

## **PROTOCOLS, DECISIONS AND RESOLUTIONS**

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**C/DEC.1/11/86 DECISION OF THE COUNCIL OF MINISTERS ON THE ADOPTION OF THE 1987 BUDGET OF THE EXECUTIVE SECRETARIAT**

**THE COUNCIL OF MINISTERS:**

MINDFUL of the provisions of Article 6 of the ECOWAS Treaty establishing the Council of Ministers and defining its composition and functions;

MINDFUL of the provisions of Article 53 of the Treaty relating to the Community Budget;

HAVING EXAMINED the draft budget for the year 1987 submitted by the Committee of Finance Experts;

**DECIDES**

**Article 1**

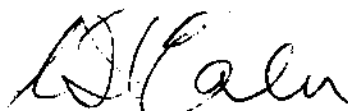
The Budget of the Executive Secretariat for 1987 Financial Year is hereby fixed at the sum of five million, three hundred and eighty-eight thousand, seven hundred and thirty-six units of account (5 338 736 UA).

**Article 2**

This Decision shall enter into force upon signature and shall be published in the Official Journal of the Community and in the National Gazette of each Member State.

DONE AT LAGOS, THIS 29TH OF NOVEMBER, 1986

**FOR THE COUNCIL**



HON. DR. KALU I. KALU  
THE CHAIRMAN

**C/DEC.2/11/86 DECISION OF THE COUNCIL OF MINISTERS ON ADOPTION OF THE INDUSTRIAL DEVELOPMENT PROGRAMME 1987 - 1991**

**THE COUNCIL OF MINISTERS:**

MINDFUL of Article 6 of the ECOWAS Treaty establishing the Council of Ministers and defining its composition and functions.

CONSIDERING the recommendation of the Commission on Industry, Agriculture and Natural Resources which met in Lagos from 17 to 19 November, 1986.

**DECIDES**

**Article 1**

The Industrial Development Programme 1987 - 1991 is hereby adopted.

**Article 2**

The Executive Secretary and the Managing Director of ECOWAS Fund are hereby directed to ensure the implementation of the said programme.

**Article 3**

This Decision shall enter into force upon signature and shall be published in the Official Journal

of the Community and in the National Gazette of each Member State.

DONE AT LAGOS THIS 29TH DAY OF NOVEMBER, 1986

**FOR THE COUNCIL OF MINISTERS**



HON. DR. KALU I. KALU  
CHAIRMAN

**INDUSTRIAL DEVELOPMENT PROGRAMME  
1987 - 1991**

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**I. INDUSTRIAL STRUCTURE OF THE WEST AFRICAN SUB-REGION.**

**1.1. Types of industrial activity**

The industrial sector of the sub-region is characterised by four (4) types of activity:

a) Agricultural and mineral raw material production, sometimes including primary processing before exportation. This type of activity dates back to pre-independence. Industries set up then were in response to an external demand from colonial enterprises which had an increasing need for inputs, particularly in the post war era. This type of industry had three basic characteristics:

- activities were exclusively oriented towards the exterior;
- they were restricted to the first stages of processing meant to facilitate transportation to the consumer industries in the colonial mother country.

— management was entirely the responsibility of non-africans (industrial and financial groups, multinationals, colonial banks and countries which took no account of the development needs of the local societies;

at one point in their economic development, a number of ECOWAS Member States attempted to convert these industries from being essentially primary producers by developing towards the processing of the raw materials they produced. Today, however, these States are confronted by transnationals which are better structured and able to dominate both downstream industrial activities and the markets.

b) the production of consumer goods for the domestic market from imported semi-finished goods (processing and assembly plants). In this kind of activity, local production is substituted for imports whenever possible, and upstream production develops towards integration. Although the margin for manoeuvre is wider in this case, the domestic market is frequently too small to justify production of these semi-finished goods.

c) a completely integrated activity using certain primary products: these are generally agro-industries which use local raw materials and produce consumer goods for the domestic market - sugar, preserves, textiles fats etc.... The production cycle is generally short, and dependency is of a technological order.

d) the encouragement of small and medium-scale industries whose development is still very slow. Most states are now trying to promote and develop such activities, but the means used are often inadequate and promotion policies inappropriate. This type of activities could however form the industrial backbone of the Community, through the subcontracting for or production of intermediate, capital and finished consumer goods at small and medium-scale level.

## 2. Characteristics of the types of industrial activity .

The prevailing development strategies which dictated the adoption of simplistic measures such as integration into the world market or industrialisation by replacing raw material production by the importation or exportation of semi-finished goods made from raw materials that have only undergone the initial stages of processing, have not always yielded the results expected. Indeed, despite the structural changes in the sub-region, most states are characterised by low agricultural productivity, low per capita income, short life expectancy, hunger and malnutrition.

b. There is a predominance in the sub-region of industries producing finished consumer products mostly for the urban consumer. Such industries, which produce basically drinks, tobacco, cosmetics, food and other items, are set up to suit the desires of the investor since they were in response to the demands of an existent and growing market imported products, consumed mainly in urban areas.

c. There are many processing and assembly plants whose inputs are imported from developed countries. The burden of importing these raw materials, by-products and intermediary products again upsets the balance of trade and payments in the states of the sub-region.

d. Investors, who are usually foreigners, avoided those industrial sub-sectors which could effectively strengthen the industrial foundation of the sub-region. Their preference was for industries that show quiet profits but have little linkage effects on the other sectors of the economy.

e. Inter-industrial relations in the sub-region are minimal. Industrial enterprises have to date been set up according to the whim of the investor, and are under no obligation to conform to the dictates of a veritable pre-established industrial policy. The result is a juxtaposition of industries which have no vertical or horizontal link between themselves.

f. Similarly the industrial sector is almost entirely dependent on foreign capital and technology. This is frequently the reason for the sub-regions periodic crisis, the inability of the States to create new job opportunities through industrialisation, and encourage the setting up of industries that will effectively contribute to agricultural development. The fragility of this industrial framework is largely responsible for the sub-regions backwardness and dependency on the outside world and also for the breaks in economic growth, and regression in industrial value added in ECOWAS Member States.

It is with the awareness of these factors restricting the integrated industrial development of the sub-region that the Heads of State and Government adopted, in May 1983, an "Industrial Cooperation Policy" as the framework for West African industrial development.

Industrial cooperation at sub-regional level would help overcome the constraints which have, up till now been imposed on the industrialisation process, due, as a rule to market restrictions, and the poor financial, technical, technological, and trained man-power resources of Member States. Most states in the sub-region lack both the raw materials necessary for the establishment of certain basic industries and the market to absorb the production from these industries, industrial cooperation would make it possible for such Member States to exploit their resources and extract the maximum profit from them. Industrial cooperation should also lead to economic integration at sub-regional level, and achieve the objectives of self-sufficient and self-sustained development set out in the 1980 Lagos Plan of Action and the 1985 Addis-Ababa Declaration.

## II INDUSTRIAL COOPERATION POLICIES

It is widely accepted that in integration groupings such as ECOWAS, judicious support of industrial activities is capable of expanding the base of intra-community trade, thereby contributing to the rapid socio-economic development of its

Member States. To attain this objective, it was necessary to lay down guiding principles for Community activities, and define their role in the industrial sector so that sub-regional industrialisation could start off on a solid, coherent footing.

### 1. General directives

In May 1983, the Authority of Heads of State and Government adopted an "Industrial Cooperation Policy" as the framework for industrial development in the West African sub-region (Decision A/DEC.4/5/83). The general directives in forming this policy are as follows:

a) The objective of the Industrial Cooperation Policy is to adopt a sub-regional approach to economic development which would include market integration (liberalisation and promotion of intra-community trade) and physical integration (in the areas of production, infrastructure, transport, communications, natural resources and energy). This sub-regional approach to industrial development should give priority to industries that will contribute to the modernisation and promotion of the following sectors:

- i) the rural sector (agriculture, animal husbandry, fishery, forestry) with a view to achieving self-sufficiency in food and improving the standard of living of the rural population;
- ii) transport and communications infrastructure;
- iii) natural resources (including water resources)
- iv) energy.

b) During the implementation of the sub-regional industrial development strategy the following industries, defined as priority by the ECOWAS Council of Ministers at its meeting in Dakar in 1979, must be taken into account:

- food industries
- agro-chemical industries
- agricultural equipment industries
- construction material production industries
- wood industries
- telecommunications and electronics industries
- petro-chemical industries
- pharmaceutical industries
- Iron and steel mills
- automobile and allied industries.

c) The sub-regional industrialisation strategy must be oriented towards opening up the Community to its own peoples; production must, in other words be inward-looking in order to satisfy the real needs of the populations.

d) The sub-regional industrialisation strategy must take into account a number of judiciously selected sectors and types of production, the high priority sectors being agriculture, agro-industry, transport and communications infrastructures and industry.

e) In order to reduce the disparity in levels of development between Member States, special attention must be accorded the promotion of industrial projects in the least developed States of the Community.

f) The industrial development policy must aim at establishing the industrial foundations of the Community by promoting intermediary goods and input production industries and applying the principle of specialisation of States or groups of States.

One of the basic characteristics of the West African sub-region is the inequality in the development levels of the States of which it is composed. This inequality is explicable by the uneven distribution of populations, agricultural and mineral resources, the geographical positions of the States, and differences in the economic policies they adopt. This state of affairs lays enormous difficulties in the path of economic integration. Despite the uneven distribution of the sub-region's resources however, they could still, if rationally exploited, help raise production levels in all the Member States of the Community.

### 2. Project selection criteria.

In addition to the general directives described above, the Council of Ministers particularly recommended the adoption of the following projects selection criteria (Decision/C/DEC.5/5/83).

- Contribution to collective economic self-sufficiency;
- Integrating factors and complementarity at both national and Community levels;
- Valorisation of the sub-region's raw materials and natural resources;
- Production of goods and services to satisfy the needs of the populations of the sub-region;
- Production of intermediary goods and inputs for priority industries and sectors;
- Job opportunities and training facilities in large enough members and of a high enough quality; possibilities as regards transfer of technology.

It goes without saying that each project must, in addition to conforming to the above directives and selection criteria, conform to internal criteria for viability, and the ECOWAS rules of origin.

### 3. Industrial Cooperation Programme

In order to allow the execution of the Industrial Cooperation Policy thus described the high decision-making bodies of the Community have adopted the following industrial cooperation programme:

#### i) Short term actions

- Exchange of information on major industrial investment projects;
- Carrying out of joint studies for the identification of Community projects;
- Working towards improved technical co-operation through the exchange of upper level staff and of training facilities;

#### ii) Medium-term actions:

- Implementation of projects identified as bi or multilateral;
- Harmonisation of investment promotion

measures and industrial development plans;

- Rationalisation of existing industries in the sub-region, through specialisation;
- Optimum utilisation of raw materials and other natural resources for the effective development of Member States;
- Close collaboration in the areas of technological development which will include training; technical assistance and the exchange and dissemination of results obtained;

iii) Long-term actions

- Drawing up of policies and strategies for setting up heavy industries in the ECOWAS sub-region;
- Financing of research projects on the transfer and development of new technologies;

III. Five-year Programme of Action: - 1987 - 1991:

Having obtained the adoption of industrial cooperation policies and programmes, the Secretariat of the Community intends to carry out activities which will produce concrete results as regards promotion and integrated industrial development in the sub-region. the Secretariat also intends to carry out a number of schemes under a programme of action covering the next five years.

1. Major Objectives of the Programme:

Activities to be undertaken by the Community will focus mainly on:

- the consolidation of achievements in the industrial sector and the strengthening of cooperation between existing industrial enterprises which will ultimately lead to the optimum exploitation of investments made;
- providing support from the Secretariat to Member States in matters relating to the training of senior staff for the industrial sector;
- the eventual harmonisation of industrialisation plans and policies of Member States, which will help to rationalise the establishment of new industrial enterprises within the sub-region and thus lead to the specialisation of the countries, according to their available inputs.

2. Major Schemes for the Period 1987 - 1991:

Activities of the Industry Division in the next five years will focus mainly on the following areas:

- studies for the purpose of making concrete and comprehensive suggestions (technical, economic, financial and institutional) to Member States for the rehabilitation of existing industrial enterprises, and assist Member States as much as possible to find the necessary financial resources for this rehabilitation;
- activities to strengthen cooperation between existing enterprises, and thus promote

increased intra-Community exchanges;

- the organisation of training seminars on studies, the assessment of investment projects, maintenance of equipment and workshop organisation;
- a study on the various possibilities for the improvement of cooperation in matters relating to training, laying special emphasis on the common utilisation of training institutions for senior staff in existing industrial enterprises;
- drawing up a master plan for industrialisation in the sub-region based mainly on the master plans for the ten priority sectors defined by the Council of Ministers at their meeting in Dakar in 1979;
- activities for the coordination and harmonisation of the work of West African IGOs in the industrialisation sector, in accordance with the mandate given to ECOWAS by the Association of West African IGOs;
- the implementation of tasks entrusted to ECOWAS for the integrated West African industrial promotion programme within the framework of the Industrial Development Decade for Africa.

All these activities form the basis for the promotion of integrated industrialisation in West Africa.

A considerable amount of human and material resources will be required from the Community and from international cooperation in order to carry out activities such as these.

3. Annual Activities:

Activities will follow a yearly schedule because of their importance and the advantages to be gained from spreading them out over a certain period of time, with a view to obtaining concrete results.

This will make it possible to assess results at the completion of each phase, and when necessary, make alterations to initial estimates.

(a) 1987

This is primarily a preparatory phase, given the present state of industrial cooperation within the sub-region. The main activities will accordingly, be as follows:

- i) The preparation of a detailed list of industrial enterprises in each Member State, ongoing industrial projects and training institutions for senior staff in industry. An operation of this kind basically serves to provide economic operators within the sub-region with a better knowledge of the availability of industrial products in each Member State.

Such knowledge is necessary for the establishment and development of inter-industrial relations within the sub-region. Similarly, the ECOWAS Executive Secretariat needs in-depth knowledge of industrial enterprises and training institutions for senior industrial staff to enable it to carry out any actions towards the harmonisation of

West African industrialisation. The proposed list will thus provide basic information. A questionnaire will be prepared and sent to Member States before 31st December 1986. In view of the very important and urgent nature of this action, the questionnaire, duly filled should be sent back to the Secretariat latest on 30th June 1987.

The estimated cost of monitoring measures stands at US \$6,600.

- ii) Continuation of studies begun on the following:
- fertilisers and pesticides.
  - fruit and vegetable processing.
  - meat and fish processing.
  - the iron and steel industry.
  - the rehabilitation of the CIMAO
  - production and marketing of animal feed.

Contact will be made with the various bodies responsible for their preparation with a view to placing them within the wider framework of the master plan for industrialisation.

- iii) The preparation of a master plan for the industrialisation of the whole sub-region. The master plan will cover essentially the ten priority sectors defined by the ECOWAS Council of Ministers at its meeting in Dakar in 1979.

i.e.

- food industries
- agro-chemical industries
- agricultural machines
- construction materials
- wood industries
- telecommunications and electronics industries
- petro-chemical industries
- pharmaceutical industries
- iron and steel industries
- automobile and allied industries

On-going studies will be integrated into this framework.

The master plans will indicate the number of identified industrial enterprises which can be set up within each of the ten sectors, bearing in mind those already in existence, and the probable evolution of the sub-regional market by the year 2000.

The possible location of each new industrial enterprise, taking into account the availability of raw materials, energy and other factors which may reduce the inequalities in the development of the countries of the sub-region.

This multinational plan for the industrialisation of the sub-region will enable the ECOWAS Secretariat to achieve the long-term objective of effective industrial integration in West Africa. The overall master plan will be drawn up from the ten sectoral master plans (one per sector). A team of three consultants will be required per sector, two of whom will be international experts, and the other, a national from any Member State. They will be employed for a period of thirteen months.

The scope and importance of the undertaking requires that the team should spend 3 weeks in each Member State.

The overall cost of preparing a sectoral master plan is estimated at 320 000 US \$, which works out at an estimated 3,200 000 US \$ for all the sectors.

International assistance and cooperation will be needed for the financing and carrying out of this scheme, which, because of the substantial financial means needed, will be spread out over a period of at least three years (1987–1989). It is estimated that the final document will be submitted to the Higher Authorities of the Community, for consideration, in May 1990.

In order to avoid any delay in the carrying out of the scheme, a technical assistance project should be set up in the ECOWAS Secretariat. This represents a recurrent charge of approximately 10 000 US \$ for the Community

— for a number of facilities such as secretarial services.

- iv) The preparation of a detailed list of enterprises in the agro-food, agricultural equipment and construction materials sectors, which will make it possible to identify those enterprises deserving rehabilitation. This falls within the framework of the Economic Recovery Programme.

- v) The organisation of a meeting of West African IGOs involved in the promotion and financing of industrial development. This is within the framework of the activities of the Association of West African IGOs, and aims at achieving a greater harmonisation of the activities of the different IGOs in the sub-region, in the area of industrial cooperation. The estimated cost is approximately 15 000 US \$ to be provided by the Community.

- vi) The initial establishment of contacts with the governments of host countries of the projects selected within the framework of the integrated programme for Industrial Promotion in West Africa, adopted in Lome in December 1986. In the interests of reducing expenditure, this activity will be carried out by mail. An information brochure on the various projects will then be published.

- vii) The organisation of a training seminar on project studies and assessment, for senior staff in Member States. Financing for the seminar is to be obtained from international cooperation organisations. The seminar will involve 32 senior staff from Member States, and will last 3 weeks. The estimated cost is approximately 100 000 US \$. Recurrent charges for the Secretariat are estimated at 5 000 US \$.

## B. 1988

Activities to be undertaken during the second phase of the programme, will naturally be dependent upon results achieved by the activities for 1987. The objectives are mainly:

- i) The implementation of recommendations on the rehabilitation of existing industrial enterprises and the encouragement of small and medium-scale enterprises, in accordance with the Economic Recovery Programme.

Activities principally entail the establishment of contacts with potential partners, where necessary and especially with financing institutions and technical assistance Organisations. The cost will be paid out of the budget for the Economic Recovery Programme.

- ii) The Organisation of a meeting of representatives of Chambers of Industry in the sub-region.

It is expected that this will strengthen sub-regional cooperation and promote the principle of "complementarity" between existing industries; which will in turn lead to the optimum exploitation of installed capacity. The 1987 list of existing enterprises will be distributed at this meeting. The suggested theme of the meeting could be

"The Strengthening of Inter-industrial cooperation between ECOWAS Member States". The meeting will involve 50 participants, and last 5 days at an estimated cost of 65 000 US \$. It is desirable that the Community should finance the scheme because of the great hopes it holds out for the future of industrial cooperation at sub-regional level.

- iii) The preparation of a study on the ways of strengthening cooperation efforts in the training of senior industrial staff. This study will make recommendations on the common utilisation of the training institutions identified in 1986, as well as the opportuneness of establishing new training structures. The document should be completed and submitted to the decision-making bodies of the Community by November 1988. A team of 2 consultants (one international expert and one expert from a Member State) will be needed to carry out the study at an estimated cost of 60 000 US \$. The preparation period is 3 months, and it might be necessary to seek the financial assistance of international organisations such as the ILO.
- iv) The organisation of a training seminar on the maintenance of industrial equipment and the problems of workshop organisation. The seminar will be organised in close collaboration with the ARCEDEM. There will be 32 participants (2 per Member State) and it will last 2 weeks. The estimated cost will be 74 000 US \$ and external financing will have to be found. Recurrent charges on the Sec-

- c) The Organisation of a meeting of the Sub-regional Committee for Industrial Development in West Africa. This falls within the framework of the activities of the Association of West African IGOs, and is expected to achieve a higher level of coordination and harmonisation of sub-regional IGO activities for the promotion and financing of industrial development. The estimated cost of organising the meeting will be in the region of 15 000 US \$, to be provided by the Community.

- vi) The continued implementation of the Industrial Development Decade for Africa Programme, particularly through the preparation of thorough pre-investment studies for those projects classified as "top priority" (for short-term implementation) and the search for funds for projects on which feasibility studies have already been completed.

Present progress in the implementation of the Programme is not such as would make it possible to cost the actions to be undertaken in 1988. The sum of 5 000 US \$ could however, be allocated in the Community budget for the financing of possible contacts with project promoters and/or financing organisations. The rest of the cost of outstanding studies can be obtained through international cooperation.

## C 1989

Activities of the Secretariat in the industrial sector will mainly concern the following:

- i) The implementation of recommendations made following the submission of the study on the strengthening of cooperation in the training of senior industrial staff. Negotiations will be undertaken for the common utilisation of existing training institutions in Member States and contacts made for future studies on the establishment of new training centres as the need arises. The Community budget should allocate 5 000 US \$ for the funding of this scheme.
- ii) The organisation of a meeting of industrialists of the sub-region, similar to the one organised in 1987. This establishment of direct contact between economic operators will most certainly favour the development of inter-industrial relations within the sub-region. The cost of organising this meeting is estimated at 65 000 US \$. External financing will have to be found.
- iii) The implementation of the Industrial Development Decade for Africa Programme, particularly as regards finding funds for projects for which pre-investment studies have been completed, and the preparation of feasibility studies for the medium-term

projects in the said Programme. Financing for studies yet to be undertaken will be provided in the form of external assistance within the framework of the Industrial Development Decade Programme.

- iv) The organisation of two training seminars on:
  - Project study and assessment.
  - Maintenance of industrial equipment and workshop organisation.

The estimated cost of each seminar will be 74 000 US \$, which gives a total of 148 000 US \$. External financing will have to be found. Recurrent charges for the Community are estimated at 6 000 US \$.

- v) The organisation of the annual meeting of the Committee for Industrial Development in West Africa within the framework of the association of West African IGOs. A budget provision of 15 000 US \$ should be made for it, to be funded by the Community.
- vi) The continuation and completion of the rehabilitation of industrial enterprises begun in 1987, within the framework of the ECOWAS Economic Recovery Programme. The cost will be included in the Economic Recovery Budget.

#### D. 1990

During the course of this fourth year of the Industrial development programme, special emphasis will be laid on finding funds for the implementation of projects for which pre-investment studies have already been completed and on the preparation of pre-investment studies on projects highlighted in the industrialisation master plan. The main activities are as follows:

- i) Finding funds for the implementation of the projects contained in the Integrated Programme for Industrial Promotion in West Africa, within the framework of the Industrial Development Decade for Africa. This action will, for the most part, be carried out by the Highest Authorities of the Community. It will require an estimated overall budget of 10 000 US \$, which will be provided for from the Community's own resources.
- ii) The preparation of prefeasibility and/or feasibility studies on projects highlighted in the master plan for industrialisation. At least five studies should be provided for. They will be prepared by consultation bureau in the sub-region, at an estimated total cost of 255 000 US \$ (51 000 US \$ per study). The preparation period will be three months and the funds will come from Community resources.
- iii) The organisation of a training seminar on management for the personnel of industrial enterprises in Member States and in particular, personnel of small and medium-scale industries. The seminar will involve 32

participants and last 2 weeks. The cost will be approximately 90 000 US \$ and external financing will need to be found. Recurrent charges for the Secretariat will be an estimated 3 000 US \$.

- iv) The organisation of a meeting of the Industrial Development Committee at a cost of 15 000 US \$, to be provided by the Community.

#### E. 1991

The final year of the Secretariat's 5 year Industrial Development Programme will be devoted to the completion of activities begun during the preceding years. Priority activities are as follows:

- i) finding funds for the implementation of projects for which pre-investment studies have been completed. 10 000 US \$ should be allocated from the Community budget for this.
- ii) the preparation of prefeasibility and/or feasibility studies on projects highlighted in the various sectoral master plans and on long-term projects included in the Industrial Development Decade for Africa Programme. About ten such projects should be provided for, at an estimated total cost of 510 000 US \$, (51 000 US \$ per project). The Community should endeavour to provide 255 000 US \$ of this amount, and the balance is to be obtained from international sources.
- iii) the organisation of two seminars on:
  - management of enterprises
  - project study and assessment
 The cost of organising the two seminars is estimated at 180 000 US \$, for which funds will have to be obtained through international cooperation. Recurrent charges totalling 3 000 US \$ should be provided for by the Secretariat.
- iv) the organisation of the annual meeting of the Committee for Industrial Development in West Africa, at an estimated cost of 15 000 US \$, for which external financing will have to be found.
- vi) the overall assessment of the programme which will be carried out in the second half of 1991.

#### Conclusion:

The actions detailed in this programme (preparation of studies, organisation of training seminars etc) are of paramount importance for the future of industrial cooperation in West Africa. They cannot, however, be carried out without adequate manpower resources. It is imperative that the work force of the Industry Division be strengthened from as early as 1987. A senior officer in charge of studies, and a second senior officer for training and assistance to existing industrial enterprises must be recruited.

N.B: Cost estimates have been based on the constant value of currency for the year 1986 — 87.



## ANNEX I

## Breakdown of cost estimates for the Programme:

1. Cost of the master plan for industrialisation:
  - Duration of visit per country and per sector = 21 days
  - Preparation and writing up of report, travel etc. = 60 days
  - Transport: 3,000 US \$ for one international consultant and 1,500 US \$ for one consultant from a Member State.
  - Consultancy fees: 8,000 US \$ per month.
  - Total duration of mission:  $21 \times 16$  = 336 days
  - Total cost per country: 336 + 60 days or 13 months
  - Total cost per sector:  $13 \times 3 \times 8,000 \$ + 3,000 \times 2 + 1,500 = 319,500 \$$   
= 320,000 \$ per sector.
  - Recurrent charges: annual salary of typist = 10,000 US \$
2. Cost of compiling a List of Enterprises:
  - Duration of stay per country: 2 days for one staff = 32 days
  - Per diem =  $32 \times 112.5 \text{ US \$}$  = 3,600 US \$
  - Transport = 3,000 \$
  - Overall cost =  $4 \times 8,000 \$ + 5,000 \$ = 6,600 \$$
3. Organisation costs for the meeting of the Sub-regional Committee on Industrial Development:
  - Duration : 4 days
  - Per diem :  $133 \times 2 \times 4$  = 1,064 \$  
 $112.5 \times 12 \times 4$  = 5,400 \$
  - Transport :  $500 \$ \times 14$  = 7,000 \$
  - Miscellaneous (refreshments, car hire, rental of meeting rooms etc ..) = 2000 \$
  - Total :  $7000 \$ + 5400 \$ + 1064 \$ + 2000 \$ = 15464 \$ (15500 \text{ US \$})$
4. Tentative Assessment of Costs For The Organisation Of One Seminar:
  - Per diem for delegates from Member States, based on the UNIDO rate used in Vienna : 90 \$ per day
  - Two representatives from the Secretariat, including one Executive, for 4 days.
  - Two organisers, at 2000 \$ per week each.
  - Transport coordinators : 1500 \$ each.
  - Transportation for delegates and Secretariat representatives : : 500 \$ each
  - Miscellaneous : : 10%
5. Study on Cooperation in Training Matters:
  - Duration of stay per country = 4 days
  - Preparation and writing up of report, travel = 26 days
  - Overall duration =  $4 \times 16 +$
  - Transport = 3000 \$ for the international consultant, and 1500 \$ for the consultant from the Community.
  - Fees = 8000 \$ each, per month
  - Miscellaneous = 10%
  - Overall cost:  $(2 \times 3 \times 8000) + 3000 + 15000 + 5250 = 57750 \$ (60\,000 \$)$
6. Organisation of the Meeting of Industrialists (Lagos)
  - Duration : 5 days
  - Participants : 3 per country (one representative from the Chambers of Industry; one representative of small and medium-scale industries; one industrialist) = 48 participants.
  - 3 organisers at 2000 \$ each
  - Transport: 1500 \$ per organiser and 500 \$ for representatives
  - Overall cost :  $(5 \times 3 \times 45 \times 112.5) + (2000 \times 3) + (1500 \times 3) + (45 \times 500) = 25312,5 + 6000 + 4500 + 22500 = 58312,5$
  - Miscellaneous : 6000
  - Total =  $58312,5 + 6000 = 64312,5 (65000 \text{ US\$})$

## 7. Preparation cost for one study

- Number of consultants = 2
- Duration of study : 3 months
- Fees : 8000 \$ per consultant per month
- Transport : 1500 \$ per consultant
- Cost of the study :  $(2 \times 3 \times 8000) + (1500 \times 2) = 51000$  US\$

## ANNEX 2

## SUMMARY OF ACTIONS (Cost is expressed in US \$)

Action	Year	Total Cost	Financing	
			Community Resources	External Assistance
- List (compilation)	1987	6 600		6 600
- Master plan	"	3 200 000	10 000	3 210 000
- Meeting of Industrial Development Committee	"	15 500	15 000	
- Industrial Dev. Decade Programme	"	PM		
- Rehabilitation Programme	"	PM		
- Training Seminar		105 000	5 000	100 000
- Master Plan	1988	10 000	10 000	
- Rehabilitation Programme	"	PM		
- Meeting of Industrial Development Committee	"	15 500	15 500	
- Meeting of Chambers of Industry	"	65 000	65 000	
- Study on Cooperation in Training Matters	"	60 000		60 000
- Training Seminar	"	77 000	3 000	74 000
- Industrial Dev. Decade Programme	"			
- Master Plan	1989	10 000	10 000	
- Cooperation in Training Matters	"	5 000	5 000	
- Meeting of Chambers of Industry	"	65 000		65 000
- Meeting of Industrial Dev. Committee	"	15 000	15 000	
- Industrial Dev. Decade Programme	"	PM		
- Two Training Seminars	"	154 000	6 000	148 000
- Rehabilitation Programme	"	PM		
- Finding Funds for projects on which studies have been completed	1990	10 000	10 000	
- New Studies	"	255 000	255 000	
- Meeting of Industrial Development Committee	"	15 000	15 000	
- Training Seminar	"	77 000	3 000	74 000
- Finding funds for projects on which studies have been completed	1991	10 000	10 000	
- New Studies	"	510 000	255 000	55 000
- Two Training Seminars	"	154 000	6 000	148 000
- Meeting of Industrial Dev. Committee	"	15 000	15 000	
- Meeting of Chambers of Industry	"	65 000		65 000
		4 921 100	735 500	4 185 600

**ANNEX 3**  
**SYNTHESIS OF COSTS FOR ACTIVITIES**

TITLE OF ACTION	ANNUAL COST					TOTAL COST
	1986	1987	1988	1989	1990	
- List (compilation)	6600					6600
- Master Plan	3220000	10000				3220000
- Sub-regional Industrial Dev. Committee	25500	15500	15500	15500	15500	
- Industrial Dev. Decade Programme	PM	5000	PM	10000	10000	25000
- New Studies		60000	5000	25500	510000	830000
- Training Seminars	105000	77000	154000	77000	154000	567000
- Chambers of Industry Meeting		65000	65000		65000	195000
- Rehabilitation Programme	PM	PM	PM			
<b>TOTAL</b>	<b>3347100</b>	<b>232500</b>	<b>249500</b>	<b>357500</b>	<b>754500</b>	<b>4921100</b>

OCTOBER, 1986.

**C/DEC. 3/11/86 DECISION OF THE COUNCIL OF MINISTERS RELATING TO THE ADOPTION OF TRADITIONAL WRESTLING AS A COMMUNITY SPORT**

**THE COUNCIL OF MINISTERS**

MINDFUL of Article 6 of the ECOWAS Treaty establishing the Council of Ministers and defining its composition and functions;

CONSIDERING that traditional wrestling is an authentically African sport which is very much appreciated and practised among the peoples of the sub-region;

NOTING with satisfaction that traditional wrestling competitions and the rules governing the practice of this sport have attained international standards;

MINDFUL of the recommendation of the Social and Cultural Affairs Commission which met in Lagos from 17 to 20 November 1986;

**D E C I D E S**

**Article 1**


Traditional Wrestling is hereby adopted as a Community Sport.

**Article 2**

This decision shall enter into force upon signature and shall be published in the Official Journal of the Community and in the National Gazette of each Member State.

**DONE AT LAGOS THIS 29TH DAY OF NOVEMBER, 1986**

**FOR THE COUNCIL**



HON. DR. KALU I. KALU  
THE CHAIRMAN

**C/DEC. 4/11/86 DECISION OF THE COUNCIL OF MINISTERS RELATING TO THE ADOPTION OF THE WEST AFRICAN ECONOMIC RECOVERY PROGRAMME**

**THE COUNCIL OF MINISTERS**

MINDFUL of Article 6 of the Treaty relating to the establishment of the Council of Ministers and defining its composition and functions;

CONSIDERING Resolution A/Res.1/11/84 of the Authority of Heads of State and Government on the economic recovery programme in West Africa;

CONVINCED that it is indispensable to undertake the necessary steps to arrest the economic and social deterioration in Member States;

CONSIDERING the recommendations of the Ministers of Planning contained in the report of their meeting held in Lagos on 6 and 7 November, 1986.

**D E C I D E S**

**Article 1**

The West African Economic Recovery Programme (1987 - 1989) formulated by ECOWAS is hereby adopted.

**Article 2**

The said Programme comprises:

i. short-term measures which constitute the

- general framework of the economic recovery policy to be pursued; and
- ii. an investment programme made up of one hundred and thirty-six projects, at a total cost of nine hundred and twenty million, two hundred and eighty-six thousand, two hundred and eighty-eight US dollars (\$920,286,288). The policy measures and the list of projects are attached to this Decision and form an integral part thereof.

### Article 3

Member States are enjoined to do all in their power to ensure the successful implementation of this Economic Recovery Programme.

### Article 4

The Executive Secretariat and the ECOWAS Fund, as may affect either of them, are hereby empowered and directed to:

- i) present the selected national projects as a coherent regional programme for those sectors which call for such approach;
- ii) take all possible measures to mobilise, within and outside the sub-region, the resources required for the implementation of the said Programme;
- iii) contact those Member States which have not submitted any projects in order to collect projects that will contribute to economic recovery;
- iv) ensure the effective participation of the Institutions of the Community in the implementation, monitoring and post-evaluation of the said Programme.

### Article 5

This Decision shall enter into force upon signature and shall be published in the Official Journal of the Community and in the National Gazette of each Member State.

DONE AT LAGOS ON 29TH NOVEMBER 1986

FOR THE COUNCIL



HON. DR. KALU I. KALU  
THE CHAIRMAN

## II. THE SHORT-TERM ACTIVITIES OF THE ECONOMIC PROGRAMME - PHASE I

### CHAPTER II

#### THE SHORT-TERM ACTIVITIES OF THE ECONOMIC RECOVERY PROGRAMME - PHASE I:

The activities spelt out under phase I above

consist in the formulation of a number of economic measures, encompassing activities to be undertaken by the different socio-economic sectors. These activities must be supported by budgetary and financial stabilisation policies.

The measures to be undertaken at national and community level are as follows:

### 1. AGRICULTURAL SECTOR

Considering the insufficient support given to this sector over the years, as well as the natural disasters that have affected it, top priority is to be accorded increasing food production, and the rehabilitation and proper organisation of the agricultural sector as a whole.

#### 1. Measures at the National Level

##### A Specific Measures concerning the Food sub-sector

- a) Establishment of an early warning system to help organise and monitor performance of the sector: establishment of a machinery for collection, analysis and dissemination of information on such issues as weather and soil conditions, crops and pasture conditions, stocks position of inputs, agricultural chemicals, feedstuffs, price trends, production level;
- b) Establishment of food security system;
- c) Production promotion campaigns for selected critical staples, vegetables, livestock;
- d) Rationalisation of food distribution and marketing;
- e) Prevention of post-harvest losses programme: preservation, storage and transportation of goods.

##### A. i. Livestock Production

- Intensive campaign of vaccination of herds against livestock parasites;
- Construction of new watering point along routes used by herds;
- Encouragement of the creation of herders associations or cooperatives;
- Formulation of a livestock development code;
- Development of preservation and processing facilities for livestock products;
- Granting of credit to herders;
- Utilisation of agricultural by-products in the production of improved feedstuffs for cattle and poultry;
- Improvement of marketing channels for livestock products;

##### A.ii Fisheries

- Definition of a fishery resources development and management policy;
- Improvement of equipment for traditional fishing;
- Encouragement of the creation and strengthening of fishery associations or cooperatives (production, marketing and transportation);
- Promotion of fish farming in the principal river basins;
- Improvement of fish storage and preservation facilities

- Improvement of fish marketing channels
- Granting of credit to fishermen.

## 2. Measures at the Community Level

### A.i. Livestock Production

- Creation or strengthening of Community centres for production of cattle breeding stock;
- Strengthening of cooperation between IGOs for the harmonisation of livestock development programmes
- Production of a sub-regional map on water and agro-pastoral resources
- Participation in sub-regional programmes on animal disease control.

### A.ii. Fisheries

- Promotion of sub-regional cooperation in the assessment of fishery resources (shared stocks of several countries)
- strengthening of national research and training centres
- Designing of Community Projects for rational exploitation of stocks
- Organisation of sub-regional seminars and workshops to encourage exchange of information among Member States.
- Promotion of increased intra-Community trade in fish products.

## B/ Measures covering General Agricultural Sector

### 1. Measures at the National Level

- a) Adequate and timely supply of inputs (tools, improved seeds and breeding stock, agro-chemicals such as fertilizers and pesticides, etc.)
- b) Improvement of water management systems (small dams, wells and boreholes for irrigation projects)
- c) Establishment of credit schemes for small-scale operators
- d) Improvement of pricing policy by fixing minimum guaranteed prices for cash crops and major staples.
- e) Improvement of agricultural marketing system
- g) Formulation of legislation on land tenure system.

### 2. Measures at the Community Level

- a) Coordinate and assist where necessary or required the establishment of national early warning systems;
- b) Establish sub-regional agricultural information system;
- c) Assist in establishing a system for organising emergency food aid and relief schemes on a bilateral or multilateral basis.
- d) Organise the system for receiving, transporting and delivering emergency food aid and other relief assistance;
- e) Coordinate food security systems;
- f) Assist with harmonisation of pricing policies on major staples;

- g) Organise sub-regional seminars and workshops to debate major agricultural issues and propose practical measures to improve the exchange of information between Member States.

## II. ENVIRONMENTAL PROGRAMME

The emphasis, in the short-term would be on generating public awareness of the dangers posed by disturbance of the eco-system and the need to take preventive, protective and conservation measures by all concerned. Since the drought of 1983 seriously affected food, water or hydroelectric power supply in virtually all Member States, and since the drought's after-effects were felt everywhere, each Member State is called upon to take the appropriate measures needed to fight these ill-effects and ultimately check the re-occurrence of droughts in the sub-region.

### I. Measures at the National Level

- a) Establishment of national body for formulation of policy and for coordination and monitoring of a plan for drought and desertification control;
- b) Systematic collection and appraisal of information on factors disturbing the ecological balance; regions affected, nature and extent of deterioration, preventive and remedial measures;
- c) Public enlightenment and national campaigns on protection of the environment;
- d) Establishment of tree-planting schemes in towns and villages of the vulnerable regions with the active participation of the population (advice on timings; methodology, types of species as wind-breakers, for fixing soils and sand-dunes, for firewood; use of manure, etc.);
- e) Programme to improve the management and exploitation of water resources through the development of irrigation projects and other water management infrastructures;
- f) Encourage and promote the utilisation of improved stoves;
- g) Encourage the development of the rural environment;
- h) Fight against uncontrolled roaming of animals, soil erosion, bush fires and irresponsible cutting of firewood;
- i) Fight against environmental pollution (such as waterways pollution and industrial pollution).

### 2. Measures at the Community Level

- a) Formulate a comprehensive sub-regional plan to be used as guidelines by West African IGOs and which would enable ECOWAS to coordinate their activities and to identify areas and issues not adequately covered by these existing IGOs.
- d) Collaborate with the relevant sub-regional organisations with a view to improving operational programmes in respect of drought and desertification control, studies, soil erosion and pest control, etc.

- c) Encourage participation of non-members of the various IGOS in the programmes of these institutions;
- d) Lend ECOWAS support in the search for international assistance by the different IGOS in this fields;
- e) Use of multilateral assistance, such as the regional fund of the EEC, towards desertification and drought control.

### III - INFRASTRUCTURAL REHABILITATION PROGRAMME

Most of the physical infrastructures in Member States are in a very bad state of disrepair because of poor maintenance. In the short-run, productivity can be increased by rehabilitating some vital infrastructural facilities. By careful selection, Member States would achieve significant improvement in economic performance through the rehabilitation of both economic and social infrastructures.

Rehabilitation measures are so crucial to this phase that an identifiable programme would be drawn up by each Member State by bringing together actions of a rehabilitation nature in the economic and social sectors.

#### 1. Measures at the National Level

- a) Transport system: ensure regular maintenance of strategic trunk and feeder roads and port installations; availability of spare parts for vehicles, rolling stock and other transport equipment;
- b) Telecommunications: maintenance and repair of main installations, supply of spare parts for ordinary maintenance;
- c) Ensure regular maintenance of and adequate supply of spare parts for industrial units, electricity generating plants, water supply systems and health facilities.

### IV - TRANSPORT PROGRAMME

#### 1. Measures at the Community Level

- a) Monitor application of harmonised road legislation;
- b) Ensure functioning of Road Vehicle Third Party Liability Insurance Scheme (ECOWAS Brown Card);
- c) Ensure the improvement of transit facilities for moving goods within the Community;
- d) Continue assistance with construction of Trans-West African Highways;
- e) Encourage cooperation among West African airlines;

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- d) Continue assistance with construction of Trans-West African Highways;
- e) Encourage cooperation among West African airlines;
- f) Encourage cooperation among West African Shipping Lines;
- g) Promote cooperation among Road Transport Associations of Member States;
- h) Take necessary measures to make the ECOWAS Brown Card Office more functional; in particular, an appeal to be made to the national insurance bureau to make their contributions on time.

### V - INDUSTRIAL REHABILITATION PROGRAMME

Owing to its high dependence on foreign exchange, the industrial sector has suffered in recent years when foreign exchange scarcity became particularly acute in many countries. Secondly, many enterprises have turned out to have been badly conceived or badly managed. There is a general tendency of shortage of working capital as well. These are the main problems to be tackled in the short-run.

#### 1. Measures at the National Level

- a) Institution of measures to improve the competitiveness of major enterprises, both public and private;
- b) Rehabilitation of viable production units in selected key areas (food processing and

other agro-related industries etc.) by taking all appropriate measures;

- c) Guarantee constant supply of spare parts, raw materials and credit for working capital to existing enterprises and those to be created.
- d) Promote the establishment of small and medium-sized enterprises to ensure better utilisation of local raw materials.

## 2. Measures at the Community Level

- a) Make an exhaustive evaluation of the industrial sub-sectors of agro-chemicals (fertilizers, insecticides, pesticides), food processing and agricultural tools;
- b) Accelerate action on assistance towards establishment of agro-chemical and agricultural tool enterprises;
- c) Accelerate action on assistance towards establishment of food processing enterprises (fruits and vegetables, fish processing, meat canning).

## IV - ENERGY PROGRAMME

### Measures at the Community Level

- a) Continue the energy conservation programme, including electric-generating scheme;
- b) Assist with the rationalisation and increase in yield of oil refineries;
- c) Examine possibilities of better utilisation of new and renewable sources of energy such as methanol;
- d) Establish a cooperation framework among research institutes of ECOWAS Member States;
- e) Promote cooperation between oil producing and non producing countries of the sub-region and study the possibility of including petroleum on the list of products passing through the West African Clearing House.

## VII - TRADE PROGRAMME

Trade deficits have grown bigger and become chronic in almost all Member States. It should be noted also that the level of intra-Community trade is very low. The short-term measures would aim at reducing trade deficits and increasing intra-Community trade.

## TRADE BETWEEN ECOWAS MEMBER STATES AND THE OUTSIDE WORLD

### 1. Measures at the National Level

- i) Exports
  - a) Establishment of national trade promotion structures where they do not exist;
  - b) Rehabilitate farms and mines by taking such necessary steps as would increase production in these sectors;
  - c) Ensure adequate transportation facilities;
  - d) Take the necessary measures to improve the performance of marketing boards;
  - e) Increase credit facilities to export-oriented

enterprises, especially those based on the use of local raw materials;

- f) Bring together exporters in the private sector;
- g) Simplify the procedure for granting export licences.

### ii) Imports

- a) Simplify the procedure for granting import licences;
- b) Promote the consumption of local and community goods;
- c) Commitment of Member States to the liberalisation of unprocessed goods and traditional handicrafts as from 1986. Application of ECOWAS Certificate of Origin and other customs documents, including the use of ECOWAS Customs Statistical Nomenclatures.

### 2. Measures at the Community Level - to increase intra-Community trade

- a) Ensure that the trade promotion unit of the Executive Secretariat becomes more functional;
- b) Accelerate the utilisation of ECOWAS harmonised customs documents;
- c) Finalise studies on the ECOWAS Trade Liberalisation Scheme to make possible the application of the first phase (harmonisation of the ECOWAS-CEAO liberalisation schemes) and the operation of the compensation scheme;
- d) Ensure the effective application of the principle of free movement, without administrative restrictions, of unprocessed goods, traditional handicrafts and industrial products originating from Member States;
- e) Strengthen cooperation among the West African Chambers of Commerce, through their Federation;
- f) Finalise the study on the harmonisation and programming of trade fairs in the sub-region.

## VIII - TOURISM PROGRAMME

The tourism sector constitutes a dynamic factor in the economies of some Member States. In these countries, the sector makes a significant contribution to the GDP and is an important source of employment and foreign exchange. For this reason, it is indispensable that adequate measures are adopted.

### 1. Measures at the National Level

- a) Integration of the tourism sector in national planning, as a dynamic factor in the economy;
- b) Enactment of legislations on the various elements of the sector, namely:
  - classification of hotels
  - national administrative structures
  - hunting, wildlife and flora.

## 2. Measures at the Community Level

- a) Harmonisation of national legislations relating to the protection of wildlife and flora, the preservation of national tourist parks;
- b) Harmonisation of standards for hotel classification;
- c) Encouragement of technical exchange between national tourism organisations.

## IX - CULTURAL PROGRAMME

The programme aims at portraying the authentic identity of the subregion. It also aims at creating a Community image in order to develop the spirit of belongingness and a willingness to identify ourselves with the same organisation.

### 1. Measures at the Community Level

- a) Encourage cultural events and sports at the sub-regional level;
- b) Promote cooperation among national associations such as for the youth, women and labour;
- c) ECOWAS support to sub-regional cultural programmes, including cultural industries (films, cassettes, publishing houses, printing firms etc.);
- d) Promote the publication of a Cultural and Historical Journal for the sub-region.

## X - PUBLIC SECTOR PROGRAMME

In the public sector, there are two basic needs that must be attended to in all Member States. These are the significant reduction of budget deficits and improving efficiency. For the short-term, action would be concentrated on the one hand, on reducing expenditures, while increasing budgetary receipts and on re-organising the state apparatus, on the other hand.

### 1. Budgetary and Administrative Measures

#### i. Measures at the National Level

- a) Increase the yield of the tax system and adopt appropriate measures to reduce tax evasion;
- b) Streamline tax exemption and concessions;
- c) Broaden tax base;
- d) Strengthen tax collection machinery;
- e) Mount public campaign on payment of taxes;
- f) Pursue budgetary austerity measures, instituted to improve management of public expenditure;
- g) Strengthen organisational structure and management practice to improve the efficiency of the public service.

### 2. Measures at the Community Level

Take a decision aimed at the rationalisation of the West African inter-governmental organisations not only to ensure maximum contribution of sub-regional cooperation to the development of the West African economy but also avoid wastages of resources.

## XI - MONETARY AND FINANCIAL PROGRAMME

### 1. Measures at the National Level

Inflationary pressures have to be reduced in order to restore confidence in the banking system and in the domestic market as a whole. Measures to improve the situation in this sector include:

- a) Adopt measures to ensure proper economic and monetary management;
- b) Improving the machinery for collecting information on and the monitoring changes in the level of liquidity, prices, incomes and interest rates;
- c) adoption of selective measures to set-limits to credit.

### 2. Measures at the Community Level

- a) Promote the strengthening of cooperation between:
  - i) the Central Banks of Member States
  - ii) the Executive Secretariat and the West African Clearing House with a view to strengthening the latter;
- b) Continue with the formulation of the sub-regional monetary cooperation programme, aimed at creating a single monetary zone;
- c) Facilitate access to international financial resources.

## XII - INDEBTEDNESS

The acceleration in domestic and external debt accumulation, the inability to settle or service debts on schedule and the erosion of the credit worthiness have made indebtedness one of the major problems facing the sub-region.

Measures are needed to control further debt accumulation, to optimise utilisation of loan resources and to monitor debt management within the countries. The following are measures that would be instituted within the short-term period.

### 1. Measures at the National Level

- a) Adopt measures to reduce the internal debt burden as a means of reviving domestic economic activities;
- b) Establishment of an efficient government machinery for debt management where it does not exist;
- c) Collection of relevant information and preparation of records on debts contracted by both public and private bodies and repayment and debt service schedules;
- d) Adoption of measures to control external borrowing;
- e) Formulation of guidelines on foreign borrowing to ensure good terms and good use of external resources obtained;
- f) Search for alternative domestic sources especially to avoid foreign exchange transfers;
- g) Adoption of measures for increasing domestic savings.



## 2. Measures at the Community level

Organise a sub-regional conference on West Africa's external indebtedness to debate the issues involved and indicate the effects of the debt burden on the economies of Member States. The Conference would also aim at providing general guidelines on debt management and determining tolerable limits for external debt service and debt ratios compatible with development requirements.

### XIII. GENERAL SUPPORT MEASURES

In support of the above measures, it is planned that the following actions would be undertaken either at the national or Community level.

- (a) The Community would organise seminars and workshops for economic planners and

experts in specific sectors for the purpose of reviewing implementation progress and effects of the measures formulated under the short term programme;

- b) The Community would organise an international conference of official donor agencies and institutions to present the size of the external component of the programmes;
- c) Member States would take account of the foregoing measures in the planning of their national economies;

These general economic measures should be supplemented by an investment programme based on the identification and selection of a number of projects designed for the rehabilitation of the vital sectors of the economies of Member States.

## ANNEX 2

### RECAPITULATIF DES PROJETS SELECTIONNES/SUMMARY OF SELECTED PROJECTS

SECTEUR/PROGRAMMES SECTOR/PROGRAMMES	NOMBRE DE PROJETS NUMBER OF PROJECTS			COUT TOTAL (US \$) TOTAL COST (US \$)		
	REGIONAUX REGIONAL	NATIONAUX NATIONAL	TOTAL	REGIONAUX REGIONAL	NATIONAUX NATIONAL	TOTAL
I. Développement Rural/ Rural Development	18	46	64	50,712,717	183,464,714	234,177,431
II. Transport	14	7	21	403,683,000	30,078,000	433,770,000
III. Télécommunications/Energie Telecommunications/Energy	5	14	19	82,182,857	47,630,000	129,812,857
IV. Industrie/Industry	3	29	32	11,967,000	110,359,000	122,326,000
TOTAL GENERAL GRAND TOTAL	40	96	136	548,545,574	371,740,714	920,286,288

### RECAPITULATIF DES PROJETS A CARACTERE REGIONAL/SUMMARY OF REGIONAL PROJECTS

SECTEURS/PROGRAMMES SECTORS/PROGRAMMES	NOMBRE DE PROJETS/NUMBER OF PROJECTS	COUT TOTAL/TOTAL COST (US \$)
I. Développement Rural/Rural Development	18	50,712,717
II. Transport	14	403,638,000
III. Télécommunications/ Telecommunications	5	82,182,857
IV. Industrie/Industry	3	11,967,000
TOTAL GENERAL/GRAND TOTAL	40	548,545,286

## SUMMARY OF PROJECTS OF REGIONAL NATURE : RURAL DEVELOPMENT

SUB-SECTOR	PROJECT TITLE	COUNTRY SUBMITTING PROJECT	COST (US \$)	OTHER COUNTRIES BENEFITTING FROM PROJECT
1. Drought Desertification and Erosion Control	Community Farms at Zou, Borgou and Atacora	Benin	1,274,709	Niger, Togo
	Erosion Control	Burkina Faso	3,047,400	Niger, Mali
	Bush-fire Control	Guinea Bissau	1,500,000	Senegal, Guinea
	Reafforestation and planting of windbreaks on Community plantations	Mauritania	4,105,882	Senegal, Mali
	Rehabilitation of the agro-pastoral region of Soukou-Koutane	Niger	2,334,286	Burkina Faso
	Reafforestation of arid zones (Borno)	Nigeria	3,123,600	Niger
	Re-afforestation and Bush-fire control (Tambacounda)	Senegal	7,065,714	Mali, Guinea
2. Plant Protection	Bush-fire control	Togo	185,400	Benin, Ghana, Burkina Faso
	Intensification of phytosanitary campaign	Mauritania	1,858,824	Mali, Senegal
	African migratory locust	Nigeria	5,500,000	Niger, Benin
3. Animal Health	Rinderpest Control	Guinea	2,100,000	Senegal, Mali
	Trypanosomiasis Control	Togo	1,825,714	Benin, Burkina Faso
	National Livestock Production Programme	Niger	1,714,000	Nigeria, Ghana
4. Crops: Selected Seeds	Composite varieties of maize	Togo	263,971	Benin, Ghana
	Intensification of selected oil-palm seed production	Ghana	696,640	Togo, Sierra-Leone
	Development of maize and sorghum seeds	Guinea Bissau	1,600,000	Senegal, Guinea
	Rice seed programme	Liberia	7,500,000	Sierra Leone
	Production of selected seeds	Mali	5,016,577	Senegal, Mauritania, Burkina Faso, Niger
TOTAL	Number of projects : 18		50,712,717	

## SUMMARY OF PROJECTS OF REGIONAL NATURE: TRANSPORT SECTOR

SUB-SECTOR	PROJECT TITLE	COUNTRY SUBMITTING PROJECT	COST (U. S. \$)	OTHER COUNTRIES BENEFITING FROM PROJECT
Road Transport	Fada N' Gourma Pama Road, Benin frontier	Burkina Faso	15 898 000	Benin, Burkina Faso
	Yako - Ouahigouya Road, Mali frontier	Burkina Faso	25 271 429	Burkina Faso, Mali
	Ouaga - Leo Road, Ghana frontier	Burkina Faso	28 285 714	Burkina Faso, Ghana
	Bobo Dioulasso-De Dougou Road	Burkina Faso	45 714 286	Burkina Faso, Mali
	Trans-West African Highway, Kie Mano River	Liberia	11 300 000	Liberia, Sierra Leone, Guinea
	Tamale - Paga Road	Ghana	17 000 000	Ghana, Burkina Faso
	Tema - Noefe Road	Ghana	19 500 000	Ghana, Togo
	Bamako - Dakar Road	Mali	64 285 714	Mali, Senegal
	Aoulou - Niore du Sahel Road	Mali	15 200 000	Mali, Mauritania
	Nara - Nema Road	Mali	10 000 000	Mali, Mauritania
	Niamey - Terta Road	Niger	32 957 143	Niger, Burkina Faso
	Filingue - Tahoua Road	Niger	23 414 286	Niger
	Trans-West African - Highway	Togo	36 571 429	Togo, Benin, Ghana
	Tamba - Labe Road	Senegal	58 285 714	Guinea
TOTAL	Number of Projects: 14		403,683 000	

## SUMMARY OF PROJECTS OF REGIONAL NATURE TELECOMMUNICATIONS

SUB-SECTOR	PROJECT TITLE	COUNTRY SUBMITTING PROJECT	COST (US \$)	OTHER COUNTRIES BENEFITTING FROM PROJECT
Inter-State Telephone Links	Supply of equipment for the urban telephone network (PANAFTEL)	Sierra Leone	3 000 000	ECOWAS Countries
	Supply of radio spare parts	Sierra Leone	40 000	ECOWAS Countries
	Implementation of transmission system (Feeders 5 - 6 - 60)	Guinea	21 000 000	ECOWAS Countries
	Implementation of transmission system (Feeders 5 - 3 - 30)	Guinea	33 000 000	ECOWAS Countries
	South Axis (ZIGUINCHOR - KOLDA - TAMBACOUNDA)	Senegal	25 142 857	Mali, Guinea, Senegal
TOTAL	Number of Projects: 5		83 182 857	

## SUMMARY OF PROJECTS OF REGIONAL NATURE: INDUSTRIAL SECTOR

SUB-SECTOR	PROJECT TITLE	COUNTRY SUBMITTING PROJECT	COST (US \$)	OTHER COUNTRIES BENEFITTING FROM PROJECT
Agro-chemical	Fertilizer manufacturing plant	Benin	5,080,000	Nigeria
Building/Construction	Onigbolo Cement Factory	Benin, Nigeria	1,030,000	Nigeria, Benin
Food processing	Save Sugar Factory	Benin, Nigeria	5,857,143	Nigeria Benin
TOTAL	Number of Projects: 3		11,967,143	

## SUMMARY OF NATIONAL PROJECTS BY SECTOR

SECTOR/PROGRAMME	NUMBER OF PROJECTS	TOTAL COST
I. RURAL DEVELOPMENT	46	183,464,714
II. TRANSPORT	7	30,087,000
III. TELECOMMUNICATIONS AND ENERGY	14	47,630,000
IV. INDUSTRY	29	110,359,000
GRAND TOTAL	96	371,740,714

## SUMMARY OF SELECTED NATIONAL PROJECT : RURAL DEVELOPMENT

COUNTRIES	SECTOR/SUB-SECTOR	PROJECT TITLE	COST (US DOLLARS)
BENIN	Irrigation	Extension of areas under irrigation (Borgou)	371,429
	Livestock	Development of cattle breeding in the South	12,634,000
		Rehabilitation of Bohicon Laboratory	341,560
	Sub-Total		13,346,989
BURKINA FASO	Irrigation		
	Livestock	Water Scheme for Grazing Areas: Rehabilitation of 100 wells in the Southern part of the country	1,537,785
	Plant Protection	Treatment of top branches of tall trees	3,660,957
	Inland Fishing	Bonfere aquaculture project	946,843
	Sub-Total		6,306,835
GHANA	Irrigation	Dawhenya and Ashiaman Irrigation projects	1,758,040
		Weira Irrigation Project	20,500,000
	Crops (Intensification of Planting methods)	Integrated rural programme of the Ashanti Region	623,333
	Livestock	Rural development project on the breeding of sheep and goats	4,149,625
	Sub-Total		27,030,998
GUINEA-BISSAU	Crops (Intensification and diversification of Production)	Small rice husking machines	670,000
		Assistance to village cooperatives for the development of oil-producing plants	680,000
		Management Training Centre	4,700,000
	Sub-Total		6,050,000
GUINEA	Irrigation	Construction of 3 small-scale dams at DALABA	10,025,000
	Reafforestation	Creation of Mechanized afforestation Units	12,370,000

Sub-Total		
LIBERIA	Crops (Intensification and diversification of production) Rural Water Supply	Rubber export Project  Pipe-borne water supply for rural areas
Sub-Total		
MALI	Irrigation	Irrigation of fields along River Senegal below MANANTALI  Development of the MALOUN KOUNDA Plain  Small-scale dams DOGON(Phase 4)  Small-Scale dams DOGON(Phase 5)
	Rural Water Supply	Rural Water supply projects DOUENTA, RHARDOUS, KORO, BADIANGARA
Sub-Total		
MAURITANIA	Irrigation	Opening up of small irrigated fields in BOCHE (Phase 2)  Development of the GORGOL Noire  Small-scale dams TAGANT  Development of M'BEIKA Plain
	Crops	Intensification of Rain-fed crop forming in the HODDS  Assistance to national rehabilitation workshop
Sub-Total		
NIGER	Irrigation	Development of Komi hydro-agricultural works  Sakaira irrigation project
	Rural Water Supply	MARADI - TAHOUA rural water supply project  Simplified pipe-borne water supply to 10 areas
Sub-Total		
NIGERIA	Irrigation	Swashi river valley irrigation project Middle Ogun irrigation project Shepeteri irrigation project
	Forestry Fishery	National forest resources survey National Acquaculture programme National fish production project National project for the development of traditional fishery
Sub-Total		
SENEGAL	Irrigation	Construction of anti-salinity dykes Kassok North irrigation project
	Fishery	Land development in the GUIDEL basin Fish farming project - RICHARD-TOLL
Sub-Total		
TOGO	Irrigation Fishery	Ziou hydro-agricultural project Inland fishing project
Sub-Total		
TOTAL		Number of projects : 46

## SUMMARY OF SELECTED NATIONAL PROJECTS: TRANSPORT SECTOR

COUNTRY	SUB-SECTOR	PROJECT	COST (US DOLLARS)
BENIN	Road Transport	Construction of rural roads	10,914,300
	Shipping	Repair and maintenance of port facilities	8,587,100
LIBERIA	Road Transport	Construction of feeder roads	6,000,000
	Air Transport	Improvement of Robertsfield Airport	1,500,000
NIGER	Road Transport	5th Road Transport Project	1,401,000
	Shipping	Construction of warehouse facilities at the Port Autonome de Cotonou (Benin)	1,585,480
GUINEA BISSAU	Shipping	Improvement of port facilities	400,000
TOTAL		NUMBER OF PROJECTS: 7	30,087,000

## SUMMARY OF SELECTED NATIONAL PROJECTS : TELECOMMUNICATIONS AND ENERGY

COUNTRY	SUB-SECTOR	PROJECT TITLE	COST (US DOLLARS)
GUINEA	Telecommunications :	Installation of telephone exchanges	25,000,000
LIBERIA	Energy :	Installation of thermal plants in 33 districts	2,524,000
	Telecommunications:	Improvement of means of communication in rural areas	3,400,000
GUINEA-BISSAU	Energy	Purchase of electrical equipment	1,700,000
MAURITANIA	Energy	Rural Electrification	941,176
SENEGAL	Telecommunications :	Telephone network: National Maintenance Plan	1,820,000
SIERRA LEONE	Energy	Supply of diesel generators	54,000
	Telecommunications	Purchase of vehicles for maintenance of telephone networks	20,000
BURKINA FASO	Telecommunications	Medium capacity Micro-wave network (Dano-Diebouougou-Dissin-Ouessa-Hamele-Boura-Leo-Po)	4,471,428
		Micro-wave links (Ouaga-Tougan-Oedougou)	2,971,429
		Rural telephone network (Koupela - Meguet)	1,074,786
		Rural telephone network (Laumana-Mangodara)	714,286
		Rural telephone network (Koloko-N dorola)	225,714
TOGO	Energy	Kpalime-Lome electrical power line project	2,714,000
TOTAL		14 projects	47,630,000

## SUMMARY OF SELECTED NATIONAL PROJECTS : I N D U S T R Y

COUNTRY	SUB-SECTOR	PROJECT TITLE	COST (US DOLLARS)
GHANA	Food processing	Palm oil refinery	6,000,000
		Pineapple juice production factory	1,000,000
		Sugar factory	1,000,000
	Agro-based Industry	Salt production factory	1,200,000
		Production of organic fertilizer from chicken droppings	2,000,000
		Production of calcium carbonate and manganese	8,400,000
	Agricultural tools	Manufacturing plant for agricultural tools	5,000,000
		Charcoal production	1,200,000
	Wood Industry	Pulp factory	6,000,000

GUINEA	Food processing	MAMOU fruit and vegetable Processing Project	1,300,000
LIBERIA		Promotion of small and medium scale industries	4,100,000
MALI	Food Processing	Kinkelibia process complex, producing tea bags (SEGOU)	1,266,000
	Construction	Take over of the Bamako brick factory	727,074
NIGERIA	Agro-chemical	Superphosphate Fertilizer Company, Diversification Programme, Keduna	12,000,000
	Mechanical engineering	Foundry facilities at Nigerian Machine Tools Ltd.	31,000,000
SENEGAL	Food Processing	Kinkelibia processing plant for herbs and tea Processing of wild fruits	1,500,000 82,000
		Organisation of refresher courses for meat specialists	85,714
	Pharmaceutical	Biscuit-making factory	1,400,000
		Manufacture of surgical cotton wool	32,857
SIERRA LEONE	Food Processing	Rehabilitation of palm oil refinery	500,000
		Rehabilitation of NPC	1,344,000
		Rehabilitation of meat and fish processing plant	220,000
		Palm oil refinery	800,000
		Fish curing plant (smoked fish)	1,521,000
	Agricultural tools	Manufacture of agricultural tools	500,000
TOGO	Food Processing	Promotion of small and medium scale enterprises	17,142,857
TOTAL		29 Projects	110,359,000

**C/RES.1/11/86, RESOLUTION OF THE COUNCIL OF MINISTERS RELATING TO THE CHANGE OF DATE FOR THE IMPLEMENTATION OF THE TRADE LIBERALISATION SCHEME FOR INDUSTRIAL PRODUCTS**

**THE COUNCIL OF MINISTERS**

MINDFUL of Article 6 of the Treaty establishing the Council and defining its composition and functions;

CONSIDERING Decision A/DEC.8/5/79 of 29 May, 1979 of the ECOWAS Authority of Heads of State and Government on the consolidation of customs duties, taxes of equivalent effect, and non-tariff barriers;

CONSIDERING Decision A/DEC.1/5/83 of 30 May 1983 of the Authority of Heads of State and Government of ECOWAS on the adoption and implementation of a single trade liberalisation scheme for industrial products originating from Member States of the Community;

RECOGNISING the need for, and the desirability of a change in the implementation date for the trade liberalisation scheme for industrial products originating from Member States of the Community;

ON THE RECOMMENDATION of the Trade, Customs, Immigration, Money and Payments Commission, adopted at its meeting held in Lagos from 18 to 21 November, 1986;

PROPOSES that the Authority of Heads of State and Government approve and adopt the

attached draft Decision relating to the Change in the Implementation Date for the Trade Liberalisation Scheme for Industrial Products.

Done at Lagos, this 29th day of November, 1986.

FOR THE COUNCIL



HON. DR. KALU I. KALU  
THE CHAIRMAN

**C/RES.2/11/86 RESOLUTION OF THE COUNCIL OF MINISTERS RELATING TO THE ADOPTION OF THE ECOWAS CULTURAL FRAMEWORK AGREEMENT.**

**THE COUNCIL OF MINISTERS.**

MINDFUL of Article 6 of ECOWAS Treaty establishing the Council of Ministers and defining its compositions and functions;

MINDFUL of Article 49 of the ECOWAS Treaty on cooperation in Social and Cultural matters;

MINDFUL of Decision A/DEC.12/5/82 on the cultural exchange programme, particularly in Article 4 of the said Decision;

ON THE RECOMMENDATION of the Social and Cultural Affairs Commission adopted at its meeting held in Lagos from 17 to 20 November, 1986.

PROPOSES that the Authority of Heads of State and Government approve and adopt the attached Community Cultural Framework Agreement.

DONE AT LAGOS THIS 29TH DAY OF NOVEMBER, 1986

FOR THE COUNCIL



HON. DR. KALU I. KALU  
THE CHAIRMAN

ECW/SOC/II/3/Rev. 2

# CULTURAL FRAMEWORK AGREEMENT FOR THE ECONOMIC COMMUNITY OF WEST AFRICAN STATES

(ECOWAS)

A./DEC 12/6/82

## THE HIGH CONTRACTING PARTIES

CONSIDERING Article 49 of the Treaty of the Economic Community of West African States on cooperation in social and cultural matters,

### GUIDED BY:

- the Cultural Charter of Africa,
- the Declaration of the Principles of International Cultural Co-operation adopted by the General Conference of UNESCO, at its fourteenth session in Paris in 1966,
- the Inter-governmental conference on Cultural Policies in Africa, organised by UNESCO with the co-operation of the Organization for African Unity in Accra in 1975,
- the World Conference on Cultural Policies organised by UNESCO in Mexico in 1982,

CONVINCED that culture is a fundamental dimension of development, of which economic growth is only one aspect; and that the intergration of cultural factors in development strategies will ensure a well-balanced development; and further, that development, when rooted in the culture of the peoples concerned, and a part of their system of values, will emancipate them from any form of economic, social and cultural dependency;

MINDFUL of the need to establish a form of cultural co-operation which will make it possible to take into account the cultural aspect of projects within the framework of regional development plans and strategies, and to foster a sense of belonging to the same cultural community;

ARE AGREED UPON THE FOLLOWING:

## PART I

### BASIC PRINCIPLES

#### Article 1

The Member States and the Community undertake:

a) to promote the cultural identity of their respective peoples, cultural identity being understood as a dynamic process of continuity, creativity and approaches to innovation which is different in each population.

b) to establish between each other, for their mutual enrichment, and with a view to creating a spirit of dialogue and exchange a cultural co-operation based on mutual respect of differences.

#### Article 2

In pursuing this objective, constant attention is given to taking socio-cultural factors into account in the definition, implementation and evaluation of projects of common interest, on the adaptation of technology and in the transmission of knowledge, as to safeguard the structural cohesion of each population and their social evolution.

## PART II

### DEFINITIONS

#### Article 3

For the purposes of the present Cultural Framework Agreement, terms are defined as follows:

1 "Treaty": the Treaty of the Economic Community of West African States.

2 "Community": The Economic Community of West African States.

3 "Member State(s)": Member States(s) of the Community.

4 "Authority": Authority of Heads of State and Government established by article 5 of the Treaty.

5 "Council": ECOWAS Council of Ministers established by article 6 of the Treaty.

6 "Executive Secretariat": The Executive Secretariat of ECOWAS established by article 8 of the Treaty.

7 "Agreement": The Cultural Framework Agreement.

8 "Region": The geographical area of West Africa, covered by the Community.

9 "Regional Co-operation": Co-operation planned or taking place, either:

- between two or more Member States,
- or between one or more Member States on the one hand and one or more neighbouring