3. Dr. A.D. Malitharo, Assistant FAO
4. Mrs. Azorra Ali Mamshie, Assistant Programme Officer.
VII. United Nations Industrial Development Organization

1. Dr. David Tammy, Country Director
2. Mrs. Kristine Skipper, Programme Officer.

VIII. European Union

1. Mr. Franco Conzato, Economic Adviser.
ANNEX II:
DRAFT PROPOSAL FOR THE ESTABLISHMENT OF A CENTRE FOR REGIONAL ECONOMIC INTEGRATION, UNIVERSITY OF GHANA, LEGON
TABLE OF CONTENTS

Annex I: ECA-MRAG Mission to Accra (Ghana)

Annex II: Draft Proposal for the establishment of a Centre for Regional Economic Integration, University of Ghana, Legon

I. BACKGROUND AND JUSTIFICATION

Establishment of Economic Community Schemes 4-5
African Economic Communities: Expectations and Reality 6-11
Neglected Aspects in Management of African Regionalism 12-23
The Centre and its Location 24-25

II. OBJECTIVES OF THE CENTRE

Strategic Objectives 26-27
Medium-Term Objectives 28
Short-Term Objectives 29

III. ACTIVITIES AND PROGRAMMES

Research 30
Training
Documentation and Publication
Consultancy and Advisory Service
Policy Dialogues

(i)
TABLE OF CONTENTS (Cont'd)

IV. EXPECTED OUTPUTS

Research ........................................ 32
Training ........................................... 33-36

V. INSTITUTIONAL FRAMEWORK

Institutional Linkages .......................... 39
Staff of Centre .................................. 40-41
Technical Advisory Committee ................. 42
Governing Council ............................... 43

VI. RESOURCE MOBILIZATION .................... 44-46

VII. RESOURCE REQUIREMENTS ................... 47

(ii)
I. BACKGROUND AND JUSTIFICATION

1. The major challenge facing Africa in this last decade of the twentieth century is to reverse the trend of economic decline which has afflicted the region since the 1970s and strengthen the capacity of the economies for participation as important and effective partners in the global economy in the next century. One key element in the response to this challenge is the promotion of regional economic integration, which has for long constituted a significant aspect of African development strategy. Its merits as a desirable strategy for a large number of African States have been well documented in various studies on African development and reflected in virtually all recent internal or external action programmes or guidelines for Sub-Saharan Africa.\(^1\) The strategy of regional economic integration was given a new lease of life with the adoption in April 1980 of the Lagos Plan of Action for the Economic Development of Africa, 1980-2000 (LPA) and the Final Act of Lagos (FAL), in which African leaders committed themselves to the 'creation, at the national, sub-regional and regional levels, of dynamic and interdependent African economy' and thereby pave the

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way for the essential establishment of an African Common Market leading to an African Economic community.\(^2\)

2. Given the political balkanization of the continent into arbitrary nation-states with sparse population, small internal markets, limited infrastructure, new and fragile borders, and economies vulnerable to fluctuating world prices, it is not surprising that economic integration has been seen as a means of helping to overcome the disadvantages of small size, low per capital incomes, small populations, and narrow resource bases, and of making possible a higher rate of economic growth and development. It has also been seen as a means of consolidating the political independence of African countries and thereby strengthening their overall position vis-a-vis that of the developed countries, especially the former metropolitical power. In brief, therefore, economic integration in general is not only desirable, it is necessary if Africa is to industrialize, develop intra-African trade, develop the capacity to participate effectively in the evolving global linkages and interdependence, reduce her vulnerability to fluctuating overseas markets, mobilize and maximize scarce resources of capital and skills, and finally forge the way to effective African unity, both political and economic.

3. It is no wonder that African countries fully accept that they cannot make real progress with economic development without close coordination and harmonization of their sectoral plans and national development policies, and they continue to adopt resolutions and declarations to that effect, as reflected not only in the LPA and the Final Act of Lagos, but also in Africa’s Declaration on


Establishment of Economic Community Schemes

4. It is towards this end that since independence African countries have attempted various schemes of collective-self-reliance through sub-regional and regional economic cooperation as a means of accelerating their socio-economic development. By 1991, almost all African States had regrouped themselves in broader sub-regional economic communities to accelerate the process of economic cooperation and integration. In West Africa, the French-speaking West African countries established the West African Economic Community (CEAO) in 1973. This organisation, along with their institution for a common currency (UMOA), was transformed into the West African Economic and Monetary Union (UEMOA) in 1994. The Mano River Union (MRU) was established in 1974; and the most ambitious of them all, the Economic Community of West African States (ECOWAS) in 1975. North African countries established the Arab Maghreb Union (UMA) in 1989. In Central Africa, the Customs and Economic Union of Central Africa (UDEAC) 1964, was recently replaced by the economic and monetary union (CEMAC) 1994. The Economic Community of the Great Lake Countries (CEPGL) was established in 1976, and the Economic Community of Central African States (ECCAS) in 1983.
5. In Eastern and Southern Africa are first, the Southern African Customs Union (SACU) 1910; second, the Southern African Development Coordination Conference (SADCC) 1980, which was transformed into the Southern African Development Community (SADC) 1992; and third, the Preferential Trade Area of Eastern and Southern African States (PTA) 1981, now transformed into the Common Market for Eastern and Southern Africa [COMESA] 1994. In 1993, an agreement on East African Cooperation was signed by the three heads of State of Kenya, Uganda and Tanzania with a view to re-establishing the East African Community (EAC) 1967-1977. And, in June 1991, at Abuja, Nigeria, the 27th Summit of the Organization of African Unity established the all-important African Economic Community to consolidate the progress of economic integration at the sub-regional level, and enable the continent to better face the challenges posed by the evolving trends in the global economy, including the emergence of trading blocs.

African Economic Communities: Expectations and Reality

6. Although the economic communities are expected to play a vital role in the socio-economic transformation of the African economies and help alleviate poverty through sustained recovery and growth, there is the striking contradiction between general emphasis on the need for economic integration in Africa and the scanty evidence of practical success. Indeed, evidence tends to suggest that to date none of the economic groupings has made any appreciable progress towards the all-engaging objective of creating a sub-regional economic market, let alone an economic community, despite the human and financial resources deployed. For example, no significant progress has as yet been made on industrial and fiscal harmonization, which is an important objective of the treaties establishing the communities. The main objectives set out in the Final Act of Lagos in 1980 in the field of promotion of cooperation
7. Besides, much more still needs to be done in designing and elaborating agricultural and industrial programming policies in many of the African integration groupings. Common rules governing foreign direct investment such as those concerning investment incentives are matters still under discussion. In effect, the necessary policy guidelines and programmes for sub-regional industrial development have not been put in place. As a result, most integration groupings in Africa have not been able to promote successfully the establishment of a major multinational industrial projects, for example.

8. Thus despite great expectations, the existing economic integration schemes have still not been able to make positive steps towards achieving their pre-established goals. They have been unable to generate massive support among the African peoples for the objectives of economic integration, promote the necessary structural transformations, bring about an increase in agricultural and industrial production or make any significant contribution to measures for income redistribution and alleviation of poverty.

9. On the other hand, effective implementation of the key provisions of the treaties establishing the sub-regional economic communities has become particularly important and, indeed opportune, when viewed against the background of the dramatic and profound changes taking place in many regions of the world and the formidable challenges they pose to the process of African economic cooperation and integration. First, the emergence of trading blocs, in particular "Fortress Europe", which threaten to marginalise
Africa adds considerable force to the economic arguments in favour of regional solidarity. Second, the rapid changes in technology have brought about profound changes in the organization of world production and significantly altered the environment for competition. The attainment of a high level of productivity now requires, even more than before, the organization of production across national borders. In short, the internationalisation of production has become an indispensable basis for maintaining competitiveness in international markets. Third, the challenge of Eastern Europe, where the rebirth of democracy has captured the imagination and compassion of the governments and peoples of the Western world, has led to an increasing evidence of indifference, or withdrawal, if not abandonment on the part of the industrialised countries towards Africa. The changing international relations have given added relevance to the efforts of African countries to maximise their collective efforts through economic cooperation and integration.

10. Within the African continent itself, the current unprecedented development crisis has led to the recognition that many development issues transcend national boundaries, and should, therefore, be tackled at the regional or sub-regional level. Besides, the recent ratification of the Abuja Treaty establishing the African Economic Community has called for strengthening of the sub-regional economic communities which constitute the building blocs of the pan-African Community. There is, finally, the challenge of integrating democratic South Africa into the process of African regionalism.

11. On the whole, therefore, if the coming decades are to witness the evolution of a viable dynamic process of intra-African economic integration and cooperation, the revival process needs to be set in the context of a realistic appraisal of past experience and the new regional and global realities.
Neglected Aspects in the Management of African Regionalism

12. So far the existing integration-oriented institutions are not technically equipped to effectively meet the challenges of African regionalism. No systematic research has so far been made into the role which the service and enterprise sectors [private and public] should play in the integration process in Africa. All too often, both in the literature and in summits and conferences of African ministers of Finance/Planning/Commerce/Industry, etc., deliberating on matters concerning regional economic communities, a statist approach is taken or assumed, as if governments by themselves can create common markets. Similarly, far less attention has been paid, for example, to the democratic imperatives and popular participation in economic integration and development, as reflected in the African Charter for Popular Participation in Development adopted in 1990, as well as the current United Nations Development Programme’s seminal Human Development Report series, which has given full reign to the imperative of the human factor and democracy in development. Yet without a human-centred and participatory development strategy, no meaningful integration of African economies can take place. Furthermore, no critical assessment has been made on the appropriateness or otherwise of the African approach to regionalism. And although the institutional deficiencies at both the community and national levels to manage economic integration processes have long been recognized as a critical factor, not much attention has been devoted to this aspect of regionalism in Africa.

13. While structural adjustment programmes (SAPs) and economic integration have the common goal of promoting economic growth and development, both involving actions on the same macroeconomic and sectoral variables, there has been no systematic and sustained research to complement and widen the scope of the recent work of
the African Development Bank (ADB) on this uniquely topical subject³, and to examine critically the inter-relations between structural adjustment and economic integration to ensure that SAP policies and integration objectives are mutually reinforcing rather than conflicting. Neither has any serious thought been given to the concept of Regional Structural Adjustment Programme or, simply put, regional dimensions of SAP. No scholarly investigation has been made into the role of integration organs in the implementation of SAPs. And to date, the sub-regional economic communities in Africa have not to any significant extent been involved in these areas.

14. Consequently, there has been no sustained research on such crucial questions as, for example:

- how can economic integration and structural adjustment interact productively?
- how can integration organs improve the regional dimensions of structural adjustment programmes?
- how can Africa use economic integration to change the structure of its exports in favour of more value-added goods?
- what internal structures does Africa have to develop to take full advantage of the global trend towards freer markets?
- what are the specific linkages between market integration and the integration of production structures?

15. Furthermore, in the final analysis, the success of the integration effort would depend on how closely the national plans for sectoral development [in agriculture, industry, infrastructure, energy, environment, etc.] can be coordinated. Although there have

³ See note 1.
been several initiatives in this regard, little has so far been achieved. Therefore there is the need for a programme in this area to build on recent work on the subject, such as the multi-sectoral projects of the UN Economic Commission for Africa (UNECA) and to address such critical issues as:

- improvements in agriculture and promotion of food security;
- reduction of the heavy dependence of industrial production on imported materials;
- improvements of critical economic and social infrastructure.

16. Then, too, with the ratification of the Abuja Treaty establishing the African Economic Community, much research would be required on such important issues as (a) the possible impact of the Community on the African integration process; and (b) the approach to adopt to implement the Treaty's provision on strengthening the sub-regional economic communities, particularly in the context of the protocol on Relations between the Community and the Regional Economic Communities provided for in Article 95 of the Treaty.

17. It is generally agreed that one of the major impediments to the rapid integration of African economies has been the difficulties of promoting multinational enterprises. Although the ADB has been seized with this question since its establishment to respond to its mandate, it has had great difficulties in fulfilling this objective. There is therefore the need for in-depth research to (a) assist the Bank to develop new approaches and strategies; and (b) concentrate on the following questions, among others: What has been the successful experiences? What are the examples of failure? What lessons can be learned from these experiences? In the light of these experiences, what are the new options for policy?
What institutional arrangements should be established for financing and operating multinational projects?

18. Although the rationalization of integration institutions in Africa has been researched for many years, and a good deal of work on the subject is currently in progress, new research is required to concentrate on such questions as: Where are we with present efforts to rationalize such institutions, as for example, PTA/COMESA and SADC in Eastern and Southern Africa? ECOWAS and UEMOA in West Africa? ECCAS and CEMAC in Central Africa? What are the new options? What can the African Economic Community contribute to this process?

19. Above all, a great deal of work is required on the critical examination of (a) the possible effects of the just concluded Uruguay Round on African integration efforts; (b) the effects of the emerging trade blocs on African trade, the implications of particular trading blocs for African countries and what measures African integration organs need to take in response to such implications; (c) the effect of the Lome Convention on African economic integration; (d) using integration to improve the competitiveness of African industries or, specifically, the impact of integration in improving the productivity of African industries, in particular, by promoting trade in raw materials and intermediate products among African countries, and how such trade can promote inter-linkages among African industries as a basis for improved productivity; (e) the financing of African integration organs to enable them to rely less on external resources for funding activities that are essential for their operations; and finally (f) how to effectively mobilize international support for African integration, which has been accepted by most of the international institutions as fundamentally important for African development.
20. Significantly, too, the literature on regional economic integration in Africa scarcely pays specific attention to issues of capacity building or training of staff of economic integration with a view to increasing their capacity to identify, design, formulate, implement and monitor multi-sectoral projects. Besides, the application of the benefits of modern information technology, particularly computer technology, to administrative, management, and technical problems has not gone very far. Initial steps have been taken to use such techniques for the management of external trade statistics, but more still remains to be done.

21. There is thus an urgent need to provide dynamic leadership and sustained assistance at the technical, policy and intellectual levels to African governments, policy makers, private sector executives and the NGO community in order to effectively manage the integration process at the regional, sub-regional and national levels.

22. At present, apart from sporadic or occasional efforts by academic and research institutions like NISER (Ibadan), ISSER (Legon), CODESRIA (Dakar) and SAPES TRUST (Harare), research by African scholars and analysis on important policy and technical/economic aspects of economic integration is negligible, with the result that there has been little policy or action-oriented research to underpin the efforts of the various regional economic communities, or to challenge the latest intellectual onslaught on regional integration schemes in Sub-Saharan Africa.

23. Despite the setbacks in regional economic integration it has been clear to African Governments and policy makers that regional and sub-regional groupings are inevitable in the long-term for sustainable and self-reliant development of the continent. For Africa the realities still point to the imperative of regionalism.
Moreover, the 1990s have seen a resurgence of interest in economic cooperation and integration in Africa.

The Centre and its Location

24. The proposed African Centre for Regional Economic Integration is intended to meet these challenges, offer the much-needed leadership at all levels in this key aspect of African development, provide a link between research, policy, and the design and sequencing of regional integration schemes, serve as a basis for an in-depth study of a long-term programme for research, training and consultancy on African economic integration and endeavour to respond to perceived problems that are clogging the wheels of economic integration in Africa.

25. The Centre is to be located at the University of Ghana which, since its inception in the late 1940s has attracted eminent as well as young and aspiring scholars who worked in collaboration with their Ghanaian counterparts to establish a reputable tradition of excellent scholarship. In particular, the Institute of African Studies of the University has long become the cradle of respectable scholarly research and publications on African history, culture and politics. Currently, the University is host to the United Nations Regional Institute for Population Studies (UN/RIPS) and the United Nations University Institute for Natural Resources in Africa (UNU/INRA).

II. OBJECTIVES OF THE CENTRE

Strategic Objectives

26. The Centre will provide a new direction to current integration process in Africa and increase awareness of the interlocking
challenges to African regionalism. It will direct the surge of interest on the subject of economic integration into constructive and productive channels and provide programmes and guidelines for action. It will share experiences of regionalism with similar institutions in Europe, Americas and Asia; promote cultural, linguistic and geographical perspectives to advance the course of regional integration and act as vanguard for rapid economic integration in Africa.

27. The Centre will respond to the globalization of the economy and of financial services, as well as the tremendous developments in information technology which threaten to marginalize Africa further, within the framework of African regionalism. The technological dimension and intra-African cooperation in developing capacities in this area, particularly telecommunications and informatics, will be given priority.

Medium-Term Objectives

28. The Centre will pursue the following medium term objectives:

(i) **Research** - Act as the focal point for research on the problems and challenges of regionalism with a view to generating necessary data for effective policy formulation and implementation.

(ii) **Training** - Provide core competent skills for handling policy formulation, implementation, monitoring and evaluation of issues on regional integration and award appropriate degrees, diplomas and certificates.

(iii) **Documentation and Publication** - Act as a documentation and resource centre for policy makers, governments and
private sector and NGO executives as well as donor institutions and agencies which have an interest in regional integration.

(iv) Consultancy and Advisory Service - Provide consultancy and other advisory services to governments, policy makers, the private sector donors, the regional economic schemes and the NGO community on this subject.

Short-Term Objectives

29. To ensure the realization of the foregoing agenda steps will be taken to:

(i) Establish and manage the Centre efficiently: develop organigram, recruit staff, procure equipment, etc.

(ii) Establish guidelines for formulating substantive programmes in different fields of its mandate.

(iii) Mobilize resources from both domestic and external sources for the running of the Centre and its activities.

(iv) Designing, monitoring and evaluation instruments for periodic assessment of the Centre’s programmes in particular, and its performance in general.

III. ACTIVITIES AND PROGRAMMES

30. (a) Research
Policy-oriented research - On issues such as sustainable regional growth, cost-benefit analysis of integration, customs and tariff policies, trade liberalisation,
monetary and fiscal integration, regional project identification and analysis, etc., and regional dimensions of development strategies of African governments aimed principally at enhancing their economic prospects and furthering trans-border trade and investment and economic cooperation; regional dimensions of structural adjustment programmes; macroeconomic framework for effective economic integration; economic integration and sectoral development; modalities for promoting multinational enterprises; effects of the Uruguay Round on African integration efforts; impact of the emerging trade blocs on African trade; financing African regionalism, etc.

**Target groups:** Professional staff, researchers, etc.

(b) **Training**

(i) Post-graduate training leading to award of diplomas initially and subsequently degrees of the University of Ghana.

**Target groups:** Graduate students, etc.

(ii) Policy seminars, management and technical workshops and short training courses – For responsible top and middle level management personnel on issues such as customs, tariff and immigration; trade liberalization, monetary and fiscal policies, integration and investment policies; compensatory mechanisms; the cost and benefits of regional integration; linguistic and multi-cultural barriers; strategic and multidisciplinary approach to sub-regional problems; techniques of policy formation, implementation, and review; techniques
of designing, managing and evaluating multinational projects; training in project analysis, appraisal and management; training in trade promotion and marketing techniques; training in monetary and financing policy programming techniques; project analysis, etc.

**Target groups:** Public and private sector executives, labour leaders, bankers, policy makers, technocrats, etc.

(c) **Documentation and Publication** - Establishment of a research library and data bank, acquisition of computers and other equipment; publication of bulletin, studies, seminar and workshop reports.

(d) **Consultancy and Advisory Service** - Establishment of a consultancy and advisory unit to advertise and attract requests for consultancy and advisory services.

(e) **Policy dialogues** - For chief executives of regional and sub-regional bodies.

IV. **EXPECTED OUTPUTS**

31. The activities and programmes listed above will be organized for the 5 major sub-regions where integration institutions are concentrated. The OAU, ECA and the ADB will be deeply involved, particularly within the framework of the joint secretariat of the three institutions.
(a) **Research**

32. Studies and publications on each of the themes listed in para 30 (a).

(b) **Training**

(i) **Policy seminars**

33. A minimum of 30 senior level professionals trained in each of two seminars annually. Participation will be limited to a maximum of 4 participants from each sub-region, and will represent law makers, the private sector, labour, NGOs, government representatives from the relevant ministries and agencies. The secretariats of regional and sub-regional economic communities will be represented by 2 senior staff members,

(ii) **Management and technical workshops**

34. A minimum of 20 professionals trained in each of 4 workshops annually, with 4 participants from each sub-region.

(iii) **Policy dialogues**

35. Three participants each (Chief Executive and 2 Deputies) from the regional and sub-regional groupings making a total of 18. The dialogues will be organized thematically.

(iv) **Post-Graduate Training**

36. The annual intake for the diploma programme will be limited to a maximum of 25 candidates. Admission will be prioritised as follows:
(a) Staff of regional and sub-regional economic communities;

(b) Staff of national institutions of member-States who are responsible for regional integration; and

(c) Any other person holding a good first degree and who has academic and career aspirations in regional integration.

37. To achieve productivity and relevance, these activities and programmes will be organized in the order outlined above so that the output from one level of activity will constitute a vital input for the planning and deliberations of the other.

38. The integration of various outputs and inputs will enable the Centre to achieve the following:

- Extensive and intensive participation by the rank and file of key actors in the integration process, especially officials responsible for policy formulation and implementation, so that the obstacles to successful integration could be reduced.

- The technical, management, legal and administrative issues and problems of policy formulation and implementation would be resolved before they reach the top-policy makers who would be required to conclude the process with definite policy directives at the "policy dialogue" sessions.
V. INSTITUTIONAL FRAMEWORK

Institutional Linkages

39. The Centre will establish vertical links with the policy making bodies of the University of Ghana and horizontal links with the relevant departments and institutions of the University, as well as with the existing regional and sub-regional economic groupings on the continent and similar organizations in Europe, North America, Middle East, South East Asia and Latin America.

Staff of Centre

40. The Centre will be headed by an Executive Director, who must possess an advanced degree in the relevant field, considerable experience in administration and management as well as research on regionalism in Africa, and must have proven leadership qualities.

41. There will be:

(a) Chief of Training
(b) Chief of Research and Consultancy Services
(c) Chief of Administration and Finance
(d) Chief of Documentation and Publication

Technical Advisory Committee

42. The Executive Director will be assisted by a Technical Advisory Committee, particularly as regards programmes. Membership will comprise the following:
The Executive Director of the Centre - chairman,
Representative - Ministry of Finance and Economic Planning (Ghana),
Representative - University of Ghana,
Representative - Executive Secretary of the ECA,
Representative - President of the ADB,
Representative - Secretary-General of OAU,
2 Representatives from one African sub-regional and regional institution (eg. CODESRIA, ACDESS, SAPES, IDEP, Association of African Universities) rotating every two years,
3 eminent African scholars for a term of three years.

Governing Council

43. The Centre will have a Governing Council which will, inter alia, determine its general policy in all areas. It will be composed as follows:

A Chairman (which will rotate among the 5 major sub-regions of Africa),
1 Representative from each of the 5 major sub-regional economic communities,
1 Representative from the African Economic Community,
1 Representative each from the OAU, ECA and ADB,
1 Representative, University of Ghana,
2 Representatives from the private sector,
2 Representatives from the donor community.

For the representatives from the private sector and the donor community the tenure of office will be three years.
VI. RESOURCE MOBILIZATION

44. The establishment of the Centre is the direct response to challenges posed by the effective implementation of the Abuja Treaty of 1991, which was to usher into existence the African Economic Community. Consequently, the OAU, ECA and ADB are expected to assume a leading role within the framework of their Joint Secretariat in mobilizing resources from both internal (Africa) and external sources to enable the Centre to take off, and also implement its activities and programmes.

45. In this regard, the OAU, ECA and ADB, in collaboration with the Government of Ghana, will appeal to both internal (Africa) and external donor agencies and organisations for financial support and also mobilize technical assistance from the UN system.

46. The University of Ghana will provide the initial office space and other facilities to get the Centre started. The University will also be the executing agency.

VII. RESOURCE REQUIREMENTS FOR FIVE YEARS

47. Resources will be required for a period of five years. The first two years will focus special attention on institution building, programme formulation, establishment of contact both within and outside the continent and publicising the Centre. In the third year, the Centre would be expected to be fully operational, as the substantive programmes would have been put into action.

Elements

48. The budget estimates presented below cover annual costs over a period of five years. As regards personnel, the intention is to
He will plan and coordinate all substantive activities and supervise their implementation; establish and maintain close contact with African Governments, relevant sub-regional and regional economic groupings and research institutions both in and outside Africa. The Executive Director will also be responsible for mobilization of resources and for relations with the donor community. The post will be at the level of D1 (Centre scale) for 12 man-months at an annual total cost of US $36,770.

52. **Chiefs of Division (4)**: There will be 4 Chiefs in charge of Research and Consultancy Services, Training, Administration and Documentation, who will be responsible for conceptualization, design, implementation and follow-up of programme activities under the general supervision of the Executive Director. They will also be responsible for the management of their respective divisions. The post of Chiefs of Research and Consultancy/Advisory Services and Training will be at the level of P5 (Centre scale) for 12 man-months at an annual total of US $31,046 each. The total cost will be US $31,046 x 2 = US $62,092. The post of Chiefs of Documentation/Library Services and Administration will be at the level of P4 (Centre scale) for 12 man-months at an annual total of US $25,807. The total cost will be US $25,807 x 2 = US $51,614.

**Senior Fellows (2)**

53. There will be one Senior Research Fellow for the Research and Consultancy Division and another one for the Training Division. They will be responsible for formulating detailed programme activities and implementation of specific outputs. Their responsibility will also cover organization of workshops and seminars and related studies and publications. The post will be at the level of P4 (Centre scale) for 12 man-months at an annual total of US $25,807 x 2 = US $51,614.
Fellows (4)

54. There will be two fellows each in the Research and Consultancy Division and the Training Division. They will assist the Division Chiefs and Senior Research Fellows in all aspects of programme design, implementation and management. Each post will be at the level of P3 (Centre scale) for 12 man-months at an annual total cost of US $ 21,344. The total cost for 4 Fellows will be US $21,344 x 4 = US $85,376.

55. **Short-term Fellows (4)**: to undertake specific assignments in the Research and Training Divisions. The post will be equivalent to level P3 (Centre scale). The total cost will be US $85,376.

(b) **Support Staff (Local)**

56. All posts will as much as possible be based on salary scales of the University of Ghana, Legon.

57. **Library/Documentation Assistant (1)**: to assist the Chief of Documentation Division in all areas of operation. The salary per annum (Centre scale) will be US $1,200.

58. **Administrative Secretaries (2)**, each responsible for personnel matters and general services. The salary per annum will be US $1,200 each. The total cost for the 2 will be US $2,400.

59. **Assistant Secretaries (5)**, for office of the Executive Director and the 4 divisions for secretarial services. The salary per annum will be US $1,100 each. The total cost for the 5 will be US $5,500 per annum.
60. **Accounting Assistant** (1), will assist the Chief of Administration in all matters of financial management. The total cost will be US $1,200.

61. **Drivers** (2), one for Executive Director and another for general duties. The salary will be US $335 per annum. The total cost for 2 drivers per annum will be US $335 \times 2 = US $670.

62. **Receptionist** (1) to man the telephone and courier services. The salary per annum will be US $500.

63. **Messenger/Cleaner** (2), for cleaning and messengerial duties. The salary per annum will be US $300 each. The total cost will be US $300 \times 2 = US $600.

**PROGRAMME ACTIVITIES**

**Research**

64. As noted in para. 30 (a), research is to be conducted on broad range of themes. The resource requirement will cover cost of researchers, consultants, translators and interpreters, field missions, preparation of studies, seminars and workshops, publication and dissemination. The global cost estimated for one year is US $300,000.

**Training**

65. As noted in para 30 (b), training activities will constitute policy seminars, management and technical workshops, short-term courses and diploma programmes. The global cost estimated will cover resource persons, fellowships, translators and interpreters, training materials, etc. The cost will be US $300,000.
Equipment

(a) Non-Expendable

66. This will include computers, hardware, software, telex and fax machines, typewriters, E-mail, telephones and other office furniture. The estimated global cost is US $150,000.

(b) Expendable

67. Stationary and office supplies, books, etc. Estimated global cost is US $60,000.

(c) Miscellaneous

68. Vehicles (2), one for Executive Director and one for general utility purposes. Maintenance, especially of non-expendable equipment, etc. The total cost is US $100,000.

69. Contingencies: US $150,000.

70. The cost summary for one year is as follows:

**PERSONNEL**

- Professional US $372,842
- Support Staff US $ 12,070

**PROGRAMMES**

- Research US $300,000
- Training US $300,000

**EQUIPMENT**
- Non-Expendable  
  US $150,000
- Expendable  
  US $60,000

MISCELLANEOUS  
US $100,000

  Sub-total  
  US $1,294,912
  Contingencies  
  US $150,000

  GRAND TOTAL  
  US $1,444,912
71. Total cost for 5 years is as follows:

**Personnel**
- Professional: US $372,842 x 5 = US $1,864,210
- Support Staff: US $12,070 x 5 = US $60,350

**Programmes**
- Research: US $300,000 x 5 = US $1,500,000
- Training: US $300,000 x 5 = US $1,500,000

**Equipment**
- Non-expendable: US $150,000 = US $150,000
- Expendable: US $60,000 = US $60,000

**Miscellaneous**
- US $100,000 x 5 = US $500,000

Sub-total = US $5,634,560
Contingencies: US $150,000 x 5 = US $750,000

**GRAND TOTAL** = US $6,384,560