



UNITED NATIONS
ECONOMIC AND SOCIAL COUNCIL

Distr.
LIMITED

E/CN.14/AFPSO/1
16 December 1976

Original: ENGLISH

ECONOMIC COMMISSION FOR AFRICA

AFRICAN PURCHASING AND SUPPLIES ORGANIZATION

FINAL REPORT OF THE PRE-INAUGURAL MEETING OF THE
AFRICAN PURCHASING AND SUPPLIES ORGANIZATION
HELD IN TANGIER FROM 1 TO 5 NOVEMBER 1976

1. The pre-inaugural meeting of the African Purchasing and Supplies Organization commenced in the Palais du Marshan, Tangier at 0945 a.m. on Monday, 1 November 1976.

2. The following countries were represented by delegations or observers:

- | | |
|--------------------------|--------------------|
| Botswana (observer) | Morocco |
| Central African Republic | Nigeria |
| Congo People's Republic | Senegal |
| Egypt (observer) | Sudan |
| Gabon | Togo |
| Ghana | Tunisia (observer) |
| Liberia | Uganda |
| Mauritania | Zaire |

3. Invited guests were as follows:

Swedish International Development Authority (SIDA)

International Trade Centre (UNCTAD/GATT)

Division of Public Administration and Finance, UN Headquarters

Centre of Industrial Studies of the Maghreb

- African Training and Research Centre in Administration for Development

4. The Economic Commission for Africa was represented by:

E. Henry
J.H. Chileshe
J. Tekeu
A.M. Akiwumi

5. The pre-inaugural meeting was formally opened by the Minister of State for Commerce, Industry, Mines and Merchant Marine, of the Royal Government of Morocco, who delivered an address on the great expectations which African countries placed in the future African Purchasing and Supplies Organization. A motion of thanks in the name of the inaugural meeting to the Minister and the authorities in Tangier was passed by acclamation.

6. A member of the ECA read a speech on behalf of Mr. Adebayo Adedeji, Executive Secretary of ECA, and the representatives of SIDA, ITC (UNCTAD/GATT) and United Nations Headquarters also addressed the delegates.

7. The provisional agenda outlined hereunder was adopted:

Provisional Agenda

1. Adoption of Agenda
2. Election of Officers
3. Examination of the Draft Constitution as amended
4. Other business
5. Adjournment

8. The pre-inaugural meeting elected its officers to conduct its business as follows:

- | | |
|------------------------|---|
| - Chairman | Mr. Tahar Bouchaara (Morocco) |
| - First Vice-Chairman | Mr. Nana George Bright Abu (Ghana) |
| - Second Vice-Chairman | Mr. E.W.O. Wabwire (Uganda) |
| - Rapporteur | Mr. Leon Bangazoni (Central African Republic) |

9. The work programme and time schedule were approved as follows:

- | | |
|-------------|-----------------------|
| - Morning | 10 a.m. to 12.30 p.m. |
| - Afternoon | 3 p.m. to 6 p.m. |

10. There were some delegates who felt that the Constitution might have been more explicit or specific on the role of the Organization in bringing assistance to member States and in efforts to promote intra-African trade. Yet other delegates felt that any amendment was unnecessary. It was explained that since the original draft had been produced in Dakar in 1973 the world had experienced and Africa was still experiencing an economic crisis of major proportions and the Constitution should properly be amended to bring it into line with the realities of the situation and the desire and aspirations of African countries.

11. The pre-inaugural session decided to examine the draft Constitution on an Article by Article basis. It was apparent throughout the succeeding debate that there were only a few fundamental differences between delegates on the substance of the draft Constitution. Such differences were resolved by debate and consensus. The other differences were largely matters of language and nuance and these were readily resolved. The Constitution was finally adopted by the pre-inaugural meeting.

12. The Constitution as amended was reproduced as "The Constitution of the African Purchasing and Supplies Organization" and was placed in the assembly for signature on behalf of their governments by such delegations as were empowered to sign. It was noted that for reasons beyond the control of the Secretariat translation of the Constitution into the Arabic language could not be completed for signature at this time. The text in the Arabic language will be circulated to Governments of Arabic-speaking countries as soon as possible.

13. Unless and until the Constitution has been signed and ratified by fifteen member States of the Economic Commission for Africa and the Organization of African Unity, at least one of whom shall be from each sub-region as defined by ECA, the African Purchasing and Supplies Organization cannot be officially created. It was the earnest hope of all delegations that this would be accomplished without delay.

14. The meeting received and noted with appreciation a telegram of congratulations and fraternal greetings from the International Federation of Purchasing and Materials Management.

15. The report of an ad hoc Committee on the work programme of the Organization comprising representatives of the following delegations, observers and international organizations, was considered:

<u>Delegations:</u>	Central African Republic Liberia Morocco Nigeria
<u>International Organizations:</u>	United Nations Headquarters ECA
<u>Observers:</u>	CAFRAD SIDA ITC

16. A number of delegates felt that the programme was too theoretical. Nevertheless, it would form a basis for a sound practical programme of work by the Secretariat when it is formed. There followed an animated debate on the content of the report. Amendments were offered and adopted.

... 17. A copy of the report as amended and adopted is annexed hereto.

18. Amongst other items discussed under item 4 "Other Business" on the adopted Agenda, the following were approved by the meeting, as representing the most urgent tasks of the secretariat and interim secretariat:

- (a) To define ways and means of activating the proposals contained in the work programme (see Annex I);
- (b) Recommended that all member States carefully examine the Draft Rules of Procedure of the Organization and submit in writing before 31 December 1976 to the Executive Secretary of ECA, their recommendations on this subject;
- (c) The relationship between AATPO and APSO was discussed and the explanations of the secretariat were noted;
- (d) To study a number of products which caused particular difficulties and to recommend action appropriate to the circumstances;
- (e) To call upon all member States to sign and rectify the Constitution without delay;
- (f) To call the General Assembly into session as soon as possible after the Constitution has been signed by the requisite number of States;
- (g) To invite member States to consider acting as host to the Headquarters of APSO and to submit details of their candidature to the Secretariat of ECA.

19. The meeting considered and approved resolutions as follows:

- (i) A resolution to the Council of Ministers of ECA and OAU calling on all Governments of member States to recognize and support the African Purchasing and Supplies Organization;
- (ii) A resolution of thanks to the Government of Morocco;
- (iii) A resolution of thanks to the Swedish International Development Authority;
- (iv) A resolution of thanks to the International Federation of Purchasing and Materials Management.

20. Taking into account that AATPO will be meeting in General Assembly in Tangier in the Spring of 1977 the pre-inaugural meeting accepted a proposal from the Délégation of Morocco to call its inaugural meeting at a date either immediately before or after the meeting of AATPO to ensure the widest possible participation of member States in both meetings with a minimum of cost and inconvenience.

21. The pre-inaugural meeting adopted the final report presented by the Rapporteur, Mr. Leon Bangazoni.

22. The pre-inaugural meeting was formally adjourned.

REPORT OF THE AD HOC COMMITTEE
appointed to suggest
guidelines for the programme of work
of APSO

At the request of the pre-inaugural session of APSO convened at Tangier from 1 to 5 novembre 1976, an ad hoc Committee composed of the representatives of the Central African Republic, Liberia, Morocco and Nigeria and of ECA, UN, CAFRAD, SIDA and ITC was asked to consider the future programme of work of the Organization, mainly where training, research and information were concerned. In that regard the following proposals were made:

A. Evaluation and Identification

At the request of member States, undertake missions of evaluation in member States of the Organization in order to identify the difficulties which our continent is facing in the area of purchasing and supply management. These missions also should list the organizations existing in the member States.

B. Training

It was felt that a meaningful training programme could be designed only if the highest governmental authorities became aware of the significance and scope of purchasing and supplies.

Such awareness was thought to be necessary if all the member States were to provide APSO with support and infrastructure which were vital to the initiation of a training programme.

Secondly, the identification and definition of the problems of the various countries were considered to be pre-requisite to the formulation of a viable training programme since their problems in that regard differed to such an extent that an analysis of the situation prevailing in each of the member States should be carried out.

Because of the limited human and financial resources available and since the task to be accomplished was so enormous, it was felt that it would be necessary to categorize the activities of the Organization into short-, medium- and long-term projects.

Thus, as soon as it was established, APSO should embark on the following short-term activities:

1. The organization and sponsorship of symposia at the national, sub-regional and regional levels aimed at promoting awareness at the highest governmental level of the importance of the management of purchasing and supplies and also at obtaining information on training needs in that connexion.

2. Helping member States to identify potential candidates for special training to become leaders in the management of purchasing and supplies.
3. To undertake action aimed at the establishment of national bodies for Purchasing and Supply Management in member States where such bodies do not exist.

C. Research and Information

Although research was considered to be of importance, it was agreed that owing to the shortage of resources, the focus should be on medium- and long-term activities. Research should also be initiated to collect information on the following subjects:

- (i) The purchasing policy of central and subsidiary organs in respect of their trade activities within and outside Africa;
- (ii) The diffusion of information on training and collection of information on existing and potential trade and the ways and means of effectively diffusing such information amongst member States.

- D. 1. To achieve the objectives of A, B and C above, the pre-inaugural meeting agreed that the services of ECA, OAU, CAFRAD, AATPO and national agencies should be utilized as far as practicable.
2. Moreover the pre-inaugural meeting recommended that the Secretariat of the Organization should be structured in such a way as will enable it to perform its functions.

E. International Co-operation

Moreover, in view of the limited human and financial resources available, the pre-inaugural meeting felt it necessary to call attention to the need for international co-operation, which would allow APSO to benefit from the assistance available outside and within the continent. The Secretariat should, on its establishment, take the steps needed to fulfil that objective.

CONSTITUTION OF THE AFRICAN PURCHASING AND SUPPLIES
ORGANIZATION

Preamble

The member States on whose behalf this Constitution is signed:

Having regard to the advantage for Africa to be derived from the effective and continuous exchange of information and harmonization of activities in the field of purchasing, supplies, stores and materials management;

Being aware of the significant role that purchasing and supplies management has to play in the economic development of Africa;

Convinced that the creation of an African Purchasing and Supplies Organization for the study, discussion and promotion of purchasing, supplies, stores and materials management within Africa would best serve these purposes;

Have agreed as follows:

ARTICLE I

Establishment of the Organization

The African Purchasing and Supplies Organization (APSO) hereinafter referred to as "the Organization", is hereby established by the present Constitution. It is governed and operates in accordance with the provisions of this Constitution.

ARTICLE II

Objectives and functions

1. The objectives of the Organization shall be to:
 - (a) Define for its member States sound purchasing, supplies, stores and materials management practices and promote their application;
 - (b) Act in the member States in the capacity of an agency providing necessary services in the area of purchasing and supply management;
 - (c) Foster, promote and assist in the teaching, study and techniques relating to purchasing, supplies, stores and materials management, as well as development of knowledge in that field; and

- (d) Contribute to the harmonization of the purchasing, supplies, stores and materials management practices and methods in the member States.
2. For the purposes set out in paragraph 1 of this Article, the Organization shall:
- (a) Provide for meetings of the Organization and its organs;
 - (b) Assist the members of the Organization to create national purchasing, supplies, stores and materials management associations;
 - (c) Assist the members of the Organization in the strengthening of their purchasing, supplies, stores and materials management organizations;
 - (d) Promote the exchange of ideas and experience in such fields as purchasing, supplies, stores and materials management;
 - (e) Suggest to member States purchasing, supplies, stores and materials management methods which are appropriate to increased intra-African trade;
 - (f) Assist in organizing information centres for the dissemination of information on purchasing, supplies, stores and materials management among its members; and
 - (g) Do all such other things as would enable the Organization to achieve its objectives including the publication of an information journal.

ARTICLE III

Membership

- (1) Membership of the Organization shall be open to all member States of the Organization of African Unity and the United Nations Economic Commission for Africa.
- (2) The standing of the members of the Organization shall be acquired in accordance with Article XIII of this Constitution.

ARTICLE IV

Obligations of members

Members of the Organization shall co-operate in every way so as to assist the Organization in achieving its objectives. They shall in particular:

- (a) Facilitate the collection, exchange and dissemination of information in such manner and under such conditions as the General Assembly may determine in agreement with member States;
- (b) Communicate all necessary reports and information as may be agreed with the competent organs of the Organization, to such organs;

- (c) Make available means of training and research facilities on such terms and conditions as may be fixed by common agreement with the appropriate organ of the Organization;
- (d) Make available personnel to assist other members of the Organization on such conditions as may be agreed with the appropriate organ of the Organization;
- (e) Pay their annual contributions as assessed by the General Assembly and such special contributions as may be determined by the General Assembly.

ARTICLE V

Structure of the Organization

1. To enable it to achieve its purpose and to perform its functions, the Organization shall in accordance with the laws of the country where its Headquarters is established, seek and acquire legal capacity to acquire, hold, manage and dispose of land and other property, enter into contracts, accept and make loans, grants, gifts and contributions and to sue and be sued.
2. The Organization as an international body shall enjoy legal personality and shall have in the territory of each of its members the legal capacity and privileges required for the performance of its functions under this Constitution.
3. The Organization shall enter into an agreement with the Government of the country where its Headquarters is to be established, concerning the privileges, immunities and other matters in connection with the Organization.
4. The organs of the Organization are:
 - (a) The General Assembly;
 - (b) The Executive Board;
 - (c) The Secretariat; and
 - (d) Such other bodies as may be created by the General Assembly.

ARTICLE VI

The General Assembly

1. The General Assembly shall consist of representatives of all of the States which are members of the Organization.
2. Each member of the General Assembly shall have only one vote at meetings of the General Assembly.
3. The General Assembly shall meet at least once every two years; emergency meetings may be convened in accordance with rules made by it.

4. The General Assembly shall elect from amongst the members of the Organization, a President, two Vice-Presidents and a Rapporteur who together constitute the Executive Board.

5. The General Assembly shall:

- (a) determine the general policy of the Organization;
- (b) consider and approve the programme of work, audited accounts and budget of the Organization;
- (c) review, direct and co-ordinate the activities of the organs of the Organization;
- (d) determine the contribution of each member State of the Organization and fix its operational budget;
- (e) consider reports on the activities of the Organization;
- (f) determine conditions of admission of members of the Organization in pursuance of paragraph 2 and 3 of Article XIII of this Constitution;
- (g) consider and adopt rules and general directions governing the activities of the Organization and its organs; and
- (h) appoint auditors of the Organization.

6. The General Assembly may establish such bodies as it deems necessary and may delegate any of its functions to such bodies of the Organization.

7. Subject to the provisions of this Constitution, the General Assembly shall prescribe its own rules of procedure including those for convening its meetings, the conduct of such meetings, and the quorum and the voting thereat and for the dissemination of the reports of these meetings.

ARTICLE VII

Executive Board

1. The Executive Board under the direction of the President shall:

- (a) submit to the General Assembly for its approval reports on the activities of the Organization;
- (b) submit for approval of the General Assembly the programme of work, audited accounts and budget of the Organization;
- (c) determine in consultation with the Secretariat the activities that may be undertaken by the Organization or its organs in furtherance of the objectives of the Organization; and

- (d) review, direct and co-ordinate the activities of the organs of the Organization in between meetings of the General Assembly under conditions determined by the General Assembly.

2. The Executive Board shall meet at least once every year when convened by its Chairman.

ARTICLE VIII

The Secretariat

1. The General Assembly shall establish the Secretariat, appoint its location and prescribe its functions. Until the Secretariat is established, the United Nations Economic Commission for Africa shall constitute the Secretariat of the Organization.
2. The Organization may establish and maintain close and continuous working relationship with the United Nations Economic Commission for Africa and the Organization of African Unity or any other body as it may deem necessary.

ARTICLE IX

Amendments

This Constitution may be amended by a two-thirds majority of the members of the Organization at a meeting of the General Assembly. Members of the Organization who are not represented at such a meeting may signify their votes in writing or by proxy, provided however that the present Constitution may not be amended unless a written notice of the proposed amendment shall first have been given to all the members of the Organization at least three months before the meeting of the General Assembly at which such a proposed amendment is to be considered.

ARTICLE X

Suspension, withdrawal and cessation of membership

1. Any member of the Organization who persistently fails to fulfil any of its obligations under this Constitution may be suspended from membership of the Organization by the General Assembly on such terms as the General Assembly may determine.
2. Any member of the Organization may withdraw from the Organization after the expiration of one year from the date of which membership of the Organization was acquired, by giving written notice of withdrawal in original and duplicate copies to the President of the General Assembly who shall forthwith inform all members of the Organization, the Depositary and the Secretariat of the receipt of such notice of withdrawal and shall transmit the original copy of such notice of withdrawal to the Depositary.
3. Withdrawal from the Organization shall become effective one year from the date of receipt by the President of the General Assembly of a notice of withdrawal, provided

that during the period of such a one year, a member of the Organization withdrawing from the Organization shall nevertheless remain liable for the discharge of obligations incurred under the provisions of this Constitution.

4. Any member of the Organization failing to fulfil obligations incurred under the provisions of Article IV of this Constitution within two years from the time when such obligations should have been fulfilled, shall ipso facto cease to be a member of the Organization at the end of such two years.

ARTICLE XI

Dissolution of the Organization

1. Dissolution of the Organization may not be on the Agenda of any meeting of the General Assembly unless written notice to that effect shall have been given to the member States of the Organization at least three months before the date on which the Assembly shall examine the said dissolution.

2. The Organization may be dissolved by a resolution to that effect presented and adopted by a majority of two-thirds of the members of the Organization at a meeting of the General Assembly whereupon the General Assembly shall appoint a Committee of Dissolution to liquidate the Organization and to fix the terms and conditions of dissolution.

ARTICLE XII

Arbitration

1. Any dispute arising between members of the Organization or between a member and the Organization concerning the interpretation and application of the provisions of this Constitution and which cannot be settled by the parties concerned shall be submitted by any of the parties to the President of the General Assembly for settlement in accordance with the provisions of paragraph 2 of this Article.

2. Where any matter is submitted for settlement under the provisions of paragraph 1 of this Article, each party to a dispute shall nominate one person to serve on Board of Arbitration and the two so nominated shall nominate a third person to act as Chairman of the Board of Arbitration. If within thirty days of the request for arbitration either party has not appointed an arbitrator or if within fifteen days of the appointment of two arbitrators the Chairman has not been appointed either party may request the President of the General Assembly to appoint the arbitrator or the Chairman as the case may be.

3. Where a party to a dispute refuses or fails to nominate a person as provided in paragraph 2 of this Article to serve on a Board of Arbitration, such person shall be nominated by the President of the General Assembly.

4. The decision of a Board of Arbitration shall be final and binding on the parties concerned.

ARTICLE XIII

Final provisions

1. This Constitution shall enter into force provisionally when signed on behalf of FIFTEEN of the member States referred to in Article III of this Constitution and shall enter into force definitively when ratified, approved or accepted by FIFTEEN of the signatory member States in accordance with their constitutional practices - provided however that at least one of the signatory member States or those ratifying, approving or accepting this Constitution under the provisions of this paragraph shall be from each of the sub-regions of Africa as defined by the United Nations Economic Commission for Africa.
2. Instruments of ratification, approval or acceptance shall be deposited with the Executive Secretary of the United Nations Economic Commission for Africa.
3. Member States referred to in Article III of this Constitution desirous of becoming members of the Organization after the entry into force provisionally or definitively of this Constitution, may do so on such conditions as the General Assembly may determine, by depositing their instruments of accession with the Executive Secretary of the United Nations Economic Commission for Africa.
4. This Constitution, of which the French, English and Arabic texts shall be equally authentic, shall be deposited with the Executive Secretary of the United Nations Economic Commission for Africa.
5. The Executive Secretary of the United Nations Economic Commission for Africa shall transmit certified copies of this Constitution to all the members of the Organization and shall give them information on all ratifications, approvals, acceptances and accessions to this Constitution and on all withdrawals or cessations of membership of the Organization.
6. The General Assembly shall hold its first meeting not later than twelve months after the provisional entering into force of this Constitution.

IN WITNESS WHEREOF the undersigned being duly authorized by and on behalf of their respective governments have signed this Constitution on the dates appearing underneath their signatures.

Done at Tangier, this fifth day of November 1976

RESOLUTION

The pre-inaugural meeting of the African Purchasing and Supplies Organization held in Tangier from 1 to 5 November 1976 passed the following resolution:

REALIZING the importance of purchasing, supplies and materials management in the utilization of resources for national development in member States;

CONSCIOUS of the need to develop professional capability and standards of efficiency in the management of these resources;

CONVINCED that a well organized and efficient system of public purchasing, supplies and materials management can serve in the long term as an effective instrument for promoting expansion of intra-African trade, and maximizing utilization of national resources;

RECALLING the Declaration and Programme of Action on Economic Co-operation among developing countries adopted by African Ministers of Trade in Addis Ababa in September 1976 with particular regard to "joint formulation of import policies, methods and arrangements for purchasing goods, technology and services from developed countries and the adoption of standardized specifications and procedures";

REQUESTS ECA and OAU and any other international and professional organization to support and co-operate with the African Purchasing and Supplies Organization;

CALLS UPON the Council of Ministers of the Economic Commission for Africa and of the Organization of African Unity:

1. to endorse the principles and objectives of the African Purchasing and Supplies Organization as expressed in its Constitution;
2. to invite all African Governments to subscribe to the Constitution of the African Purchasing and Supplies Organization;
3. to request Governments of member States to co-operate fully with the African Purchasing and Supplies Organization and to give the Organization the necessary financial support enabling it to pursue its objectives;
4. to recommend that Governments of member States give due consideration to the importance of purchasing, supplies and materials management in according the officers responsible for such Services the appropriate status and conditions of service.

LIST OF PARTICIPANTS AND OBSERVERS

LISTE DES PARTICIPANTS ET DES OBSERVATEURS

COUNTRY/PAYS

CONGO/CONGO

M. Alphonse BABELA
Directeur de la Coopération
Ministère des Affaires Etrangères
Brazzaville

M. KOUZA
Directeur du Commerce Extérieur
Brazzaville

GABON/GABON

S.É. M. MOUSSAVOU
Ambassadeur du Gabon à Addis-Abéba
P.O. Box 1256
Addis-Abéba

GHANA/GHANA

Mr. NANA GEORGE BRIGHT ABU
Secretary
Ghan Supply Commission
Accra

LIBERIA/LIBERIA

Mr. Wilbert CLARKE
Assistant Director General
General Services Agency
Monrovia

MOROCCO/MAROC

M. Tahar BOUCHAARA
Directeur-Adjoint
Commerce Extérieur
Rabat

M. Abderrahim BENMOUSSA
Conseiller aux Affaires Etrangères
Direction des Affaires Economiques et de
la Coopération
Rabat

M. R. BOUHLAL
Chef de Bureau de l'Europe de l'Ouest
Direction du Commerce Extérieur
Rabat

M. AIT CAB
Chef de Bureau de l'Europe de l'Est
Direction du Commerce Extérieur
Rabat

Mlle. Zineb LEKTAOUI
Chef de Bureau des Relations Multilatérales
Ministère du Commerce
Rabat

M. JENBEL
Ingénieur
Ministère du Commerce et de l'Industrie
Rabat

MAURITANIA/MAURITANIE

M. KANE
Directeur de la Chambre du Commerce
Nouakchott

NIGERIA/NIGERIA

Mr. OLOMOA SUNDAY JEGEDE
Senior Purchasing Officer
Nigeria National Supply Co.
Lagos

Mr. OHIFEMEN AIKHOJE
Principal Assistant Secretary (Supply)
Lagos

UGANDA/UGANDA

Mr. E.W.O. WABWIRE
Board Secretary
Uganda Advisory Board of Trade
P.O. Box 6877
Kampala

Mr. MOSES KIWE SEBUNYA
Marketing Officer
Export Promotion Centre
Uganda Advisory Board of Trade
Kampala

CENTRAL AFRICAN REPUBLIC/
REPUBLIQUE CENTRAFRICAINE

M. Léon BANGAZONI
Secrétaire Général aux Travaux Publics,
Urbanisme et Aménagement du Territoire
Bangui

M. François N. DAGOU
Chef de Service du Commerce Extérieur
Bangui

M. Jean De Dieu DESSANDE
Président de la Chambre Nationale de Commerce
Bangui

SENEGAL/SENEGAL

M. SOW
Directeur-Adjoint du Commerce Extérieur
Dakar

M. Abdoulaye DICNE
1er Conseiller de l'Ambassade du Sénégal à Rabat
Rabat

SUDAN/SOUDAN

Mr. EL DIRDEERI A. ABDULLA
Assistant Under Secretary
Khartoum

Mr. Kamal TAHA GINAWI
Inspector
Ministry of Finance & National Economy
Purchasing Sector
Khartoum

TOGO/TOGO

M. LADE AHLIDZA
Chef du Commerce Extérieur
Lomé

ZAIRE/ZAIRE

M. KAZUMBA LUAULA
Directeur au Ministère des Finances
Kinshasa

OBSERVERS
OBSERVATEURS

COUNTRY/PAYS

BOTSWANA/BOTSWANA

Mr. M.G. BAKWENA
Instructor (Supplies)
Botswana Training Centre
P.O. Box 525
Gaborone

EGYPT/EGYPTE

Mr. Mohamed Kamel ANOUS
Director-General
Ministry of Trade
Cairo

TUNISIA/TUNISIE

M. Ahmed NABI
Directeur au Ministère de l'Economie
Nationale
Tunis

ORGANIZATIONS/ORGANISATIONS

UNDP/PNUD
SIDA/ASDI
ITC/UNCTAD/GATT
CAFRAD

Mr. JELONEK GERHARD
Mr. ROGEMAN
Mr. ROLF LINDSJO
Mr. SOLOMON KAGWE
Mr. DZAKPASU

CLSM/CEIM
UNITED NATIONS/NATIONS UNIES

Mr. L.M. PERERA
M. LILI SALAH
Mr. M. Bentil
Division of Public Administration
and Finance
United Nations Headquarters
New York

ECA SECRETARIAT/SECRETARIAT DE LA CEA

Mr. E. Henry
Mr. J.N. Chileshe
Mr. A.M. Akiwumi
Mr. J. Tekeu
M. T. Fakhfakh