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ECONOMIC COMMUNITY OF WEST AFRICAN STATES

(ECOWAS)

REPORT OF THE EXECUTIVE SECRETARY

LOME, JULY 1985

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I N T R O D U C T I O N

It is my pleasure to present my first report as the Executive Secretary of the Community. I take this opportunity to thank all of You leaders of ECOWAS for the honour done to Sierra Leone which was asked to provide the Chief Executive of this Community. At the same time I should like to thank the President of Sierra Leone, His Excellency Dr. Siaka Stevens and His Government for the singular honour done to me by nominating me to serve the people of West Africa.

I am conscious of the fact that the post of Executive Secretary of ECOWAS is not an easy one. Indeed to head an Organisation comprising 16 sovereign States with diverse customs, languages, cultures, historical and political backgrounds, as well as different levels of economic development, is not a mean task. I am however confident that with the necessary political will, coupled with financial and moral support from all Member States, sympathetic Governments and Organisations, and a dedicated staff, I will live to expectations and project the image and aspirations of ECOWAS.

I trust that as your humble servant, you will give me all the necessary support so that together, we will be able to carry forward the task of building a healthy and dynamic Community, to alleviate the harsh economic and social conditions in West Africa. More than ever before, this sub-region stands in need of a dynamic force, such as only ECOWAS can generate, to re-launch the economic development process.

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Before proceeding any further, I should like to put on record the very valuable cooperation I received from my predecessor, Dr. Aboubakar Diaby-Ouattara, when I arrived in Lagos to take over from him. Apart from the usual handing-over notes that he had prepared, he meticulously went over many important issues with me and provided me with some excellent background information. I am sure we all owe a lot to him and to his country - especially to the Ivorian President, and one of the ECOWAS Founding Fathers, His Excellency Felix Houphouët-Boigny - for such leadership role and continued interest in our Community. Permit me to express my personal gratitude to Dr. Ouattara and to wish him every success in his future undertakings.

The few months I have spent in the service of ECOWAS have been quite revealing, and I am full of optimism for the future of this important Community. During my visits to Member States, I noted with much pleasure the seriousness with which both our leaders and government officials discussed ECOWAS matters with me. I gained much insight into the functioning of ECOWAS as an African economic organisation. I am particularly grateful for the advice and good wishes I received on this first round of tours. It is equally heartening to record the enthusiasm and commitment of both senior and junior members staff of the institutions of the Community. I have already come to appreciate the difficulties facing ECOWAS personnel, which make their dedication all the more praiseworthy.

I trust that, with goodwill on all sides, we shall all put in our best to move the Community nearer its ultimate goal of building a prosperous, developed, integrated and stable West African economy.

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CHAPTER ONE - THE ECONOMIC SITUATION

The international economic environment has not changed markedly since the last statutory meetings in November, 1984, and the economic situation of the sub-region in particular has further worsened, with famine threatening a greater number of people in our Member States.

I note with dismay that virtually all Member States are going through severe economic difficulties, unprecedented since the days of the Great Depression. Africa in general has witnessed in recent months frantic emergency conferences aimed at arresting the aggravated economic and social conditions of the Continent. Thirty million people in Africa have been affected by the prolonged drought and famine and ten million of them have been obliged to abandon their ancestral homes. It is estimated by the United Nations that $1,500 million will be needed before the end of this year by the twenty most affected countries in Africa in order to escape from further famine and death.

Coming nearer home three Member States are among the six "most seriously affected", where the effects of the drought are now chronic, entailing an exodus from the affected areas. Of the twenty African countries most affected by the drought, six of them are Member States of the Community.

Underlying economic problems of Member States

It is common knowledge that most countries of the Economic Community of West African States are currently undergoing severe economic crisis; there has been a noticeable tapering off in economic expansion in virtually all the countries. In most cases some have actually witnessed dramatic declines in per capita output; Gross Domestic Product (GDP) has actually declined or stagnated and with population growing at about 3% a year, income

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per capita in 1984 is estimated to be 4% below its 1970 level. Agriculture output per capita has continued to decline leading to increased imports of food. Much industrial capacity stands idle mainly due to inadequate foreign exchange for materials and spare parts.

The sub-region as a whole is characterised by a low production level. In 1983 and 1984 for instance, GDP in ECOWAS Member States showed a downward slide and only a very modest growth in real terms. The forecast for 1985 indicates a bigger improvement of 3% growth in real terms.

At its 1984 meeting the World Bank issued a report on the grim economic situation of Sub-Saharan Africa. Page after page of statistics catalogued the misery. It is the only region in the world where population growth rate is clearly outpacing food production. The annual income of the average African is 10% lower today than it was in 1974; six out of ten Africans go to sleep each night hungry.

The deterioration in the economic situation in the sub-region has continued over the years and the level of food imports into Member States is an indication that per capita food production has been declining. This decline is partly as a result of the severe drought which has hit the Sahelian States most, and, what is more tragic, partly as a result of a widespread adoption of prices and incomes structures which have tended to discourage domestic production. In particular, domestic policies pursued by most Governments have provided inadequate incentives to agricultural producers and this has been aggravated by the development of costly and inefficient agricultural marketing systems for both the inputs and outputs of this vital sector.

The food crisis in Sub-Saharan Africa is now so acute that it has become a world-wide concern. Based on estimated shortfalls in cereal production, the Food and Agriculture Organisation (FAO)

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has identified a group of twenty-four "most seriously affected" countries which are the focus of current international efforts on food and emergency relief. Eleven of these countries are from our sub-region. Food production in these countries declined by 15% between 1981 and 1983. Preliminary estimates indicate that this level may have fallen further in 1984. For example, Senegal's groundnut and cereal production was estimated to have fallen 40% below normal levels.

The drought that has hit the sub-region is, without question, the most severe in a century, but over and above this catastrophy, the problem is compounded by plunging commodity prices, failed economic policies, civil strife, and generally poor administration of national affairs. While there are isolated cases of some development projects having succeeded all too often one comes across projects that have turned into white elephants.

Industrialisation in recent years has suffered serious setbacks which, in many countries, has come after years of industrial decline or stagnation. In the majority of countries, the percentage share of manufacturing in GDP was lower in 1984 than in 1970. In most cases, weaknesses in the industrial structure initially brought about by poor quality of investment, have been prolonged by difficulties in macro-economic management, falls in industrial raw material imports, inability to increase the supply of locally produced raw materials and by a decline in the construction sector. In short, the initial import-substitution strategy failed to lead on to general economic development and, in particular, the greater use of domestic resources.

The stagnation in the Gross Domestic Product (GDP) has unavoidably been accompanied by a marked weakening of the fiscal and balance of payments situation. This may, in part, be traced to the international economic environment which has been particularly difficult for all developing countries during the last four

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years. While world trade has stagnated and commodity prices have declined, many developed countries have increased protectionist barriers for goods from developing countries. Given the projected slow growth in world demand for primary exports over the next decade, countries of the sub-region can expand their exports only if they can utilize their comparative advantage effectively and increase their share of trade in manufactured goods.

During the last four years debt servicing has surfaced as a major problem in several countries of the sub-region. Loan repayment at high rates of interest, threatens to break the frail backs of our economies. Even countries such as the Ivory Coast and Nigeria which benefitted from the commodity price boom of the 1970s and had, until recently, a high credit rating, are facing serious problems in meeting their debt service obligations. Statistics compiled by the Organisation of African Unity (OAU) indicate that debt repayment obligations of Latin American countries total around 30% of export earnings of these debtor countries. This is high but not as alarming as the figure for Africa. African debt repayment represents a staggering 60% of our continent's export earnings.

Another problem that plagues the sub-region is the variety of national currencies most of which are over-valued and inconvertible. This does not only impede intra-Community trade, but it also produces a regime of severe foreign exchange controls, strangulating economic development and necessitating periodic tight adjustment programmes to set the economy on an even keel.

Many other problems beset the sub-region but those cited above are the major ones which call for immediate action on the part of the Community. The uncoordinated pricing and monetary policies, especially of neighbouring countries, smuggling and currency trafficking, have recently resulted in border closures

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- against the spirit of the Protocol on Free Movement of Persons, and the very essence of sub-regional cooperation and integration. This must give way to a Community-wide approach to economic management. If this is done, the economic development of Member States would be better assured and the Community can move forward confidently in the spirit of collective self-reliance.

It is on the basis of the above analysis of the economic problems of the countries of the sub-region that the Community should pay particular attention to the decision to launch a sub-regional economic recovery programme which Council adopted last year.

We as a people cannot continue to depend on charity and handouts from the world community. Our salvation lies in our own ability to evolve meaningful and co-ordinated programmes to solve our economic and social problems. I am happy to report that work on the West African Economic Recovery Programme is progressing and very soon Council will be called upon to consider the work programme in this field.

It is a truism that agriculture holds the key to any lasting economic revival in the Community. The sector will therefore be given closer attention in our work programme for the next two years or so with a view to accelerating agricultural production to meet both food and raw material requirements of Member States.

A related problem facing the sub-region and which calls for joint effort is desertification which is rapidly reducing the arable land available to Member States. This problem should not be tackled in isolation but through a harmonised programme at the Community level.

The Community is celebrating this year the tenth anniversary of the signing of the ECOWAS Treaty. It may be useful at this juncture, to take stock of what the Community has done so

far, to assess the progress so far made, and to assess the objectives and results obtained. In this connection I would like to pay hommage to the Authority for setting up the Evaluation Committee last November to carry out a management audit of the activities of the Community since it became operational. The report of this Committee will be presented to you at this session and judging by the terms of reference of the Committee you will be able to give us direction and guidelines which will enhance the efficient and smooth running of the institutions of the Community.

As we move into the second decade of the existence of the Community, we should be ready to face all challenges with greater determination, dedication and optimism. The past should serve as a lesson to the future operations of the institutions of the Community. The second decade should see the Community fully committed and prepared to implement the many programmes and projects approved in the formative years of our existence.

A remarkable feature of the Community is that we have achieved considerable progress in establishing and strengthening various institutions in the past ten years. A solid institutional foundation has been laid for the future implementation of Community programmes in the socio-economic development of the sub-region.

In what follows, a brief account will be given on the implementation of the various programmes the Community has adopted. Suffice it to say that while notable successes have been achieved on several fronts, much effort will have to be made by the Community by way of resource availability to achieve our objectives.

CHAPTER TWO - ACTIVITIES OF THE COMMUNITY

It should be appreicated that it was only six months ago, in November, 1984, that the last report on the activities of the Community was made to both the Council and the Authority. Apart from the resultant shortness of this particular review period, two other factors have influenced the amount of work done on the Community cooperation programmes. First, it has to be pointed out that, both at the Executive Secretariat and at the Fund, the servicing of the Ad Hoc Ministerial Evaluation Committee significantly affected the rhythm of work. Secondly, this review period was marked by changes in the top management of the institutions which entailed handing overs, lengthy briefings by senior officials and extensive missions to Member States to pay courtesy calls on Ministers responsible for ECOWAS affairs and on the Heads of State and Government of our Community.

In spite of these factors, I am happy to report that quite a number of important developments occurred during the review period. The significant output may be attributed to the completion, during the period, of many projects that had been started in earlier periods. But before giving an account of the regular activities of the Community, I would like to report on the Ad Hoc Ministerial Evaluation Committee, since its mandate covers all aspects of the life of our Community, and its work dominated the period under review.

Ministerial Evaluation Committee

One of the major decisions taken by the Authority during the November, 1984, meetings was the creation of the Ad Hoc Ministerial Evaluation Committee. This Committee, composed of six Member States - Cape Verde, The Gambia, Guinea, Mali, Nigeria and Togo - was assigned the responsibility of evaluating the administrative, financial and technical performance of the Community since

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its inception. The Committee was expected to propose measures not only for improving the functioning of the institutions of the Community, but also, if found necessary, for re-orienting the very strategy and direction of the integration process itself.

It is ten years now since ECOWAS came into existence (even though the Community did not become operational till almost two years after the signature of the ECOWAS Treaty), and a review such as entrusted to the above Committee was very much in order. It was, in fact, a timely decision because, if well executed, the exercise should be able to provide the necessary guidelines and directives that the in-coming chief executives of the Community need as a mandate for the start of their term of office.

The Committee, under the chairmanship of Guinea, wisely decided to entrust the groundwork to be done to a preparatory expert group. The Expert Group first assembled at the headquarters in Lagos on 7 January, 1985, to begin its work. After six weeks, the experts moved to the Fund office in Lome and continued working till the Ministerial Committee itself convened on 22 April, 1985, in Lome.

It is very significant that the Committee's work, whether the preliminary draft report of the Expert Group or the report of the Ministerial meeting - had up till the end of May not been made available to me or any of the management staff. I had expected that the Report of the Ad Hoc Ministerial Committee would have been sent to me for comments and transmission to Member States as part of the Council of Ministers conference documents.

The attitude adopted by the Committee and therefore its approach to and involvement of staff members of the institutions of the Community in the exercise has been quite puzzling to me as an administrator. The evaluation exercise has been more of an inquisition and there is a general feeling among my officials of being investigated for an unspecified crime. I am afraid that

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whatever the salutary outcome of these investigations, many officials would be left with the feeling that it is a crime to offer one's self in the service of the Community.

ECOWAS is ten years old already and I strongly believe that we should have all got beyond the stage of being suspicious of each other and being unsure of what the value of open and sincere cooperation is. I am convinced of the genuineness of the concern of the Authority to assess the direction and progress of our integration efforts. My humble appeal is that this appraisal exercise should lead to greater commitment on the part of both our Member States and Community officials so that we may stand more united to embark on the second decade of ECOWAS existence with greater determination.

Following hereunder are details of the progress recorded on the different Community sectoral programmes. During the review period, action was taken on the following components of the ECOWAS Work Programme: trade, customs, immigration, money, agriculture, industry, transport, telecommunications, energy, social and cultural affairs, administrative and institutional matters.

TRADE PROMOTION PROGRAMME:

The development of trade is one of the main areas of cooperation identified by the Community, and conscious of the persisting low level of intra-Community trade, the Executive Secretariat continued its efforts to help promote and develop trade among Member States. During the period, further progress was made on our programmes relating to the development of the handicraft trade, trade in agricultural surpluses, packaging and product presentation, organisation of and participation in trade fairs and improvements in contacts with and among private businessmen.

Traditional handicrafts: It would be recalled that the Community has designated handicraft development as one of its priority activities. This is in recognition of the importance of the handicraft industry as the main source of employment and income for some sections of the rural and low-earning working population, and also as a basis for the development of the kind of skilled labour required in modern industries. Already, traditional handicrafts have been included in the definition of Community originating products and a list of these products has been drawn up, permitting their importation into Member States free of import duties (Supplementary Protocol A/SP.1/5/81 and its annex - page 3 of Official Journal, Vol.3, June 1981).

In order to come up with proposals on Community action to promote the development of the industry and trade in handicraft products, the Secretariat commissioned the International Trade Centre (ITC, in Geneva) to undertake a study on West African Handicraft Development and Marketing. The report on the study is being presented for consideration during these statutory meetings. The basic recommendation of the report is that a three-stage programme is to be adopted:

1) establishment of an ECOWAS Handicraft Centre, as an advisory body that would help to organise and revitalise the handicraft industry in Member States;

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2) establishment of an ECOWAS Handicraft Enterprise, to perform commercial functions by opening wholesale and retail structures within the sub-region. This period would see attention focussed on improving, adapting and developing a new range of handicraft products;

3) export marketing - extending commercial operations by developing outlets elsewhere in Africa and in Europe.

The decision-making authorities are invited to endorse this suggested approach and to make firm commitments regarding the programmes proposed under stage one, which may be considered as a two-year transitional period. During this transitional period, the ECOWAS Handicraft Centre will be established somewhere within the Community and it will ensure that:

- development priorities for the industry are determined
- national handicraft development organisations are established or strengthened;
- compatible Community and national programmes are developed and implemented;
- suitable training programmes instituted to ensure the proper staffing of the main Centre and the national promotion units.

Trade in Agricultural surpluses: It is known that the sub-region's agricultural output has been falling during the past decade. It is however also appreciated that at any given season, surplus production co-exists with unsatisfied demand within the Community. To improve the situation and to encourage the exploitation of this trade potential, the Authority took Decision A/DEC.2/5/80 in May, 1980, relating to the establishment of an information centre for agricultural products. With the freezing of recruitments, the idea was shelved soon after the decision was taken. We have however been carrying out studies, while awaiting the lifting of the ban on recruitment. A full report is being prepared on these studies.

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Packaging and Product Presentation: Part of the trade promotion programme adopted involves the improvement of packaging, marking and labelling of goods. The second phase of the study is under preparation, with the participation of the African Regional Standardisation Organisation (ARSO), to cover metrology and quality of products.

Organisation of Trade Fairs: The Council of Ministers took a decision in May, 1982, (C/DEC.5/5/82) relating to the harmonisation of efforts and the programming of trade fair activities of Member States. During the review period, the fourth attempt to be made was successful in convening those responsible for national trade fairs and similar commercial activities; the coordination meeting was held in Dakar on 7 December, 1984. The meeting recommended the setting up of a Steering Committee (made up of Senegal, Nigeria, Federation of West African Chambers of Commerce - FWACC -) to undertake the initial preparatory work involved in programming and gathering information on trade fairs and commercial exhibitions etc...organised within the sub-region. The Steering Committee is to hold its first working session fairly soon.

It was also recommended at the above meeting that a Consultation Coordination Committee be established, comprising the trade fair administration of each Member State with permanent trade fair structures (Ivory Coast, Ghana, Nigeria, Senegal and Togo), a representative each of organisations responsible for trade fairs in the other Member States, the FWACC and the ECOWAS Executive Secretariat.

A draft Council decision on the above measures for coordinating and programming trade fairs and similar commercial events within the sub-region has been presented for the consideration of the appropriate Commission.

ECOWAS participated in the 6th Dakar International Trade Fair which was held between 27 November and 10 December, 1984.

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ECOWAS Member States had their stands grouped together under one pavilion and the Fair once more turned out to be an important meeting place for West African businessmen and their counterparts from the rest of the world.

As has become the tradition, an Industrial Forum for West Africa was organised during the period of the Dakar Fair by the Dakar Fair Administration (SOFIDAK), ECOWAS and the European Economic Community (EEC). The Industrial Forum brings together European and West African industrialists to discuss problems pertaining to relations between Europe and our sub-region in the industrial sector. It fosters better understanding and opens new avenues for greater participation by the private sector (both foreign and indigenous) in the industrialisation of West Africa.

It was also during the period of the Dakar Fair that the 12th Annual Meeting of the Federation of West African Chambers of Commerce was held. The participation of the Secretariat in the Annual Meeting was an indication of the close working relations that the Community is developing with the Federation. It would be recalled that ECOWAS has been invited to take up shares in the capital of the Federation-sponsored commercial bank for West Africa (ECOBANK) that is in the process of being established. Together with the Federation, the Secretariat is planning to hold the Second ECOWAS Trade Promotion Forum in September, 1985, in Niamey, where the Federation will be having its 13th Annual Meeting.

CUSTOMS COOPERATION PROGRAMME

The customs programme of the Community is aimed at the creation of a customs union where there will be no tariff or non-tariff barriers to intra-Community trade, where there will be a common tariff imposed on imports from third countries, and where customs documents, procedures and other customs administrative matters will be common to all the sixteen Member States. Already, ECOWAS common customs documents have been adopted. Also a trade liberalisation scheme has been adopted which calls for a total elimination of tariffs on both unprocessed goods (Council Decision C/DEC.8/11/79 of November, 1979) and traditional handicrafts (Authority Decision A/DEC.1/5/81 of May, 1981). The elimination of tariffs on industrial goods is to be effected at a differentiated pace over an eight-year period determined by the level of industrial development of the importing Member State and whether the product is accorded priority status by the Community or not. While no compensation for loss of customs revenue is envisaged concerning unprocessed or handicraft goods, there would be such compensation when tariffs on industrial goods are reduced and eliminated.

Computerisation programme: To enable the Community possess up-to-date and accurate figures as the basis for calculating the exact loss of revenue and the volume of compensation to be paid to each Member State , a modern system of automatic data processing of customs information and external trade statistics (ASYCUDA) is being established within the sub-region. The Council of Ministers approved the programme at its November, 1983, session in Conakry and we have since then moved from the initial phase of determining what needs to be done at the level of each Member State, to the actual installation of the ASYCUDA system in each country and also the Central Computer Unit in Lome. There are many aspects to the process of establishing the ASYCUDA system, including equipment, staffing and personnel training, maintenance and financing.

The project's management has negotiated with a French computer firm - "Compagnie des Machines BULL" - to provide the

hardware adapted to the peculiar conditions and needs of the project. Member States are encouraged to opt for this type of micro-computer. Those Member States which prefer other models only have to make sure the specifications are compatible with the ASYCUDA system. The firm has indicated its preparedness to establish adequate after-sales servicing facilities to cover the whole sub-region to ensure prompt repairs and regular maintenance. Training forms an essential element of the programme, since customs officers and statisticians have to be trained to be able to perform some basic computer programming. Indeed, where the ASYCUDA system is being installed one of the first activities is the training of a core team of such high-level personnel.

Apart from Ivory Coast, where the authorities had already started a computerisation exercise, a complete national project has been prepared for all Member States. These projects are at different stages of implementation. The Mali national project was the first to be completed and it was formally inaugurated on 29 January, 1985, at Bamako. The project in Mauritania is far advanced in its execution; at least the training aspect of the project has been tackled in respect of Cape Verde, Guinea, Niger, Sierra Leone and Togo. For the remaining countries, project proposals have been submitted to the appropriate authorities.

The pace of implementation has been dictated, in large measure, by the availability of financial assistance. Financial and technical assistance has so far been obtained or is expected from UNDP, France, EEC, USAID, World Bank and the Commonwealth Secretariat. Since the ASYCUDA system is the beginning of the Community's programme for improving the statistical base for national planning and economic management purposes, it is sincerely hoped that the remaining countries would accord their respective national projects the necessary priority to facilitate negotiations with the prospective donor agencies (especially the UNDP and the EEC). In order to monitor progress, coordinate the execution of the programme and generate more resources to fund the programme, a Coordination

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Committee has been formed, composed of all the donors involved, UNCTAD and ECOWAS. Three meetings of the Committee have so far been held (during January 1984 in Geneva; in June, 1984 in Lagos and in Bamako at the end of January 1985).

The core project - the Community Central Computer Unit to be established at Lome is expected to take over the functions that had hitherto been performed by the temporary unit established within the UNCTAD Secretariat in Geneva. When fully operational the Lome Centre is to provide training and servicing facilities for the national projects in addition to centralising and processing the data gathered from the national centres. The immediate use the data would be put to would, of course, be the calculation of compen sation entitlements of Member States for the loss of revenue suffered through the liberalisation of intra Community trade (reduction of tariffs on originating industrial products).

Given personnel and financial constraints, it has been planned that the Lome Centre will be installed in a gradual manner. A site for the Centre has already been provided by the Togolese authorities. The outline of the programme for this Community Computer Centre is being presented at the current statutory meetings to indicate the magnitude of the budget for the coming year, the need to recruit some professional staff and the necessity for approval to finance the ECOWAS contribution (about one-third of the cost of the Lome Centre) from the resources of the ECOWAS Fund. I trust that the necessary approval would be forthcoming.

Estimation of Compensation Budget: The compensation system adopted by the Community in the Protocol relating to Loss of Revenue and Chapter II of the Authority decision A/DEC.19/5/80 of 28 May, 1980, on the application of the Compensation Procedures for the Loss of Revenue provide that the resources of the compensatory budget should be generated through contributions by Member States on the basis of their share in the industrial export trade of the sub-region. Since the Community's trade liberalisation scheme as a

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whole, and particularly the scheme for industrial products - which is going to occasion the revenue losses - should be implemented soon, it is desirable that Member States are prepared to face the obligation of contributing to the compensation budget.

During the review period, the Secretariat undertook a preliminary estimation exercise and a report has been presented at these statutory meetings to generate the necessary awareness and provide a basis for further reflection. From the above exercise, the fact was very much appreciated that, even though trade statistics are the most developed and reliable indicators for our Member States, data are still far from up-to-date and far from being complete. These inadequacies are heightened when dealing with trade among Member States - the very information required for operating the compensation scheme. It was, of course to solve this and the general problem of a poor statistical base that the ASYCUDA programme described above was initiated some three years ago.

Until the ASYCUDA system provides us with the accurate and up-to-date figures needed, the Community would have to rely on such figures as are available and on the hypothesis that would be made in estimating the actual volume, value and composition of intra-Community trade in industrial goods. It is for these reasons that the Secretariat believes there is something to be gained by analysing the assumptions and methods of estimation advanced, as well as the orders of magnitude presented in the Memorandum on the subject.

Harmonisation of Customs Procedures: To encourage trade, and create a customs union, or one customs territory which this implies, the customs procedures of the partner states need to be harmonised and eventually developed into one common system. Already, it has been found necessary to start this harmonisation within the Community. We may simply recall here Council decisions C/DEC.7/11/79 on the adoption of a common customs nomenclature, and customs and statistical standards; C/DEC.3/5/80 on proof and verification of origin of products and procedures relating to the circulation of goods;

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C/DEC.3/11/82 on rules and regulations on coding of customs, statistical and tax regimes; and the Convention A/P.4/5/82 on inter-state road transit of goods. A draft Convention on the temporary importation of passenger vehicles has been considered during the May, 1985, meeting of the appropriate Commission. The draft Convention aims at harmonising and facilitating the customs formalities governing the temporary importation of passenger vehicles; these are principally vehicles of tourists who are entering a Member State and would be using such vehicles during their relatively short stay in that Member State.

It was with this same interest in the matter that the Secretariat accepted a CEAO invitation to attend a meeting of Customs Experts from the seven CEAO countries on "Harmonisation of Customs Procedures within CEAO". The meeting, which proved to be quite instructive, was held in Ouagadougou from 25 to 28 February, 1985, and dealt with such specific customs clearance procedures as acceptance of goods by customs and customs bonding, customs depot, temporary storage procedure and warehousing. These issues will be studied further to determine other steps to be proposed for bringing the customs procedures of ECOWAS Member States closer together.

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IMMIGRATION COOPERATION PROGRAMME

The first Protocol of the Community to be implemented is the one relating to Free Movement of Persons, the Right of Residence and Establishment (A/P.1/5/79) which was signed on 29 May, 1979, by the Authority. Apart from being an experiment by Member States in whether they can cooperate together (by virtue of this being the first Community decision to be implemented), the provisions of the Protocol are such that the success of the implementation of its first phase will determine the timing and the content of the subsequent two phases.

Monitoring Phase One: The Secretariat has therefore been concerned with the monitoring of the implementation of Phase I of the Protocol which involves the abolition of tourist visa requirement for Community citizens entering a Member State for a stay not exceeding ninety days. The first phase is supposed to run for a period of five years and should be completed in mid-year. However, there has not been entire satisfaction with the application of the Protocol. The provisions on measures to be taken at the national level to ensure effective control of immigrants enjoying the visa waiver were not properly followed.

Code of Conduct: In order to correct these deficiencies some public enlightenment materials have been prepared and distributed widely throughout the Community. At the official level, a code of conduct to facilitate the implementation of the Protocol has been drawn up, the draft document: "Supplementary Protocol on the Code of Conduct for the Implementation of the Protocol on Free Movement of Persons, Right of Residence and Establishment" is being presented to the appropriate Commission for consideration. This code of conduct would cover such matters as:

- the role and obligations of Member States of origin of immigrants;
- the role and obligations of host Member States;

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- forms of cooperation required between the competent administrations of Member States;
- rights and obligations of immigrants in host countries;
- conditions and procedures for deportation;
- cooperation to reduce incidence of illegal immigration;
- treatment of illegal immigrants;
- protection of legal property of immigrants;
- supply of information on application of national measures affecting the Protocol on Free Movement.

ECOWAS Travel Document: During the course of monitoring the implementation of the first phase of the Protocol on Free Movement, it has been determined that the difficulty of obtaining national passports leads many travellers to cross borders without any travel document. To remove this serious obstacle and also to standardise travel documents in use within the sub-region, an ECOWAS Travel Certificate has been designed for adoption by Member States. It is envisaged that the procedure for obtaining this document will be much simplified. It is meant to be issued to individual citizens of Member States, with a valitidy period much shorter than is granted for national passports and for use principally within the Community only. The ECOWAS Travel Certificate as well as the Community decision for its adoption have been submitted for consideration at these statutory meetings.

Preparing Phase Two: Apart from the required monitoring and assessment of the success of the first phase of the Protocol on Free Movement, the Executive Secretariat has been giving thought to measures to be adopted for the implementation of the Phase Two of the Protocol. A preliminary draft of the Supplementary Protocol that would be needed - to define the elements and modalities for the application of the Right of Residence - has been prepared and has been submitted for consideration. This Draft Supplementary Protocol covers:

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- right of visit and of residence;
- ECOWAS Residence Card - as permit for visit or residence
- provisions concerning border areas and migrant, seasonal or itinerant workers
- protection against arbitrary expulsion
- transfer of earnings
- cooperation between competent administrations of Member States.

Improving Implementation of Phase One: Contrary to the Secretariat suggestion which was endorsed by the appropriate Commission, that Phase One of the Protocol on Free Movement be extended by two years, the Council of Ministers last November made one more appeal to all Member States to take all necessary measures to ensure the faithful application of the provisions of the Protocol. It is our hope that the situation will improve significantly to enable the Community see it fit to adopt the above proposed Supplementary Protocol and to launch the Phase Two: the Right of Residence. The Executive Secretariat on its part will step up the monitoring of the implementation of the first phase and ensure the early introduction of the new Community measures designed to improve the application of the Protocol on Free Movement.

Already, the Secretariat has begun conducting national seminars which it has designed to educate both government officials and the general public on the different aspects of the Protocol on Free Movement. During the review period the first two of these seminars were conducted in Liberia and Ghana. In both cases the participation and response to the Secretariat initiative was encouraging and the exercise will be carried out in the other Member States in the ensuing period.

MONETARY COOPERATION PROGRAMME

The weakness of the economies of Member States is reflected by the weak non-convertible currencies of the sub-region; only two of the ten currencies of West Africa are convertible. Tight monetary controls and incompatible monetary and fiscal policies hamper proper economic management and healthy business interaction between Member States. Concern for this situation led to the drawing up of a Community monetary cooperation programme whose main objective was declared in May, 1983, at the Conakry Summit of the Authority, to be the creation of a single monetary zone.

Since the declaration of this objective, a number of studies have been conducted to determine the implications of such a decision, the various possible options for arriving at that goal and the modalities for achieving this aim through any of the options identified. It will be recalled that a Study Team, composed of both external consultants and ECOWAS experts - from the central banks and from the institutions of the Community - was set up to assist the Executive Secretariat with the task involved. The Study Team has visited a number of monetary authorities and financial institutions in Africa, Europe, North America, the Caribbeans and Latin America. This was to enable the Team to study and exchange views on experiences elsewhere with respect to monetary integration.

The work on this programme has proceeded at a slower pace than anticipated and the Study Team still has some institutions to visit. The next step would be missions to Member States to discuss with both the monetary and other relevant government authorities possible monetary and structural adjustment measures to be drawn up for Member States. These country programmes are a necessary part of the process of strengthening the economies of the sub-region and rationalising economic management in West Africa - unavoidable steps that will have to be taken so as to create a single monetary zone and make our currencies convertible. Drawing up the country programmes will require maximum cooperation from all Member States. It would,

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indeed, be necessary to improve the Study Team's efficiency by designating in each Member State a senior official of the central bank to coordinate the exercise and to work with the Team in preparing the country programme.

Considering the good cooperation the Study Team has so far had, I have no doubt that Member States will respond favourably when details of the work involved and the assistance required of them are sent to the appropriate authorities.

AGRICULTURAL COOPERATION PROGRAMME

The general decline of the agricultural sector for more than a decade now and, particularly, the alarming food shortages in recent years have led to the adoption of a regional agricultural development strategy and policy that will bring about sub-regional food self-sufficiency by the year 2000. The Community programme, which has the broad aim of developing an efficient agricultural production system, seeks the integration of agriculture with the other sectors of the West African economy. Parts of this broad programme have already been translated into specific projects and during the review period, some progress was registered on a number of these projects.

Community Selected Seed Production Centres: By its decision A/DEC.5/5/82 the Authority in May, 1982, agreed on some seven centres being developed as Community seed production centres. Since the identification of these centres, pre-feasibility studies have been carried out on the selected seeds to be produced, existing facilities and mode of operation of these centres and the requirements for developing or stepping up their operations to satisfy the extra demand imposed on them. During the review period, the reports of the consultants who carried out the feasibility studies on these centres were edited and sent to Member States in preparation for the May, 1985, statutory meeting of the Agriculture Sub-Commission. After the adoption of the feasibility reports, the process of programming the execution of the projects will be started, including the mode and source of financing.

Community Cattle Breeding Centres: A programme similar to the Selected Seeds Production is being developed for the Ndama, Muturu and Moor Zebu cattle species in order to improve the supply of breeding stocks to the respective ecological zones where these species are well adapted. Since the Authority Decision A/DEC.6/5/82 on the choice of species and centres was taken (in May, 1982) pre-feasibility and feasibility studies have been conducted on these centres - located at Kaedi (Mauritania), Kedougou (Mali), Marahoue (Ivory Coast), Madina-Diassa (Niger), Fanaye (Senegal), Potta and Upper Ogun Ranches (Nigeria) and the Rural Livestock Project (in The Gambia).

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The feasibility reports on four of these centres (Kaedi, Kedougou, Marahoue and Medina-Diassa) are ready for presentation to the Agriculture sub-Commission. After endorsement by the Community decision-making bodies of the findings and recommendations in the feasibility reports, the necessary steps would be taken by the Secretariat and the Fund to ensure the implementation of these projects - the first concrete steps towards the achievement of sub-regional food self-sufficiency.

Reports on Animal Feed, Food Security and Nutrition Policy: The Community Agricultural Programme calls for preliminary studies to be undertaken on various aspects of the West African agricultural sector. The general objective of these studies is to determine the existing situation, identify in specific terms the problems facing the sector and propose concrete measures to be taken at the national and Community levels to develop agriculture into an efficient and dynamic industry.

The reports of the consultants engaged to study the food situation and draw up a sub-regional food security programme as well as food nutrition policy have been received. These reports were edited during the review period and these, together with the Secretariat's recommendations on the issues raised, will be despatched to Member States in anticipation of the meeting of the appropriate Commission during the next round of statutory meetings.

Within the same context, a consultant has submitted a draft report to the Secretariat on the production of animal feed within the sub-region. The study concentrated on identifying various types of animal feeds being produced, the location and capacities of existing production facilities, and relating these findings to the livestock production industry in West Africa. This report is still being examined by the Secretariat and steps will be taken to make the final report and its recommendations available to Member States for consideration, prior to the usual technical examination by the appropriate Commission, in November, 1985.

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Pricing policy: Another of the studies being undertaken within the context of the Community Agricultural Programme concerns pricing policies affecting agricultural goods. This study is being conducted under the auspices of FAO, which has designed a one-year programme for its execution. The substantive part of the study was completed during the period under review and a draft report is expected to be received from FAO shortly.

Considering the complex and technical nature of this issue, a seminar is being planned to discuss the main points raised in the draft report and review the proposed recommendations. This exercise would assist the Secretariat in determining the right strategy to propose to the decision-making bodies on what agricultural pricing policies to adopt in encouraging agricultural development within the sub-region. It should be possible to submit firm proposals on this issue to the next session of the Agriculture Sub-Commission.

Integrated agricultural pilot projects: The meeting of ECOWAS Ministers for Agriculture (held in Cotonou in 1982) recommended the development of a number of pilot integrated agricultural projects in the sub-region. The aim is to put into practice, and as a form of demonstration to encourage participation by local farmers, the different regional agricultural policies being adopted or to be adopted by the Community, such as on improved inputs, fertilizer and pesticide usage, tools and farm equipment, water management, rural economic and social infrastructure, preservation and storage, pricing, processing, establishment of distributive and marketing channels and agricultural credit schemes.

During the period under review, consultants were engaged and they have already begun a study expected to lead to the formulation of a general framework for the pilot schemes; this will be followed by the preparation of pre-feasibility reports on each scheme. It may be recalled that in a preliminary study the sub-region has been divided into a number of zones along the lines of natural complementarities that the different ecological zones suggest, combined with some other distinctive economic characteristics displayed by the two main groups: coastal and sahelian economies.

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The schemes being developed promise to put to good use the different economic potentials of neighbouring countries' agricultural sectors and to exploit these differences to integrate the economies of Member States. It is hoped that enough progress on this preparatory phase of the programme would have been made to enable the Secretariat present the broad outlines of the pilot schemes to the next statutory meetings.

Agricultural seminars and symposia: Two meetings were organised during the period, which brought agricultural policy analysts and marine fishery experts from Member States and elsewhere together. These meetings served as a channel for informing high-level officials about the regional agricultural development strategies and programmes being followed within the Community. The experts were also provided with the occasion to debate some topical issues pertaining to the West African agricultural sector. The two meetings were a seminar on marine fishery in West Africa which was held in Dakar from 24 to 29 March, 1985, and a symposium on agricultural incentives for stimulating increased production, held in Abidjan from 9 to 13 April, 1985.

The Fishery Seminar highlighted the need for greater cooperation among Member States in the management and exploitation of the considerable fishery resources of the sub-region. The concern for a coordinated approach stems from the supply and demand patterns in this sector (where the rich fishing grounds are to the north-west while the greatest demand for fish is concentrated on the Guinea coast in the southern half of the sub-region). Furthermore, the right to the 200-mile exclusive economic zone (EEZ), the divergent legislations setting limits to fishing activities by foreign vessels, the considerable interest that important fishing nations have in our fishing grounds giving rise to a multiplicity of fishing agreements and blatant poaching in the face of our inability to effectively patrol our waters or enforce our laws - all these factors call for concerted action on the part of Member States. It is sad to note that the earlier initiatives of the Executive Secretariat to institute a programme to tackle these problems were blocked. In our search to find solutions to our food problems and also as part of our indus-

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trialisation strategy - which is based on the development of our natural resources - it is the intention to examine further the recommendations emanating from the Dakar seminar on such issues as harmonisation of fishing rules and regulations, adoption of standard fishing agreements, a sub-regional maritime surveillance system, programme for exploitation and marketing of fish, fish processing, research and training.

The Abidjan Symposium on Agriculture made the very strong point that, in spite of official pronouncements, agriculture does not enjoy the priority attention of governments. The share of the agricultural sector in development resource allocations continues to be negligible. It is not appreciated that our economies are almost entirely agricultural; almost all economic activities derive directly from agriculture or are significantly dependent on the sector. It was pointed out, therefore, that three factors work against agriculture: agricultural policies per se have been poorly designed; back-up policies to be adopted in agriculture-related sectors have not always been designed and applied; officialdom continues to fail to realise and or avoid the unfavourable impact policies pursued in such areas as external trade, foreign exchange control, taxation, prices and income have on agricultural development.

The symposium also indicated that agriculture has little or no political support; for example the Ministry of Agriculture is never one of the powerful ministries, and the agricultural population made up of rural folks possesses virtually no political muscle. Unless these basic handicaps are removed, the Community declaration of sub-regional food self-sufficiency by the year 2000 will end-up as one more useless public outburst. Attention would have to be focussed on the local scene - to understand and attend to the basic needs of the rural peasant. Most of these simple needs can and should be met by the local or district administrations backed by an outward-looking regional and central government; that is, agricultural development problems are best viewed and tackled on a national or regional basis. The Community, on its part, shall assist in designing such simple solutions for adoption and application by Member States.

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INDUSTRIAL COOPERATION PROGRAMME

Community activities in the industrial sector have so far concentrated on defining an industrial development and cooperation framework and laying the basis for the establishment of regional projects. These efforts have resulted in the adoption of:

- a set of priority industrial sub-sectors (food processing, agro-chemicals, agricultural tools and machines, construction materials, wood processing, electronic and telecommunications, petro-chemicals, pharmaceuticals, iron and steel, automobile and related industries),
- a sub-regional industrial development policy,
- criteria for selection of regional projects,
- a Protocol on Community Enterprises.

Integrated Industrial Projects Study: From this preparatory phase, the Community has moved on to the identification and preparation of projects of sub-regional interest. With the assistance of the ECA, OAU and UNIDO Secretariat, we have been able to put together a set of integrated industrial projects, based on national projects submitted by Member States. During the last statutory meetings, the ECOWAS Secretariat was requested to endeavour to make the selection of projects more comprehensive by obtaining more projects from Member States. During the review period, questionnaires were sent to those Member States required to submit more proposals. Subsequently, the Executive Secretariat engaged consultants on this identification and pre-selection of Community industrial projects study. The consultants visited Member States to discuss and complete the questionnaires. On the basis of these missions, the consultants have submitted draft reports to the Secretariat. The Secretariat will compare the findings of these reports with the national projects identified in the earlier study. This is to ensure that industrial projects are developed in such a way that they are complementary - whether they are primarily of a national or a regional character. Through such an approach, the aim of establishing an integrated sub-regional industrial base would be more quickly achieved.

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Iron and Steel Industry Study: The iron and steel sub-sector plays a central role in the modern industrial set-up. It was for this reason, and also the fact that its technological characteristics call for huge investments and a large market, that the metallurgical sub-sector was included in the Community priority industrial fields. The Executive Secretariat selected this sub-sector for a detailed analysis so as to be able to propose a sub-regional iron and steel development strategy.

With the cooperation of a French firm (SACILOR) various aspects of the iron and steel industry as it relates to West Africa have been studied. The draft report deals with an industrialisation strategy based on the establishment of metallurgical enterprises to produce goods for the construction sector; this would subsequently encourage vertical integration. Since the type of iron and steel products manufactured affects and is affected by the industrial structure in place, it is felt that the Community should seriously encourage the formulation and implementation of a sub-regional metallurgical development programme. Judging by the present pace of the studies being undertaken, Member States could be called upon at the next statutory meetings to adopt such a programme or, at least, to take a decision on the main outline of the programme.

Review of CIMAO Project: It was indicated in the last report to Council that, in cooperation with UNIDO, the Executive Secretariat was planning a study of the Ghana-Ivory Coast-Togo cement project, CIMAO. Although the project was not established under the auspices of ECOWAS, it is an enterprise of a multinational character owned by three of our member governments. The legal status, structure, operational arrangements and experience of CIMAO could provide very important guidelines for the conception and establishment of Community enterprises.

With such interests in mind, the Executive Secretariat accepted to participate in the above study which effectively took off during the period under review. The results of the study will undoubtedly provide valuable information in the design of the projects which will be finally selected from those identified in the on-going studies referred to above.

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TRANSPORT COOPERATION PROGRAMME

The transport programme adopted by the Community covers all transport modes. The objectives of the programme, adopted by the Authority in May, 1980 (Decision A/DEC.20/5/80) are:

- the development and modernisation of transport intra-structures of the sub-region;
- making land-locked Member States accessible as rapidly as possible;
- harmonisation of transport legislations;
- adoption of standard equipments;
- encouragement of the establishment of manufacturing enterprises to produce transport equipment and parts; and
- establishment of transport training institutes.

The Community is already engaged on the implementation of the Trans-West African Highway network; the harmonisation of road transport legislation has also begun. In the field of air transport a study is going on to draw up a cooperation programme among the airlines of the sub-region. The principle of forming a West African Coastal Shipping Company has been accepted by the Community. The main axes for the development of a West African railway system have been defined and the relevant studies are being programmed.

Physical evaluation of the implementation of the UN Transport and Communication Decades: As part of the general assessment of the implementation of the Transport and Communication Development Decades for Africa that the United Nations Organisation is undertaking through the Economic Commission for Africa (ECA), the Executive Secretariat participated in evaluation missions to some Member States (Benin, Guinea-Bissau, Mauritania, Senegal and Togo). The implementation of both the transport and the telecommunications programmes of the Community was discussed during the missions. It would be recalled that ECOWAS has provided the sub-regional framework for implementing these infrastructural programmes for the West African zone.

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ECOWAS Insurance Brown Card Scheme: One of the measures taken by the Community in facilitating transportation across West African land borders is the adoption of the Protocol (A/P.1/5/82) on the establishment of an ECOWAS Brown Card relating to Motor Vehicle Third Party Liability Insurance. The scheme calls for the establishment of national bureaux to coordinate the operation of the Brown Card at the national level. At the Community level, a Council of Bureaux is to be established and the day-to-day running of the scheme to be undertaken by an Administrative Secretariat.

The Protocol has so far been ratified by seven Member States, it is already being implemented in two. Except in a few cases, the national bureaux have been established in the Member States. The Council of Bureaux has also been established with an official inauguration on 22 January, 1985; the third meeting of the Council was held in Lome from 16 to 19 April, 1985. The Administrative Secretariat has been set up in Lome, with the appointment of the Administrative Secretary and his Deputy; the two officials (Mr. John KARGBO from Sierra Leone and Mr. Youssoupha DIOP from Senegal) assumed duty on January 7, 1985.

The Administrative Secretariat is still in the process of being properly installed. The Administrative Secretary has been requested by the Council to draft a headquarters agreement to be negotiated with the Togolese authorities. The income for the budget of the Administrative Secretariat is derived from contributions of the member national bureaux (for the moment the contributions are on equal basis - an appropriate formula is to be worked out later). So far only six national bureaux have paid in their contributions (two of them only made part payments). The programme adopted for the immediate future includes the launching of a road-signs campaign, the organisation of workshops and seminars and the printing of a brochure on the Brown Card.

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Air Transport: The work programme in this field has concentrated on improving the operational efficiency of the existing airlines of the sub-region. During the review period, a study was completed on this subject. After the necessary review, the Executive Secretariat will convene a meeting of the West African airlines to discuss the recommendations made in the report. The terms of reference prepared for a study into the possibility of establishing an ECOWAS airline was submitted to a consulting firm. During the period, discussions were held with this firm on some tentative projections it had made. It is expected that a draft report on the study will be submitted to the Executive Secretariat a few months from now.

ECOWAS Coastal Shipping Line: The Community has already endorsed the principle of creating a West African Coastal Shipping Line as a semi-public venture. During the period under review, a profitability study was commissioned. A consultative meeting of shipowners concerned with the West African coast is being planned and the Federation of West African Chambers of Commerce has been informed about the project. The success of the venture will depend on the participation or cooperation of West African businessmen as well as established shipping lines - both the West African liners and foreign companies calling at West African ports.

Railway system: Although the development of the West African railway system had not been included in the Community short-term programme, it has been found necessary to keep the subject alive and exploit every opportunity offered to study this sub-sector. It was for this reason that the Executive Secretariat recently participated in a consultative meeting on a West African Railway Initiative under the auspices of the Vienna Institute for Development.

The Executive Secretariat was impressed by the determination of His Excellency Bruno Kreisky, former Federal Chancellor of Austria and President of the Vienna Institute for Development, in seeing to it that four states of our sub-region (Togo, Burkina Faso, Niger and Mali) are linked by railway through the efforts of the Institute and the international community.

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TELECOMMUNICATIONS COOPERATION PROGRAMME

The poor communication links existing among Member States led to the early adoption of a telecommunications programme which seeks to link all the sixteen capitals in the sub-region. The programme is based on the continental network PANAFTEL planned under the auspices of the ECA. The West African portion, as modified by the Community has come to be known as INTELCOM. It is the first phase of this programme which is still under implementation.

Projects under INTELCOM I have been divided into two phases. Phase A is now being fully implemented, the Community having signed the last of the national loan agreements with the Federal Republic of Nigeria during the review period. It was also during this period that the project management team undertook site surveys of the Phase B projects in Senegal, The Gambia, Guinea-Bissau and Guinea. These site surveys were to determine the quantity of work required so as to enable the project management draw up and negotiate the supply contracts.

It should be recalled that the contract for Phase B of INTELCOM I was awarded to ALCATEL THOMSON during the course of the last review period. The Community is still searching and negotiating with possible donors for the financing of this phase.

Telecommunications equipment parts manufacture: It would be noted from the industrial cooperation section of this Report that the establishment of manufacturing enterprises to produce electronics and communication equipments and parts is one of the priority industrial sub-sectors set aside for special attention by the Community. There is already under consideration a project to establish such an enterprise in the sub-region in order to have an assured supply of spare parts and improve the maintenance of installed telecommunications equipment. Only a few Member States have responded to the questionnaires sent out to gather information needed for the project study. Efforts will be re-doubled in the coming months to gather in all the completed questionnaires so that the project consultant (ALCATEL THOMSON) can proceed with the study.

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Telecommunications training needs: The Community has been concerned not only with the building up of a modern network, but also the efficient running and maintenance of such a system. Part of the telecommunications cooperation programme involves the identification of the training needs of the various national telecommunications administrations. This would enable the Executive Secretariat design the appropriate training programmes and determine how and where these programmes can be run. A consulting firm, ORT International, has been engaged to undertake the studies involved. The report on the study is expected to be submitted soon. After the usual review, the Executive Secretariat will forward the document and the appropriate recommendations to Member States.

ENERGY COOPERATION PROGRAMME

A critical factor during the recent economic crisis has been the performance of the energy sector. Many Member States found themselves spending very significant proportions of their foreign exchange earnings on imports to satisfy national energy requirements. Concern for the deteriorating situation led to the organisation of a sub-regional symposium on the West African Energy Situation. From the information gathered and the recommendations emanating from the symposium, the Community adopted an Integrated and Comprehensive Energy Policy (Authority Decision A/DEC.3/5/82 of May 1982).

The Authority decision adopting this policy called for the formulation of short, medium and long-term programmes. These programmes were to include energy survival projects, basic energy projects, activities and policy measures that Member States have to undertake and implement in order to survive the energy crisis and to reduce the preponderant weight the sector had acquired over the last decade in the national expenditure pattern. Some other features of the Energy Policy are the creation of a high-level national institution (such as an Energy Commission) to coordinate, plan and monitor energy matters, the creation of a Special Fund for Energy Development, environmental protection against hazards posed by the energy sector (pollution, deforestation and ecological degradation etc..), organisation of training of skilled personnel and other manpower requirements of the sector, joint exploitation and utilisation of fossil fuels, development of non-traditional means of meeting energy needs (small dams, etc..), energy conservation methods, development of new and renewable sources of energy.

ECOWAS Energy Information Bank: A project has been developed since 1983 to build a viable information base for the West African energy sector. A data bank has been established in Dakar as part of a pilot project involving six Member States (Ghana, Mali, Niger, Nigeria, Sierra Leone and Togo). The Steering Committee for this project met a second time in January, 1985, to review progress. On the

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recommendation of this Committee, an ECOWAS Energy Newsletter is being published - the first edition has already appeared. A Directory on New and Renewable Energy is in preparation. There are already plans to extend the project to cover other Member States.

Energy Conservation Audit Programme: One method of cutting down expenditure on energy is to institute measures for a more efficient generation and utilisation of energy. On the recommendation of ECOWAS experts attending a seminar on the theme organised by the Executive Secretariat in March 1983, the Community adopted an energy conservation programme which has been started off with plant audits of petroleum-based electricity generation installations. Again, the programme has been started as a pilot project, with attention being focussed on some six Member States that rely heavily on this form of electricity supply (Ivory Coast, Mali, Niger, Nigeria, Senegal and Sierra Leone).

Apart from the direct audit service to improve the efficiency of the utilities, the programme would train and up-grade the skills of plant engineers and conservation specialists. This is to ensure that the ground is prepared for national experts to take over the running of the programme and to man the long-term aspects of the conservation exercise. The rate at which the programme is extended to other Member States will depend on the success of this initial phase. There is also the possibility of the sponsors of the programme - the USAID-backed Energy Initiatives for Africa - creating an Energy Conservation Fund to support the conservation needs of audited plants.

Energy Cooperation Programme in Petroleum and Petroleum Products: Like the rest of the world, the technology available to the sub-region relies - and will for quite some time to come continue to rely - on petroleum and petroleum products. Fortunately, West Africa is endowed with proven and, some will maintain, largely unexploited oil resources. The exploration, exploitation and processing of petroleum giv. scope for cooperation among Member States. Even without such raw materials, the sub-region could have still come together to plan and negotiate the purchase and importation into Member States of their national petroleum requirements.

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A study has been completed which involved missions to Member States to determine national resources, needs and programmes. The report strongly recommends the adoption by the Community of a joint petroleum energy refinery programme. The study team proposes that the fourth Nigerian refinery at Port Harcourt should be established on schedule for it to come on stream by 1990. Similarly, every encouragement is to be given to the Guinean government to complete the Conakry refinery by 1995. In addition the report recommends that a refinery should be established at one of these Sahelian capitals (Bamako, Ouagadougou or Niamey).

Another strong recommendation of the team is the establishment of an ECOWAS organisation to plan and coordinate the implementation of joint petroleum exploration activities. The report also proposes the establishment of Community training, research and development institutions, in order to step up the capability of the sub-region in the exploitation of its petroleum resources. This report has been sent to Member States and will be presented at the current statutory meetings for consideration and adoption.

Energy Master Plan: During the review period, the Executive Secretariat started action on the formulation of an energy master plan. With the assistance of the West German government, it is hoped that such a global plan can be drawn to guide the Community and Member States in the planning of the energy sector at both the sub-regional and national levels. A fuller report on this project will be made during the next session of Council.

Electricity Generation Utility Map: In a similar vein, action has just begun on a sub-regional map indicating the location of electricity generating facilities in West Africa. This is part of the drive to generate and disseminate information on the energy sector. The map will also help in the planning of the electricity sub-sector. It may be recalled that the idea of creating a sub-regional electric grid inter-connection for the efficient transmission and distribution of electricity has been mooted. It is hoped that the drawing of the map will, among other things, contribute to the realisation of this idea.

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Energy Resource Development Fund: One of the elements of the ECOWAS energy cooperation policy is the establishment of an ECOWAS special fund for energy development. During the review period, the statutes - defining the rules and regulations - for this Special Fund were drafted. The document was sent to Member States for study. The appropriate Sub-Commission has been called upon to examine the draft document and to recommend the creation of the fund. With the expansion of the Community's activity programme in the field of energy, the need for such a support financial institution is growing, and it is hoped that approval for its establishment will be forthcoming.

REGIONAL ECONOMIC RECOVERY PROGRAMME

The first part of this Report gave an idea of the desperate economic situation of our Member States. It therefore comes as no surprise that the Authority had given thought to initiating action at the sub-regional level to alleviate the economic hardships of the peoples of West Africa. On the basis of proposals made by the Executive Secretariat, a firm decision was taken at the highest level last November to launch a multi-sectoral economic recovery programme for the sub-region.

The Executive Secretariat has engaged three research institutes (located at the University of Ibadan, NISER; University of Abidjan, CIRES; and University of Dakar, CREA) to do a background study of all the sixteen economies of West Africa. The aim of this study if to identify viable recovery policies which the Community would be called upon to adopt and implement. Some of the critical issues that have been included in the terms of reference of the study are external indebtedness, balance of payments disequilibria, sub-regional payments arrangements, exchange controls, monetary policies, incomes, pricing and taxation policies, public expenditure, energy, industrialisation strategy, agricultural development and rural infrastructure, drought and desertification.

The Executive Secretariat hopes to receive draft reports and policy recommendations by the end of June. But because the economic recovery of Member States is an urgent matter, steps are being taken to submit the policy proposals to a special meeting of the Council in early August. It would be noted that this would be soon after the 21st Session of the Summit of the Organisation of African Unity (OAU) which is going to be devoted to Africa's economic problems. The ECOWAS Secretariat has been following closely the preparation of this second OAU economic summit, and whatever Community policy measures to be presented to Council will take into full account decisions that would emerge at the continental level.

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SOCIAL AND CULTURAL COOPERATION PROGRAMME

Our Community has as its objective the development of the West African sub-region in the economic, social and cultural fields. This set of objectives is in full recognition by the Founding Fathers of the futility of attempting economic development without paying attention to the social and cultural lives of the people involved. As a complement of the programmes adopted in the economic field, for the raising of the standard of living of the people, the Community has adopted the following social and cultural programmes:

- Public enlightenment on ECOWAS activities (A/DEC.10/5/82);
- ECOWAS scholarships and Student Exchange Programmes (A/DEC.11/5/82);
- Directory of West African institutions of higher learning and certificates awarded; Establishment of equivalences of diplomas (A/DEC.11/5/82);
- ECOWAS Prizes (A/DEC.14/5/82);
- Cultural Exchange Programmes (A/DEC.12/5/82);
- Organising ECOWAS games and sports (A/DEC.13/5/82);
- Mobilising different sections of the population to participate in the integration process (A/DEC.1/5/83).

Since May, 1982, when the main Programme was adopted by the Authority, a number of steps have been taken to bring our peoples together to enjoy our common cultural and social heritage. Four Associations have been formed to enable us organise the youth, workers, women and universities and research institutions. Games have been organised to enable the sports men and women of Member States compete for cups and trophies donated by some of our Heads of State. Public enlightenment materials, especially on the Protocol on Free Movement, have been produced and distributed throughout the sub-region. Member States have been urged to step up their bilateral student and cultural exchange programmes; guidelines have also been sent out on the organisation of ECOWAS Clubs and the ECOWAS Week in Member States.

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Public Enlightenment Programme: We have found over the years a growing need to inform both government officials and the general public on the activities and programmes of the Community. Apart from publicity materials on specific issues, like informing the travelling public on their rights and obligations under the Protocol on Free Movement, it has been decided to publish on a regular basis an ECOWAS magazine.

The appearance of the first edition of this Community periodical, to be known as CONTACT, is planned to coincide with the major statutory meetings. This will be a special edition commemorating the tenth anniversary of the signing of the ECOWAS Treaty. Subsequent editions will cover various Community programmes; each edition will give in a general manner activities of the Community and then focus on one specific ECOWAS programme.

Standard Cultural Agreement: In the field of cultural exchanges, it has been considered a necessary first step to draw up a model cultural agreement. On the basis of such an agreement, bilateral arrangements between Member States could be harmonised; this would lead to the future adoption of a common agreement and form the basis for running a Community-wide cultural exchange programme.

During the review period, a UNESCO consultant was engaged to study the matter and draft a standard cultural agreement. When the draft is finished, it will be reviewed by the Executive Secretariat and then forwarded to appropriate organs in Member States for their study, prior to its consideration by the Social and Cultural Affairs Commission.

Merger of OCCGE and WAHC, under ECOWAS: It would be recalled that the issue of merging under ECOWAS the West African Health Community (WAHC) and its Francophone counterpart - the Organisation for the Eradication of Endemic Diseases (OCCGE) - first came up during the Council session of July, 1984. The matter was reviewed

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and when re-introduced at the November, 1984 Ministerial Council, the decision was adopted to proceed with the merger of the two sub-regional health institutions. The amount of 50,000 units of account was set aside by the Community to help finance the studies needed for defining the merger process.

The studies which have been commissioned would dwell on the following issues:

- analysis of the problems raised by merging the institutions;
- strategy for effecting the merger;
- time-table recommended for the merger;
- statutes of the new health organisation (including its relationship with ECOWAS);
- its structure and operational budget for the first year.

The studies are expected to take one year to complete, and the Executive Secretariat is following the matter closely. It is not only the possibility of improving sub-regional cooperation in the field of health that makes this issue important. The exercise should also be seen as the probable beginning of a new and desired development in West Africa. The rationalisation of institutional arrangements that has been called for by the Authority (see below) would entail mergers and fusions such as the one being contemplated above. The modalities established for this exercise might very well set a precedent.

Seminar on social and cultural cooperation within ECOWAS: The Executive Secretariat, in collaboration with the Friedrich Naumann Foundation, organised a seminar on social and cultural cooperation within the sub-region from 26 November to 1 December, 1984, in Cotonou. Since the Community cooperation programmes in this field are still being developed, it was considered necessary to bring together government policy-makers as well as those professionals in the social and cultural fields to be informed of the Community initiatives and to debate the issues involved.

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For the above reasons, participants were drawn from women, youth and workers associations in Member States. The Seminar covered topics such as health, education, information, rural development, energy and desertification. The observations and recommendations made during the seminar will be presented in the appropriate form to the relevant Commissions for incorporation in the Community programmes.

Colloquium on the role of the West African Labour Association in ECOWAS: With the assistance of the Hanns Siedel Foundation, a seminar was organised from 18 to 21 December, 1984, in Niamey for the West African Labour Association to discuss their role in ECOWAS and in the West African integration process.

During the Colloquium, there was a review of the international crisis and its effect on the economies of West Africa. A critical appraisal was also made concerning the integration process, the human aspects of economic development, the labour organisation in West Africa and the contribution workers and the labour movements could make in ECOWAS and at the national level. At the end of their deliberations, participants made a number of recommendations to ECOWAS and its Member States on the above issues. The appropriate Commission would be presented with these recommendations.

Social and Cultural aspects of development programmes: A meeting was organised at the UNESCO Headquarters in Paris on 12 and 13 March, 1985, which was attended by the Organisation of African Unity (OAU), the Central African Customs and Economic Union and ECOWAS. The meeting discussed the socio-cultural aspects of development, and, in particular, the need to pay attention to the social and cultural dimensions of economic development projects. The meeting strongly recommended that the OAU, working closely with sub-regional organisations, should endeavour to take account of social and cultural problems in the formulation of its economic programmes and in the preparation of development projects.

INSTITUTIONAL AND ADMINISTRATIVE MATTERS

Every human organisation evolves and calls for periodic changes in its institutional arrangements. However, a serious look at ECOWAS reveals that in spite of the considerable efforts made to establish a viable institutional machinery, the administrative and institutional needs of our Community are still more fundamental than one would have expected, after ten years of coming into being. To my mind, the cause of this basic problem is simply the failure of Member States to appreciate the potential of ECOWAS as a development tool and ensuring that it functions as such by supplying it with its operational needs.

The biggest headache facing ECOWAS is divided loyalty. Those Member States belonging to similar organisations appear to be waiting for ECOWAS to prove itself as a viable institution without providing the means for the organisation to function and prove itself. The other Member States in a position to carry along these uncommitted partner states fail to appreciate the need to assume this role and to make a greater effort in supporting ECOWAS and in implementing Community decisions. Without a change of attitude all around, ECOWAS would at best continue to limp along and no amount of effort at restructuring institutional arrangements would get the economic integration process under way in West Africa (see below).

It is this basic problem of not recognising ECOWAS as an important asset, capable of helping Member States to overcome their development problems and according ECOWAS matters priority attention - it is because of this that it takes so long to ratify decisions, that ECOWAS schemes and policies are not being implemented, that Member States do not meet their financial and other obligations on time, that the institutions of the Community still have to make do with cramped space in temporary offices, that the organisation cannot expand its programmes and move at a pace required for the 'accelerated and sustained economic development' of Member States (Preamble of the Treaty).

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Rationalisation of Institutional arrangements for West African Economic Integration: Since 1982, our leaders have been considering how best to rationalise the institutional arrangements for economic cooperation existing in the sub-region. Throughout 1984, a number of meetings were held to debate the ECA Report on measures for strengthening economic integration arrangements in West Africa. The culminating point was the decision of the Authority in November, 1984, requesting for the re-examination of some basic issues and for concrete proposals.

While there is general agreement emerging from the series of meetings on the necessity for only one economic community with the objective of integrating the economies of all the sixteen countries of the West African region, there had been no technical analysis of the West African governmental organisations (IGOs) to enable anyone decide on the areas and method of cooperation, over what time frame, under what institutional framework and possible transitional arrangements. There were hints about what roles existing IGOs could be given to play, but there was no sufficient justification for assigning roles and the modalities for effecting the necessary conversion. These and other reasons led the Authority to request for further studies.

The earlier study had been undertaken by the ECA Secretariat and the Authority asked that the ECA be approached for further assistance. The ECOWAS Secretariat has therefore been in touch with the ECA Secretariat. Although discussions between officials of the two Secretariats have brought a greater understanding of the problems being examined and, specifically, what the objective of the additional study is, the time has been too short for the required in-depth analysis of the subject matter to be undertaken. I am happy to report, however, that the ECA Secretariat is fully conscious of the importance of the study and that every effort would be made to complete the task and to present ECOWAS with realistic solutions before the next round of statutory meetings.

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Construction of Headquarters: Progress was recorded on both programmes to build permanent headquarters for the Executive Secretariat at Abuja and for the ECOWAS Fund at Lome. Between 23 and 30 March, 1985, Experts of the Ad Hoc Ministerial Committee (for the construction of Headquarters) met at the Executive Secretariat to examine the tenders for the Architectural Drawings and Models for the Secretariat. Nineteen bids were received and out of these, four were selected for consideration by the Ad Hoc Ministerial Committee. It is expected that the Ad Hoc Committee would be able to meet and recommend one of the four models to Council at its coming session. With regard to the Fund Headquarters, it would be recalled that it had been decided that 40% of the cost of construction should be met from the resources of the Fund and the remaining 60% to be borrowed. During the review period, contacts were made with the banks with which the Fund's capital is placed for discussions on their lending terms. The findings and recommendations of the management of the Fund are being submitted for consideration during these meetings.

It was reported earlier that the Federal Government of Nigeria had given the Executive Secretariat some additional office accommodation. During the review period, some renovations were done and some of the members of staff are being settled in these offices, thus easing considerably the congestion we had had to live with for so long.

Staff Housing: During the adoption of the 1985 Executive Secretariat Budget, the promise was made by the Federal Government of Nigeria to help the Executive Secretariat with its housing problems. Contacts have been maintained with the appropriate Federal ministries and there is a firm promise to allocate a number of hounsing units to ECOWAS. I hope to be able to have more information before the end of June to enable me inform Council more fully on the matter at its coming session.

The Executive Secretariat has been informed that the Federal Government of Nigeria has allocated a plot of land to

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ECOWAS in Abuja, the new Federal Capital, for the construction of ECOWAS staff quarters. Arrangements are under way for the plot to be inspected by officials of the Community.

Changes in Management Personnel: The mandates of the first set of the top management personnel of the institutions of the Community started expiring as from the end of 1984. In anticipation of this, the Authority at its November, 1984, Summit designated some Member States to provide the Community with qualified persons to replace the outgoing statutory appointees as and when their terms of office expired. It is on the basis of this decision that Sierra Leone sent me at the beginning of January, 1985, to take over from Dr. Aboubakar Diaby-Ouattara as the Executive Secretary. Similarly, Senegal nominated Mr. Mahenta Fall as the new Managing Director of the ECOWAS Fund, in replacement of Dr. Robert Tubman as from the beginning of January, 1985.

As the mandates of the other statutory appointees expire, it is expected that the following Member States would make available to the Community suitable persons as their replacements:

- Guinea Bissau: a Deputy Executive Secretary for Administration, as from September, 1985.
- Burkina Faso: a Deputy Executive Secretary for Economic Affairs, as from July, 1985.
- Gambia: a Deputy Managing Director, as from November, 1985.
- Niger: a Financial Controller, as from November, 1985.

It is my sincere wish to do everything in my power to create a cordial atmosphere in which the new management team would be able to work together and carry further the good beginning made by the out-going team.

Mission of Chief Executives to Member States: Upon our assumption of office, Mr. Fall and I drew up a programme of visit to all Member States. These missions were undertaken for the following reasons:

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- pay courtesy calls on Heads of State and Government and on Ministers and government officials with responsibility for ECOWAS matters in Member States;
- familiarise ourselves with conditions in Member States;
- take letters from the Chairman of Authority and from the President of Sierra Leone to their Colleagues;
- brief Heads of State and seek their views and advice on matters affecting ECOWAS;
- point out importance of ratification and implementation of protocols and decisions;
- ask for Member States' contributions to the operational budget of the Executive Secretariat.

We have been able to visit fifteen Member States; the last one will be visited as soon as possible. I learnt a lot during these missions and I feel better equipped to undertake the important task of bringing the sixteen countries of the sub-region together. It is my intention to programme regular visits to Member States so as to have first-hand knowledge of the economic and social conditions prevailing in West Africa and to observe progress being made on the development and integration process.

Recruitment of Staff: During the review period, the Executive Secretariat was able to recruit a Principal Officer for the Natural Resources Division from Mauritania and an Assistant Internal Auditor from Mali - these posts had never been filled since they were created in 1979. Interviews were conducted for the recruitment of Principal Officers for the Industry and Agriculture Divisions; candidates interviewed were from Niger for the Industry position and from Burkina Faso for the Agriculture post.

At the Fund, an Economist/Statistician from Liberia arrived to replace the earlier occupant of the post who had been withdrawn by the Liberian Government.

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Member States financial contributions: The financial position of the Executive Secretariat remained precarious throughout the review period. It is quite disturbing to find that three Member States are in arrears as far back as 1980 (for one of these, the arrears go back to 1978). As at the end of May, 1985, only one Member State had cleared all its previous arrears and had made some contribution to the 1985 Budget (two others had only their 1985 contributions to make, having cleared all previous arrears).

The decision not to impose sanctions but to appeal each time to defaulting Member States to make the necessary effort to meet their financial obligation is praiseworthy since the essence of the whole integration exercise is voluntary association and a will to cooperate with others. It is up to the Member States which have not been very regular with their contributions to recognise the duty they owe to themselves and to the rest of the Community to avoid being seen as retarding the integration process and discouraging others.

A Memorandum is being submitted by the Executive Secretariat to the Council of Ministers on Member States' obligations to the Community(financial contributions, ratification of protocols and the general problem of implementation of Community Acts and Decisions). It is our hope that a way of solving this chronic problem would be found so that the second decade of our existence as one Community can yield more positive results.

CHAPTER THREE - EXTERNAL RELATIONS

The institutions of the Community have developed, over the years, cooperation ties with various donor agencies as well as with sister economic cooperation organisations in order to enrich ECOWAS programmes and generate additional resources. Thus, working relations have been established with other West African inter-governmental organisations, most of the United Nations specialised agencies (especially in the economic and social sectors) the World Bank group, the International Monetary Fund, the European Economic Community, and aid agencies of such governments as France, United States of America, Canada and West Germany.

During the review period, a visit was made to Addis Ababa to attend the 41st Session of the Organisation of African Unity (OAU) Ministerial Council and hold discussions with the Acting OAU Secretary General, Dr. Peter Onu. In view of the growing attention the OAU is paying African economic problems-witness the preparation of a July 1985 Second OAU Economic Summit (or the 21st Assembly of Heads of State and Government) - closer cooperation ties between the OAU and ECOWAS Secretariats are deemed necessary. The ECOWAS Secretariat is following the preparations for this Summit closely and is submitting a paper intended to improve some of the conference documents being prepared for the Summit.

The Executive Secretariat of the ECA was visited twice during the review period to hold discussions on work programmes of the two Secretariats, including the study being undertaken by the ECA at the request of the Authority on the rationalisation of the institutional arrangements for West African economic integration. Apart from the studies being monitored by the ECA Niamey-based MULPOC (within the framework of the Association of West African Inter-Governmental Organisations cooperation programme), it has been agreed that stronger working relations should be developed between the two Secretariats to ensure ECA assistance in the implementation of ECOWAS programmes, especially in the trade, agriculture, natural resources, industry, transport and communication sectors.

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It should be noted that ECOWAS attended the Twentieth session of the Commission/Eleventh meeting of the ECA Conference of Ministers (25-29 April, 1985) which examined and made recommendations on the economic issues to be discussed by the 21st Summit of the OAU.

Assistance continued to be received from the UNDP and other specialised agencies of the United Nations. The UNDP is funding directly some of the national projects of the ASYCUDA system. During the period, UNCTAD helped the Community with the implementation of the ASYCUDA programme, the profitability study on the coastal shipping project and the monetary studies. UNIDO continued its collaboration with the Executive Secretariat in the preparation of an integrated industrial programme and with the review of the CIMAO project. FAO pursued its study on agricultural pricing policy within the sub-region and, through its special office, COPACE, gave technical support during the organisation of the Sea Fishing Seminar in Dakar. UNESCO continued to support the pilot project for the establishment of an Energy Information Data Bank, located in Dakar; UNESCO provided consultants for the drafting of a standard cultural agreement and the preparation of the first edition of an ECOWAS magazine.

The period marked the signature of the ACP-EEC Lome III Convention and the Executive Secretariat was visited by the European Commission Director-General for Development (Mr. Dieter Frisch) during his mission to Nigeria in February, 1985. The Executive Secretary and the Managing Director of the Fund paid a courtesy call on the staff of the EEC in Brussels where discussions were held on broad areas of cooperation under the Third Lome Convention, as well as a review of progress on the ASYCUDA and Telecommunication programmes, which benefit from EEC support.

The EEC officials were also informed about the decision of the Authority that ECOWAS should manage the resources allocated to the sub-region under the Regional Fund of Lome III Convention.

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The Chairman of Authority has signed a decision (A/DEC.7/11/84) to this effect, on the basis of the agreement reached during the closed session of the Authority in November, 1984. It is necessary for Council to examine the modalities for the application of this decision. Council is accordingly being invited to consider the issues involved at its July, 1985, session.

Working relations with USAID were further strengthened through the organisation, with USAID funds, of the Seminar on Sea Fishing in Dakar and the Symposium on Agricultural Incentives in Abidjan; USAID also gave us assistance with the energy programme and negotiations continued in respect of US support to the ASYCUDA programme. Through CIDA, the Canadian Government is helping with the preparation of the Electricity Generation Utility Map and, through a Canadian consulting firm, with the airlines study. France continued to be actively involved in the ASYCUDA programme, and is also supporting our iron and steel study. West Germany is providing assistance in the drawing up of the ECOWAS Energy Master Plan.

The Executive Secretariat took the necessary steps to inform potential donors of the Authority's appeal in November, 1984, for contributions to the Special Fund for assistance to Sub-Saharan Africa. Equal publicity will be given to the West African Economic Recovery Programme, once it is finalised and adopted. Meanwhile, we shall continue to interest the international community in our programmes so as to obtain the requisite assistance and cooperation.

CHAPTER FOUR - WORK PROGRAMME FOR 1985 - 86

The Community has wisely spent the first decade of its existence in laying down the basic cooperation policies needed for the effective integration of the economies of Member States. During the past ten years, the various institutions of the Community have been established and their operational capability tested. It is time that Member States ventured more boldly into the phase of translating the broad outlines of cooperation strategies into concrete action programmes and making these part of national development programmes and projects. We therefore see the second decade of our sub-regional cooperation as a period of practical application of Community policies and actual implementation of cooperation programmes.

The 1985/86 period will serve as the beginning of this decade of intensive implementation of Community policies and programmes. The institutions of the Community would gear their output towards assisting Member States in translating into national implementation or action programmes those decisions that have already been taken. Therefore, subject to directives emanating from the evaluation exercise, the 1985/86 Community Work Programme will reflect this strategy in the following cooperation programmes:

Trade
Customs
Immigration
Money and Payments
Agriculture
Industry
Transport
Communications
Energy
Regional economic recovery programme
Social and cultural affairs
Administrative and institutional matters.

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a) Trade Cooperation Programme

- development of traditional handicraft industry
- expansion of trade in agricultural products
- study on packaging and quality control
- coordination of trade fairs
- organisation of trade promotion forum
- cooperation with Federation of West African Chambers of Commerce

b) Customs Cooperation Programme

- monitoring introduction into use of common customs documents and procedures
- launching and monitoring implementation of trade liberalisation scheme
- study on harmonisation of internal indirect taxes
- study on establishment of common external tariff
- establishment of automatic data processing scheme (ASYCUDA)
- implementation of compensation scheme for loss of revenue

c) Immigration Cooperation Programme

- monitoring implementation of Phase One of Protocole on Free Movement
- adoption and application of Code of Conduct on the Protocol relating to Free Movement
- adoption and introduction into use of ECOWAS Travel Certificate
- preparing Phase Two of Protocol on Free Movement

d) Monetary Cooperation Programme

- finalisation of study on country economic adjustment programmes
- adoption of measures to strengthen the Clearing House
- finalisation of study on single monetary zone

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e) Agricultural Cooperation Programme

- re-commissioning of feasibility studies on Selected Seeds Production Centres
- re-commissioning of feasibility studies on Cattle Breeding Centres
- pre-feasibility studies on animal feed production
- development of sub-regional Food Security Scheme
- harmonisation of agricultural pricing policies
- development of Integrated Agricultural Pilot Schemes
- adoption of Fishery cooperation programme
- study on natural resources of the sub-region

f) Industrial Cooperation Programme

- selection and preparation of Integrated Industrial Projects
- adoption of Iron and Steel Development Programme
- feasibility studies on food-processing enterprises

g) Transport Cooperation Programme

- development of uncompleted portions of Trans West African Highway Network
- monitoring implementation of road legislation documents, including ECOWAS Brown Card
- assisting with establishment of Coastal Shipping company
- fostering cooperation among West African airlines
- studies on development of West African railway system

h) Communications Cooperation Programme

- implementation of Intelcom I
- Telecommunications training programme
- monitoring application of ECOWAS Telephone Tariff Scheme
- feasibility study on Telecommunications equipment parts manufacturing enterprise
- study on Sub-regional Postal Routing System

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i) Energy Cooperation Programme

- conservation Audit Programme
- adoption of Sub-regional Petroleum cooperation programme
- finalisation of Energy Master Plan
- finalisation of Electricity Generation Utility Map
- establishment of Energy Resource Development Fund
- preparation of 14 Regional Energy Projects

j) General Economic Issues

- West African Economic Recovery Programme
- study on Economic Situation of Member States
- publication of Economic and Social Indicators
- special programme on Drought and Desertification

k) Social and Cultural Cooperation Programme

- preparation of Directory of West African Institutions of Higher Learning and Diplomas awarded
- finalisation of Standard Cultural Cooperation Agreement
- assistance with merger of OCCGE and WAHC
- assistance with organisation of ECOWAS Games
- assistance with formation of ECOWAS Clubs
- monitoring functioning of the 4 Associations (Women, Labour, Youth, and Universities and Research Institutes)

l) Institutional and Administrative Issues

- re-structuring of sub-regional economic integration institutional arrangements
- monitoring the strengthening and functioning of National Secretariats for Economic Integration
- monitoring ratification and implementation of Community Acts and Decisions
- construction of Headquarters of Community Institutions.

C O N C L U S I O N

Any person who comes on to the ECOWAS scene cannot fail to be impressed by the considerable effort that has been made for the past eight years to translate into reality the Treaty's objective of integrating the West African society and its economy. A critical appraisal of our performance up to date also indicates that, with the right attitude and greater goodwill, much more could have been achieved. We all recognise that ECOWAS is too vital a means for developing the sub-region not to attend to problems in its way - problems that can easily be removed if we have a mind to.

The Community is ten years old and it may be fortuitous that a new management team is being brought in to direct the implementation of a new mandate to be given to ECOWAS - as a result of both the evaluation exercise and the rationalisation of the institutional arrangements that the Authority has called for. The international economic crisis which has almost wrecked our national economies has shown clearly how fragile these economies are and how futile it is to continue with our individual efforts at economic development. Whether it is the problem of balance of payments, whether it is weakness of national currencies, whether it is problems of famine, drought, desertification or whatever, it is quite obvious that these have sub-regional dimensions and implications.

West Africa has overcome the major hurdle of agreeing on one institution for channelling our cooperation effort. We need now to develop the will to fully support this institution, ECOWAS, to function and work towards the integration of West Africa. My tour of Member States since my assumption of office left me in no doubt that we are quite capable of making ECOWAS work. It is my humble plea that the serious concern shown by Heads of State and Government and the top government officials I have met so far would be translated into concrete action to enable ECOWAS to fulfil its mandate.