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ECONOMIC COMMISSION FOR AFRICA

REPORT OF THE INTERGOVERNMENTAL MEETING ON PROPOSED
NORTH AFRICAN GRADUATE INSTITUTE OF MANAGEMENT

(Tangier, Morocco, 7-11 January 1980)

Report of the Intergovernmental Meeting on Proposed
North African Graduate Institute of Management
 (Tangier, Morocco, 7-11 January 1980)

I. Attendance and Opening of Meeting (Agenda item 1)

1. An intergovernmental meeting on the proposed establishment of a North African Institute for management education and training at the post-graduate level was held in Hotel Solazur, Tangier (Morocco) from 7 to 11 January 1980. It was organized by the United Nations Economic Commission for Africa in close collaboration with CAFRAD which served as host institution. The meeting was a follow-up to the Expert Group Meeting on the same subject that was held in Tunis from 2 to 4 April 1979.
2. The meeting was attended by 13 very senior government officials from Egypt, Libya, Mauritania, Morocco, Sudan and Tunisia. Representatives of UNDP, ILO and CEIM ^{1/} also participated in an observer capacity.
3. The official opening of the meeting was conducted by His Excellency, Mr. Larbi Kaissi, Governor of Tangier Province who welcomed delegates and observers to the meeting on behalf of the Government of Morocco. In his welcome address he stressed the fundamental role being played by enlightened leadership and good management in planning and conducting development effort so that society might benefit and prosper. He felt that North Africans needed to up-date their management experiences and skills. He therefore urged delegates to use their wisdom and experience to ensure that the proposed Institute was established on a firm foundation and called upon member States within the subregion to give the Institute every encouragement and support.
4. A message from the Executive Secretary of the United Nations Economic Commission for Africa was read to the meeting at the opening session. In that message he expressed appreciation of the co-operation received from the member States through their participation in the meeting at their own expense. He briefly narrated the background to the proposal and the purpose of the meeting.
5. The statement stressed the importance of the meeting and called for co-operation and concerted action in establishing the required institutional infrastructure that will develop management and administrative capability for ensuring self-reliance and economic independence. In this connexion, the statement drew attention to the findings and recommendations of the Expert Group Meeting that was held in Tunis in April 1979 and outlined the main task of the current meeting as follows:
 - (i) to reach a decision to have the proposed Management Institute established;
 - (ii) if the Institute was to be established to reach agreement on the text of the Constitution for the Institute;

^{1/} Centre d'étude industriel du Maghreb

- (iii) to recommend a location for the headquarters of the Institute; and
- (iv) to recommend the manner and extent of member States' financial support for the Institute.

6. The message paid particular attention to the question of the location of the Institute and the prerequisites for a location that would ensure the effectiveness of the operations of the Institute. The fact was stressed that accepting to host a regional or subregional institution implied a major responsibility and an undertaking by an African country on behalf of other African participating countries. Such an undertaking would require that the host country should provide substantial additional financial support, over and above its normal membership annual contribution to guarantee the effective operation of the Institute. Such support could take the form of a major initial outlay in the form of buildings, furniture and equipment as well as annual subventions to the budget of the Institute. Political commitment was also essential.

7. Finally, the message expressed appreciation for the effective co-operation received from CAFRAD which assisted with servicing the meeting and provided host facilities for it, and to the international organizations represented at the meeting.

II. Organization of Work

(i) Election of Officers (Agenda item 2)

8. The meeting unanimously elected the following officers to conduct its affairs:

- Chairman: Mr. Driss Alaoui Mdaghri (Morocco)
- Vice-Chairman: Mr. Lembrabott Ould Aouffa (Mauritania)
- Rapporteur: Dr. Kamal Alim (Sudan)

(ii) Adoption of Agenda and Organization of Work

9. After considering the provisional agenda presented by the secretariat and seeking clarification on the status of the Tunis report, the meeting adopted its agenda which follows:

1. Opening of meeting:
 - (a) Welcome address by the host Government
 - (b) Message from the Executive Secretary of ECA
 - (c) Delegates' self-introduction
2. Election of officers
3. Adoption of agenda and organization of work
4. Discussion on the report of the Expert Group Meeting on the proposed establishment of a graduate school of management for North Africa

5. Draft resolution on the establishment of the Institute
 6. Draft Constitution of the Institute
 7. Provisional programme of work and budget of the Institute
 8. Financing of the Institute and contributions of member States to the budget of the Institute
 9. Staffing of the Institute and staff salary scales and allowances
 10. The location of the Institute
 11. Draft headquarters' agreement
 12. Implementation schedule
 13. Dates for the Meeting of Plenipotentiaries to adopt the Constitution and first session of the Board of Directors
 14. Any other business
 15. Adoption of the report and closing of meeting
10. The meeting also adopted as its working hours, 9 a.m. to 1 p.m. and 4 to 7 p.m. or later as its business required.

III. Summary of Proceedings

(i) Discussion on the Report of the Expert Group Meeting (Agenda item 4)

11. The secretariat presented the report of the Expert Group Meeting that was held in Tunis from 2 to 4 April 1979, aimed at exploring the possibility of establishing a graduate school of management for North Africa. Briefly, that meeting reached a consensus on the need to establish such an institution which it recommended should be autonomous, owned and managed by the participating countries. It further recommended that Arabic should be its official language and English as a supporting working language. It spelt out clearly the objectives to be attained by the Institute and gave guidelines for its organization and management. It also reached a consensus that such an intergovernmental institution should be financed largely by member States and that equal opportunity should be given to all participating member States to benefit from the training programmes and services of the Institute. It recommended for the location of the Institute either Tunis or Khartoum.

12. The meeting was then invited to review the various conclusions and recommendations contained in the report in the light of the interest of their Governments in fostering collective self-reliance and co-operation in the area of management education and training at the highest level. In that connexion, the meeting was then invited to debate the case for the Institute and consider adopting a draft resolution on the subject.

13. During the debate on the report of the meeting in Tunis, several delegates stressed that the report should be used as a basis for discussion without necessarily subscribing to any particular findings or conclusions and that the current meeting should be regarded as a continuation of the

effort to work together in developing institutional facilities. Accordingly, the meeting agreed to take note of the report of the Tunis meeting and to discuss the fundamental issues as they related to the agenda of the current meeting.

14. Some delegates wanted to know whether the secretariat took any further action to fill in the information gap on management training facilities in the member States that were not visited by the original field study mission. As no further fact-finding mission was undertaken, the representatives of Mauritania and Morocco respectively were then given the chance to outline institutional facilities in their countries.

Mauritania

15. Mauritania had two centres for training up to undergraduate level: the first, the ENA, 1/ provided training in administration, financial management and legal matters, while the second centre was concerned with the training of teachers. The training offered was at the undergraduate level and the country relied on foreign institutions for graduate training. Mauritania, however, attached considerable importance to training at the third cycle, especially in financial management and to training through intergovernmental institutions.

Morocco

16. In addition to providing documentary materials on institutional facilities for management education and training, Moroccan delegates briefly outlined the structure and programmes at their ENAP 2/ and at the Institut supérieur de commerce et d'administration des entreprises (ISCAE). The Moroccan ENAP had over the years reoriented its training programmes from the classical type to relate to needs by introducing the third cycle and providing management subjects such as public and private law, economics, etc. Its third cycle course programmes of 24 months duration lead to the equivalent of an M.A. degree. Its training programmes included on-the-spot attachment. In addition, problem-oriented seminars were regularly organized at the requests of user ministries.

17. The ISCAE in Casablanca has developed programmes for training high level managers from public and private sectors up to the third cycle level and courses in different fields in 7 departments. Its teaching effort was related to the needs of the business world from which it derived its part-time teachers. It had several facilities, including residential accommodation, language centre, conference centre and 52 full-time staff. It was considering adding a data processing centre to its outfit.

1/ ENA - Ecole nationale d'administration.

2/ ENAP - Ecole nationale d'administration publique.

18. The representative of CAFRAD also drew the attention of the meeting to a publication by the Centre providing information on management education and infrastructure in African States, which he hoped could be distributed to delegates to provide some of the basic information needed.

19. The meeting later decided to terminate its general debate on the Tunis report and to concentrate only on fundamental issues such as the need to establish the proposed Institute, its form and the extent of member States' support for it.

(ii) Draft Resolution on the Establishment of the Institute (Agenda item 5)

20. The meeting considered the text of the draft resolution calling for the establishment of a North African graduate institute of management. A number of amendments were made, including the proper name to be given to the Institute. Later, the meeting unanimously adopted the draft resolution which it addressed to the Meeting of Plenipotentiaries for consideration as amended. The text of the draft resolution as amended is contained in Annex I of this report.

(iii) Draft Constitution of the Institute (Agenda item 6)

21. Before discussing the draft constitution the meeting considered and adopted without amendments draft "Rules of Procedure for the Meeting" to guide its deliberations on the adoption of the various draft constitutional documents before it.

22. The meeting had considered the necessity of assigning to small groups for discussion and reporting back agenda items 7 and 9, while other items would be dealt with in plenary. There was, however, some reservations on the proposal since some country delegations had only one or two persons. Since most delegations favoured the use of a small discussion group for agenda items 7 and 9, a delegate each from Tunisia, Sudan, Morocco and an observer from CAFRAD was constituted into a working group on the two items. The working group arrangement could not be carried out due to pressure of work.

23. The draft constitution was then reviewed article by article and adopted progressively. The draft constitution as comprehensively reviewed and amended was adopted as a whole as reproduced in this report.

24. In the course of its review of the draft constitution, the meeting also came to the following conclusions and a recommendation regarding the official language of meetings of the Institute:

(a) Its deliberations should be concentrated on the review of the draft constitution and on other major areas requiring decisions and should leave the details of other aspects such as agenda items 8, 9 and 11 to future meetings although it could give some consideration to the latter in broad outlines.

(b) On the proposal of the Libyan delegation, the meeting agreed and recommended that the documentation for, and conduct of the next meeting of the Institute should be in Arabic and English.

25. In response to the preceding recommendation, the secretariat drew attention to the difficulties and financial implications of implementing the recommendation, unless special financial provision could be made available to it for the purpose. In that connexion, the Moroccan delegation offered that Morocco would help with the required translation and interpretation services and the meeting noted the offer with appreciation.

(iv) Financing of the Institute and Contributions of Member States to the Budget of the Institute (Agenda item 8)

26. In connexion with the follow-up meeting on the Institute in April or May 1980, the delegation of Morocco offered to host the meeting and to provide required host facilities. The meeting took note of the offer.

27. In discussing the financing of the Institute and the contributions member States should make, the meeting had before it document PAMM/MAN/NA.8/79. It considered the principle of member States' financial support for the Institute and agreed by consensus that member States should principally bear the cost of running the Institute while welcoming financial assistance and grants from other sources. The debate on how to determine the basis of each member State's contribution considered various options as well as the advantages and disadvantages of the principles of equal contribution, as opposed to contribution on the basis of capability and means to pay, including a combination of both principles.

28. A proposal was made, seconded, debated and agreed that State members of the Institute should contribute to the budget of the Institute as follows:

(i) The first 50 per cent of the budget should be shared among member States on an equal basis.

(ii) The balance 50 per cent of the budget should be shared among member States on the basis of the index of member States' contribution to the Arab League.

29. As regards contribution on 50/50 basis, one delegation expressed reservation and two other delegations rejected it in favour of contribution based on capability as practised by several international organizations such as the World Bank, OAU and the United Nations.

30. The delegation of Sudan requested that it be recorded that the 50/50 basis of contribution by member States as above was not fair to the poorer member States. The meeting, however, recommended that the Board of Directors should be given the flexibility to decide on adjustment where special circumstances necessitated.

31. It was the understanding of the meeting that the 50/50 principle of contribution referred to the net budget of the Institute after deducting expected resources from other sources.

(v) The location of the Institute (Agenda item 10)

32. In considering possible location of the Institute, the meeting had for its consideration document PAMM/MAN/NA.9/79 dealing with the criteria for the location of the Institute and the obligations of the host country. The secretariat then informed the meeting that in Tunis both Sudan and Tunisia offered to host the Institute. Since then Morocco had also offered to host the Institute. Although each indicated the institutional facilities they were prepared to use for hosting, they did not specifically quantify their commitments, including any offer of material and financial assistance to facilitate comparison and ranking.

33. The meeting took note of the ten-point criteria for location decision which is contained in Annex II of this report. In the debate attention was given to:

- (i) the need to give equal opportunity to all member States in hosting international institutions;
- (ii) favourable political climate and free entry for students;
- (iii) the geographical distance of any location;
- (iv) adequacy of institutional infrastructure;
- (v) ensure the participation of all member States in the venture.

34. The delegation of each of the prospective host countries elaborated on their offer to host the Institute as follows:

Morocco: Already had considerable experience in hosting international and intergovernmental institutions; provided opportunities for many foreign students to pursue advanced studies; had all the required university and other institutional facilities; confirmed that officially Morocco approved the ten-point criteria and that each point was applicable to the Moroccan offer to host the Institute.

Tunisia: Accepted the principle to host the Institute but the basis for the precise facilities it was prepared to offer to the Institute could not be determined until more basic information on the Institute was available. Tunisia had a geographical advantage of being the mid-point of North Africa and the country's interest on location was where efficiency could be guaranteed.

Sudan: Was prepared to host the Institute; the University of Khartoum would provide initial buildings and other facilities. The Government of the Sudan was prepared to provide additional financial support to the Institute over and above its normal annual contribution; ready to give it political support and use its good offices to secure additional financial support from several donor organizations.

35. In the ensuing debate some delegates wanted concrete statements of offer regarding items 5 to 7 in the ten-point criteria for the location of the Institute and quantifiable promises of host facilities. Some delegates wanted the matter left to the first meeting of the Board of Directors to resolve while others insisted that since the location question was one of the major issues they were mandated to resolve, the meeting should reach a decision on it either by consensus or by secret ballot.

36. Regarding the issue of reaching a decision on the matter by the current meeting, the Tunisian delegation requested it to be recorded that it was scientifically unsound to make the decision on location without first gathering the necessary information and therefore the decision should be made later. The Sudanese delegation also requested it to be recorded that Algeria should be given the chance to participate in the location decision either by postponing the decision to a later meeting or by consulting them to express their preference. In response, the Moroccan delegation requested it recorded the fact that ECA had invited all the member States concerned to participate in the meeting and that Algeria could take part in all future meetings without any restriction. Finally, the meeting agreed to resolve the issue by voting.

37. A secret ballot was conducted and the results were as follows:

Morocco:	4 votes
Sudan:	1 vote
Tunisia:	1 "

Total votes cast: 6

38. Accordingly, Morocco was accepted by acclamation to host the Institute in the hope that the Board of Directors in consultation with the host Government would decide on the city of location. The Moroccan delegation thanked the meeting for the confidence shown in their country and assured the meeting of Morocco's readiness to fully support the Institute.

(vi) Provisional Programme of Work and Budget of the Institute
(Agenda item 7)

(vii) Staffing of the Institute and Staff Salary Scales and Allowances (Agenda item 9)

(viii) Draft Headquarters Agreement (Agenda item 11)

(ix) Implementation Schedule (Agenda item 12)

39. Since the subjects of agenda items 7, 9, 11 and 12 were within the powers of the Board of Directors the meeting decided to leave these items for the consideration of the first meeting of the Board. The meeting, however, recommended that the Board of Directors in negotiating headquarters' agreement should take note of the various headquarters agreement that the Moroccan Government has contracted with other international institutions that it has hosted.

40. Regarding budgetary requirements, the secretariat drew attention to the difficulty of servicing the Meeting of Plenipotentiaries in Arabic in the absence of an Institute's budget. In that connexion, the Moroccan delegation offered that Morocco was willing to help ECA translate working documents into Arabic and provide the meeting with interpretation and translation facilities. The meeting noted the offer with appreciation.

(x) Dates for the Meeting of Plenipotentiaries and First Session of the Board of Directors (Agenda item 13)

41. The meeting agreed that, subject to the convenience of the host country, the Meeting of Plenipotentiaries to sign the Constitution should be held either by the last week of April or the first week of May 1980. The secretariat was urged to despatch invitations, agenda and working documents well in advance to all member States.

(xi) Any Other Business (Agenda item 14)

42. No other business was presented to the meeting.

43. On a previous session, one delegate requested that its protest be formally recorded to the effect that the meeting was not provided with translation and interpretation facilities in Arabic. In that connexion, the Moroccan delegation wanted it known that its Government was never requested to provide Arabic translation and interpretation facilities for the meeting. It was recommended that in future ECA should consider providing all necessary logistic support that would promote smooth running of meetings.

44. The secretariat noted the above protest and recommendation after having explained with apology as on the first day of the meeting why it was not possible to service the meeting in Arabic.

(xii) Adoption of the Report and Closing of Meeting (Agenda item 15)

45. The Rapporteur presented the draft report of the meeting, together with the Constitution of the Institute as amended. A number of amendments were made and the meeting finally adopted its report and the Constitution.

46. At the closing session, delegates expressed their thanks to the host country as well as to CAFRAD which served as host institution in collaboration with ECA. Thanks were also extended to the ECA Secretariat and in particular its representatives at the meeting as well as to the supporting technical staff. The meeting also thanked the elected officers, the Chairman, Vice-Chairman and Rapporteur. The Chairman then brought the meeting to a close.

THE NORTH AFRICAN GRADUATE INSTITUTE
OF MANAGEMENT (NAGIM)

MOROCCO

CONSTITUTION

OF

THE NORTH AFRICAN GRADUATE INSTITUTE OF MANAGEMENT

January 1980

CONSTITUTION
OF
THE NORTH AFRICAN GRADUATE INSTITUTE OF MANAGEMENT

The Governments on whose behalf this Constitution is signed,

Recognizing:

- (a) the importance of effective management capabilities in the development process of the States of North Africa, that is to say, Algeria, Egypt, Libya, Mauritania, Morocco, Sudan and Tunisia;
- (b) that management education, training and research at graduate level is an important contributor to the development of effective management practices in the afore-mentioned States;
- (c) that the magnitude of the task of management development in the States of North Africa calls for concerted efforts and co-operation in developing and utilizing appropriate training, research and consultancy programmes and facilities;
- (d) that adequate facilities for post-graduate education and training in various specialized management disciplines and opportunities for the training of indigenous management educators and development of African case materials are grossly inadequate in relation to the needs of member States;

Recalling United Nations Economic Commission for Africa Conference of Ministers resolutions 306(XIII) on Co-operation in Manpower Development and Utilization and 318(XIII) on Training for Development which, inter alia, respectively called upon African States to make maximum use of the training and research facilities of existing institutions and for the development of appropriate African multinational, subregional or regional training institutions and programmes designed to meet Africa's present and future manpower needs,

Noting the recommendation of the United Nations Economic Commission for Africa field study mission on the feasibility of establishing subregional Graduate Schools of Management in Africa and its recommendation that one such Graduate School be established for North Africa;

Noting also the recommendation of the Expert Group Meeting held in Tunis, 2 to 4 April 1979, to the effect that a post-graduate institution for management education and training be established for North Africa as soon as possible (ECA document PAMM/MAN/1/79, page 14),

Endorsing the recommendation of the Intergovernmental Meeting held in Tangier, 7 to 11 January 1980, that a North African Graduate Institute of Management be established,

Convinced of the necessity of establishing the proposed Management Institute,

HEREBY AGREE as follows:

ARTICLE I

Establishment and Nature of the Institute

1. There is hereby established the North African Graduate Institute of Management (hereinafter referred to as "the Institute") which shall operate in accordance with the provisions of this Constitution.
2. The Institute shall be an independent, intergovernmental institution with perpetual succession and a common seal.

ARTICLE II

Headquarters of the Institute

The headquarters of the Institute shall be in Morocco (hereinafter referred to as "the host country").

ARTICLE III

Membership of the Institute

1. Membership of the Institute shall be open to all States of North Africa, that is to say, Algeria, Egypt, Libya, Mauritania, Morocco, Sudan and Tunisia.
2. The member States shall be the States referred to in paragraph 1 of this Article that accede to this Constitution.
3. Subject to their clear expression of intent to adhere to this Constitution, the countries referred to in paragraph 1 of this Article and which have not adhered to this Constitution may, after the coming into force of this Constitution and until they adhere to it, be at liberty to use the facilities of the Institute and benefit from its programmes upon terms and conditions determined by the Board of Directors.

ARTICLE IV

Objectives and Functions of the Institute

1. The long-term objective of the Institute shall be to improve the performance and management effectiveness of organizations and enterprises in the public and private sectors within the member States through the development of

high-level management personnel and of national management training capability and the adaptation of management programmes to the social and economic conditions of North Africa.

2. In pursuance of the foregoing objectives, the Institute shall co-operate with national, regional and international management development institutions and associations in carrying out any or all of the activities that the Board of Directors may decide upon, and in particular in:

- (a) promoting, organizing, co-sponsoring or facilitating the organization of management training courses, workshops, seminars or symposia to enhance the skills and performance effectiveness of management personnel in all fields of endeavour in the member States;
- (b) serving as a specialized centre for post-graduate training and research in the different functional management fields to train high level managers, management educators, trainers, consultants, researchers and case writers;
- (c) developing and disseminating management training materials and aids as well as pedagogic techniques and methods adapted to socio-economic realities of the member States;
- (d) promoting the arabization of management courses and the harmonization of Arabic management terminologies in use in member States.

ARTICLE V

Administration and Organs of the Institute

The Institute shall have the following organs and administrative structure:

- (a) a Board of Directors
- (b) a Scientific Council
- (c) the Director of the Institute
- (d) the Teaching and the Administrative Staff of the Institute

ARTICLE VI

The Board of Directors: Composition, Powers and Functions

Composition of the Board of Directors

1. The Board of Directors shall consist of:

- (a) Representative(s) of each member State nominated by the Government of that State on the basis of their qualifications, management expertise and relevant experience.
- (b) Such representatives of co-operating agencies or organizations as the Board may invite to participate in its work in a non-voting capacity.

Powers and Functions of the Board of Directors

2. The Board of Directors shall be the supreme policy-making organ of the Institute. It shall in particular:

- (a) determine the general principles and policies governing the activities of the Institute;
- (b) consider and approve the work programmes and corresponding budgets of the Institute, both annual and long-term;
- (c) consider and approve the annual reports of the Director of the Institute on the activities and progress of the Institute, including budgetary and financial report for the year ended;
- (d) determine the annual and special contributions to be paid by the member States of the Institute, taking into account the annual report and the approved work programmes;
- (e) upon the recommendation of the Director of the Institute appoint, promote and discipline senior administrative, academic and technical staff of the Institute as well as determine their terms and conditions of service provided that any such recommendation by the Director shall have the prior endorsement of the Appointments and Promotions Committee set up by the Board of Directors from among members of the Scientific Council;
- (f) on the recommendation of a special appointment committee which the Board shall constitute for this purpose, appoint the Director of the Institute;
- (g) appoint annually professionally qualified auditors to audit the accounts of the Institute;
- (h) establish such special or technical committees as it may deem necessary or desirable;
- (i) give approval to the Director or other agent to seek and receive, on behalf of the Institute, subventions, donations, grants, other moneys or gifts in kind for the purpose of the Institute;
- (j) approve the financial, staff and other rules and regulations of the Institute;

- (k) on the recommendation of the Scientific Council, determine diplomas, certificates and honours to be granted by the Institute in accordance with the provisions of subparagraph (b) of paragraph 5 of Article IX of this Constitution;
- (l) submit through its Chairman an annual report to the Governments of the member States on the activities of the Institute;
- (m) generally perform such other functions as may be deemed necessary, desirable or incidental to the achievement of the objectives of the Institute or which may contribute thereto.

ARTICLE VII

Election, Powers and Duties of the Chairman of the Board of Directors

1. The Chairman and the Vice-Chairman of the Board of Directors shall be elected from among the voting members of the Board.
2. The Chairman of the Board of Directors shall:
 - (a) convene meetings of the Board and arrange its agenda;
 - (b) submit to member States annual reports on the activities of the Institute;
 - (c) assist the Board of Directors in promoting the objectives of the Institute and in seeking resources from bilateral and multilateral sources for the development of the Institute and in support of its programmes of activities;
 - (d) undertake such other functions and exercise such powers as may be expressly provided for, or inherent in this Constitution with respect to the office of Chairman of the Board of Directors or as may be specifically requested or conferred by the Board.

ARTICLE VIII

Meetings of the Board of Directors

1. The Board of Directors shall meet in ordinary session at least once a year. It may meet in an extraordinary session if it so determines or is convened by the Chairman or if requested by at least three member States.
2. The ordinary and extraordinary sessions of the Board of Directors shall be held at the headquarters of the Institute unless convened elsewhere in pursuance of a decision taken at a previous session of the Board.

3. Subject to the provisions of this Constitution, the Board of Directors shall determine its own procedure, including that for the convening of its sessions, quorum and the conduct of business thereat.

4. Appropriate records of the deliberations and decisions of the Board of Directors shall be maintained by the Director of the Institute.

ARTICLE IX

Scientific Council

Composition

1. There is hereby established a Scientific Council consisting of:
 - (a) the Director of the Institute, all heads of technical departments, the Registrar of the Institute, and not more than two members elected by the academic staff of the Institute from among themselves;
 - (b) not more than six management specialists and practitioners appointed by the Board of Directors upon the recommendation of the Director of the Institute on the basis of their contribution to management development and with the proviso that not less than one-half of the appointed members are Deans of management institutions.
2. The Director of the Institute shall be the Chairman of the Scientific Council.
3. Members elected or appointed under subparagraphs (a) and (b) of paragraph 1 of this Article shall hold office for a term of two years and shall be eligible for re-election or re-appointment as the case may be.
4. The Scientific Council shall meet at least half-yearly in ordinary session and may meet in extraordinary session if convened by the Chairman or if requested by one-third of its members.

Functions

5. The functions and duties of the Scientific Council shall be to:
 - (a) review academic and research programmes, including special regional or country programmes submitted to it by heads of departments and submit its recommendations to the Board of Directors for approval;
 - (b) propose diplomas, certificates and honours to be awarded by the Institute and determine the conditions to be fulfilled for admission and for the grant of each award and make recommendations thereon to the Board of Directors.

- (c) undertake annual reviews of the programmes and activities of the Institute, evaluate programme strategies and priorities in the light of what prevails in the member States and their needs and submit its recommendations to the Board of Directors;
- (d) determine its own rules of procedure and those to govern the activities of the Appointments and Promotions Committee;
- (e) generally perform such other functions as may be deemed necessary, desirable or incidental to the maintenance of the highest standards of efficiency, integrity and performance by the staff of the Institute and the achievement of academic excellence in the training and research programmes of the Institute.

ARTICLE X

The Director

1. The Institute shall have a Director who shall be appointed as provided for under subparagraph (f) of paragraph 2 of Article VI of this Constitution. The Director shall serve for a term of three years in the first instance and shall be eligible for re-appointment for a term not exceeding two years on each subsequent re-appointment.
2. The Director shall be the Chief Executive Officer and academic and administrative head of the Institute. He shall, in accordance with the policies, decisions and directives of the Board of Directors have responsibility for the organization, direction and efficient administration of the Institute.
3. The Director shall be responsible to the Board of Directors for the following duties:
 - (a) proper administration of the Institute in accordance with the general principles, policies and regulations determined by the Board of Directors;
 - (b) submission of the draft work programme and corresponding budget of the Institute to the Board of Directors for its consideration and approval;
 - (c) the execution of the approved work programme of the Institute and the proper management of its finances;
 - (d) submission of annual and progress reports on the activities of the Institute, including financial statements on its income and expenditure, to the Board of Directors for its consideration;
 - (e) submission to the Board of Directors of names of persons recommended for appointment in accordance with the provisions of subparagraph (e) of paragraph 2 of Article VI of this Constitution;

- (f) appointment of staff at grades lower than those referred to in subparagraph (e) of paragraph 2 of Article VI of this Constitution;
- (g) subject to the provisions of this Constitution, undertake such other work and perform such services as may be assigned to him by the Board of Directors to further the objectives of the Institute;
- (h) subject to the provisions of this Constitution, provide secretarial services to the Board of Directors and all other organs of the Institute established under this Constitution.

ARTICLE XI

Financial Resources

1. The financial resources of the Institute shall consist of:
 - (a) annual contributions as member States shall provide for the purpose of the Institute;
 - (b) such other special contributions as member States shall provide to the Institute;
 - (c) contributions by way of grants, gifts, donations, subventions and loans received from member States, bilateral and multilateral organizations, foundations or from other sources in support of projects and activities approved by the Board of Directors;
 - (d) tuition and other fees derived from the programme activities of the Institute, particularly from its training courses and consultancy services;
 - (e) such moneys as may become payable to, or such movable or immovable property as may be vested in the Institute in pursuance of the provisions of this Constitution.
2. The acceptance by the Institute of contributions or income under the provisions of subparagraphs (b) and (d) of paragraph 1 of this Article shall in every case receive the approval of the Board of Directors and be subject to the financial rules and regulations of the Institute.

ARTICLE XII

Annual Budgets

The annual budgets shall be prepared by the Director of the Institute and the timing and structure of the budget shall be as determined by the financial rules of the Institute approved by the Board of Directors.

ARTICLE XIII

Accounts and Audit

Provisions for the maintenance of proper books of accounts and for the audit of the accounts of the Institute shall be as prescribed by the financial rules of the Institute.

ARTICLE XIV

Official Language

The official language of the Institute shall be Arabic. For the transitional period English and French may be used as supporting working languages whenever necessary.

ARTICLE XV

Regulations of the Institute

1. The Board of Directors may make regulations for the better carrying out of the objectives of the Institute and, without prejudice to the generality of the foregoing, may make regulations:

- (a) prescribing diplomas, certificates and other awards which may be granted or conferred by the Institute and the conditions to be fulfilled before they are granted;
- (b) relating to the conduct of examinations;
- (c) prescribing fees or other payments in respect of admission to the training courses of the Institute or the conduct of consultancy services;
- (d) providing for disciplinary action against the officers and other staff of the Institute and for supervisory measures over any persons undergoing a course of study conducted by the Institute.

2. Regulations made under the preceding paragraph shall be circulated to all member States for their information and to all other organizations and institutions interested in the objectives of the Institute.

ARTICLE XVI

Obligations of Member States of the Institute

The member States of the Institute shall co-operate in every way to assist the Institute in achieving its objectives, and shall in particular:

- 10-
- (a) take all such steps as may be necessary to implement the decisions of the Board of Directors;
 - (b) facilitate the collection, exchange and dissemination of information, reports and other documents relating to management development, consultancy and research, as may be requested by the competent organs and officials of the Institute;
 - (c) make available to the Institute training, consultancy and research facilities on such terms and conditions as may be agreed upon with the competent organs of the Institute;
 - (d) where feasible, make available national personnel for the operations and activities of the Institute on such terms and conditions as may be agreed upon with the competent organs of the Institute;
 - (e) pay their annual or special contributions to the budgets of the Institute as may be determined by the Board of Directors or as may be mutually agreed for particular programmes or projects to be carried out in their territories by the Institute;
 - (f) accord to the Institute such facilities, privileges and immunities as may be required under Article XVIII of this Constitution.

ARTICLE XVII

Co-operating States and Institutions

1. Subject to the provisions of this Constitution, the Board of Directors may seek and maintain active co-operation with governments, organizations or institutions not parties to this Constitution (collectively referred to in this Constitution, as "co-operating States and institutions"), which are desirous of assisting the Institute or its member States in achieving the objectives of the Institute.
2. Subject to the provisions of the Constitution, the Board of Directors may enter into arrangements with co-operating States and institutions, defining methods of co-operation in general or relating to individual activities or projects.
3. In furtherance of the provisions of the preceding paragraph, seek assistance from co-operating States and institutions for the implementation of approved projects of the Institute and in acting as executing agency in respect of such projects for which it has been able to obtain assistance from co-operating States and institutions under the provisions of this subparagraph.

ARTICLE XVIII

Legal Status, Privileges and Immunities

1. While on the territory of any State party to this Constitution, the Institute shall enjoy the legal status necessary for carrying out its functions and attaining its objectives.
2. The host country shall grant to the Institute the privileges and immunities accorded to international intergovernmental bodies, similar to those provided for by the Convention on the Privileges and Immunities of specialized institutions adopted by the General Assembly of the United Nations on 21 November 1947, as well as all other advantages granted by the laws of the host country to agencies pursuing cultural and educational aims, in conformity with the agreement which will be concluded to this effect between the Government of the host country and the Institute.

ARTICLE XIX

Amendments

The present Constitution may be amended by a two-third majority of the member States present at a meeting of the Board of Directors and voting, with the proviso that within three years of the Constitution coming into effect any amendment shall be made on a unanimous vote.

ARTICLE XX

Withdrawal or Suspension of Membership

1. Any member State of the Institute wishing to withdraw from the Institute shall give to the Chairman of the Board of Directors and to other member States one year's notice in writing. At the end of this period of one year, if such notice is not withdrawn, such member State shall cease to be a member State of the Institute.
2. The membership of the member State that has given notice of withdrawal shall continue until its notification of withdrawal becomes effective. A member State withdrawing from the Institute shall continue to be responsible for obligations incurred during its period of membership.
3. Any member State of the Institute which fails for two consecutive years to meet its membership obligations under Article XVI of this Constitution shall, on the decision of two-thirds of the membership of the Board of Directors be suspended until such times as it fulfils its obligations to the Institute in full.

ARTICLE XXI

Settlement of Disputes

Any dispute that may arise among the member States of the Institute regarding the interpretation or application of this Constitution shall be amicably settled by direct agreement between the parties. In the event of a failure to settle such a dispute, the matter may be referred to the Board of Directors by a party to such dispute and the decisions of the Board shall be final.

ARTICLE XXII

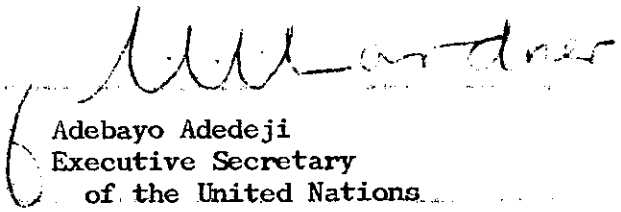
Final Provisions

1. The Constitution of the Institute shall be in Arabic; and certified copies of the Constitution shall be made in English and French and shall be deposited with the Executive Secretary of the United Nations Economic Commission for Africa and with the Arab League.
2. This Constitution shall come into force provisionally when duly signed on behalf of at least four of the countries referred to in paragraph 1 of Article III of this Constitution, including the host country.
3. The Constitution shall enter into full force when accepted or approved by at least four of the countries referred to in paragraph 1 of Article III of this Constitution, including the host country.
4. Instruments of acceptance or approval shall be deposited simultaneously with the Executive Secretary of the United Nations Economic Commission for Africa, and with the Arab League.
5. Any of the States referred to in paragraph 1 of Article III of this Constitution which is desirous of becoming a member State of the Institute after the coming into force of this Constitution, shall formally express its intention to do so to the Chairman of the Board of Directors for the information of the member States of the Institute and shall subsequently become a member State of the Institute upon the deposit of its instruments of acceptance with the Executive Secretary of the United Nations Economic Commission for Africa and with the Arab League.
6. The United Nations Economic Commission for Africa as depository of this Constitution shall transmit certified copies of this Constitution and advise concerning acceptance or approvals of this Constitution to the member States of the Institute.
7. No State may express any reservations to the present Constitution after it has been signed.

IN WITNESS WHEREOF the undersigned being duly authorized by their respective Governments have signed this Constitution on the date appearing against their signature:

	<u>Member States</u>	<u>Authorized Person</u>	<u>Signature</u>	<u>Date</u>
1.	_____	_____	_____	_____
2.	_____	_____	_____	_____
3.	_____	_____	_____	_____
4.	_____	_____	_____	_____
5.	_____	_____	_____	_____
6.	_____	_____	_____	_____
7.	_____	_____	_____	_____

In pursuance of the provisions of Article XXII, paragraphs 1 and 6 of the Constitution of the North African Graduate Institute of Management, I hereby certify the foregoing to be a true copy of the said Constitution.


Adebayo Adedeji
Executive Secretary
of the United Nations
Economic Commission for Africa

Depository of the Constitution
of the North African Graduate
Institute of Management

January 1980

DRAFT RESOLUTION ON THE ESTABLISHMENT OF A NORTH
AFRICAN GRADUATE INSTITUTE OF MANAGEMENT

The Plenipotentiaries of the Governments of the States of the North African subregion, meeting in from to 1980,

Conscious of the need for each member State to strive to achieve self-reliance in resources of managerial manpower at all levels,

Recognizing that the development of management training and research capabilities through co-operation at the subregional level is essential to the achievement of the desired self-reliance and the amelioration of managerial and administrative constraints in development efforts,

Aware that for the moment adequate facilities for post-graduate education and training in various specialized management disciplines are limited in most countries of the subregion,

Recalling the United Nations Economic Commission for Africa Conference of Ministers resolutions 306(XIII) on Co-operation in Manpower Development and Utilization and 318(XIII) on Training for Development which, inter alia, respectively called upon African States to make maximum use of the training and research facilities of existing institutions and for the development of appropriate African multinational, subregional or regional training institutions and programmes designed to meet Africa's present and future manpower needs,

Accepting in principle the recommendation of the Expert Group Meeting held in Tunis (Tunisia) from 2 to 4 April 1979 to the effect that an autonomous post-graduate institution of management education and training be established to meet the training needs of North Africa as a whole (ECA document PAMM/MAN/1/79, page 14),

Endorsing the recommendation of the Intergovernmental Meeting held in Tangier, 7-11 January 1980, that a North African Graduate Institute of Management be established,

Convinced of the necessity of establishing the proposed Institute,

1. Decide that an autonomous intergovernmental North African Graduate Institute of Management be established;
2. Urge all member States of the North African subregion, including Mauritania, to co-operate fully in order to facilitate the establishment of the Institute and to give every material, moral and political support of the Institute to enable it to achieve its objectives;

3. Call upon the ECA Secretariat to assist member States of the Institute in taking all necessary steps, including the mobilization of human and material resources, for the establishment and development of the Institute;

4. Appeal to African and Arab regional and subregional organizations to support the Institute financially and to co-operate with it for the realization of its training and research programmes.

List of Participants/
Liste des Participants

PARTICIPANTS

	<u>Name/Nom</u>	<u>Designation/Titre</u>
Egypt/Egypte	Dr. Shawki Hussein Abdallah	Prof. of Business Administration Faculty of Commerce Cairo University Guiza, Cairo
Libya/Libye	Mr. Sadik Lutfi Abuagroub	Permanent Secretary Public Service Tripoli
	Mr. Sayyid Faraj El-Alwany	Director-General of Employment Affairs Secretariat of Public Service Tripoli
	Mr. Ali Muhammed Azzawi	Director-General of Planning and Follow-up Public Service Tripoli
Morocco/Maroc	M. Driss Alaoui Mdaghri	Directeur Institut supérieur de Commerce et d'administration des entreprises - ISCAE Casablanca
	M. Mohamed Birouk	Directeur Ecole nationale de d'administration publique 1, Ave. de la Victoire Rabat
	M. Mohamed Khlifi	Directeur par intérim de la Réforme administrative 281, Ave. Mohamed V Rabat
	M. Idriss Fethi	Chef Division des Relations internationales Secrétariat d'Etat Enseignement Rabat

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ILO/BIT	M. Kiriloff	Regional Adviser B.P. 414 Dakar

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OBSERVATEURS

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	Mr. J. Spijkerman	Statistician Multinational Programming and Operational Centre for North Africa, MULPOC P.O. Box 316 Tangier
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<u>Secrétariat/ Secrétariat</u>	Melle B. Ouazzani	CAFRAD
	Melle G. Hampo	ECA/MULPOC