UNITED NATIONS
ECONOMIC AND SOCIAL COUNCIL

Sixth meeting of the Technical Preparatory Committee of the Whole

Arusha, United Republic of Tanzania, 15-22 April 1985

Item 9 of the provisional agenda*

Twentieth session of the Commission
Eleventh meeting of the Conference of Ministers

Arusha, United Republic of Tanzania 25-29 April 1985

Item 11 of the provisional agenda*

FINAL REPORT OF THE AD HOC COMMITTEE ESTABLISHED BY RESOLUTION 477 (XVIII)
ON ECA/OAU-SPONSORED INSTITUTIONS

*E/ECA/TPCW.6/1/Rev.1
E/ECA/CM.11/1/Rev.1

85-594
INTRODUCTION

1. The Ad Hoc Committee was established by resolution 477 (XVIII) of the ninth meeting of the ECA Conference of Ministers to evaluate the multinational institutions established under the aegis of ECA and OAU and to make proposals concerning their continued usefulness and effectiveness and ways in which their activities can be better rationalized, co-ordinated, harmonized and/or integrated. (The full text of resolution 477 (XVIII) is attached to this report as annex I).

2. The Ad Hoc Committee submitted its first report to the tenth meeting of the ECA Conference of Ministers in April 1984. (see doc. E/ECA/CM.10/10/Add.1).

3. By resolution 519 (XXIX), the ECA Conference of Ministers extended the mandate of the Ad Hoc Committee for a further period of one year so that it shall:

   (a) Visit the ECA- and OAU-sponsored institutions which it had been unable to visit, if necessary; and

   (b) Make a more comprehensive study and make positive specific suggestions for the co-ordination, harmonization and/or merger of the activities of the ECA- and OAU-sponsored institutions including the possible dissolution of some of those institutions. The Conference of Ministers further decided: (i) that all the Chief Executives of the ECA- and OAU-sponsored institutions shall, for the purpose of implementing resolution 477 (XVIII) present to the Ad Hoc Committee relevant progress reports and information at a meeting to be held between the former and the latter at the ECA secretariat on dates in December 1984 to be notified by the Executive Secretary, and (ii) that the Ad Hoc Committee shall submit its second report to the Eleventh meeting of the ECA Conference of Ministers. (The full text of resolution 519 (XXIX) is also attached to this report as annex II).

4. In pursuance of resolution 519 (XXIX) of the tenth meeting of the ECA Conference of Ministers, the Ad Hoc Committee visited five of the institutions which it had not been able to visit during its first field mission. The following institutions were visited: the Industrial Property Organization for English-speaking Africa (ESARIPO), at Harare, Zimbabwe, the Regional Centre for Training in Aerial Surveys (RECTAS), at Ile-Ife, Nigeria, the African Regional Centre for Engineering Design and Manufacturing (ARCEDEM), at Ibadan, Nigeria, the Port Management Association for West and Central Africa (PMAWCA), at Lagos, Nigeria and the Regional Institute for Population Studies (RIPS), at Legon, Ghana. The Ad Hoc Committee was accompanied by representatives of the ECA, OAU and UNDP secretariats.

5. For its visit to ESARIPO only Egypt was represented on the 10 member States Ad Hoc Committee. For its visits to RECTAS, ARCEDEM and PMAWCA, the Ad Hoc Committee was composed of representatives of Egypt, Kenya and Nigeria, and for its visit to RIPS by Egypt and Kenya. The Ad Hoc Committee, after holding discussions with officials of the institutions visited, prepared up-to-date profiles on them which are contained in document E/ECA/CM.11/17/Add.2. The conclusions that the Ad Hoc Committee came to with respect to the institutions themselves in the light of its terms of reference are embodied in this final report of the Ad Hoc Committee.
6. In further pursuance of resolution 519 (XIX) of the tenth meeting of the ECA Conference of Ministers, the Ad Hoc Committee and the Chief Executives of ECA- and OAU-sponsored institutions held a joint meeting on 10 January 1985 at which the findings, conclusions and draft proposals of the Ad Hoc Committee were discussed. The Chief Executives provided the Ad Hoc Committee with additional information and useful comments and suggestions which have been helpful to the Ad Hoc Committee in preparing its final report.

Some preliminary observations

7. In its first report, the Ad Hoc Committee drew attention to various problems—lack of financial support and patronage, inadequate direction and staffing and very poor co-ordination—that have impaired the effectiveness of African multinational institutions. The observations of the Ad Hoc Committee in that regard, based on its earlier visits to various institutions in January and February 1984 were also confirmed by the visits made to the remaining institutions in October 1984. To alleviate those problems, it proposed a number of measures designed to improve co-ordination, broaden the membership of the institutions, save costs, improve the quality of personnel and mobilize extra-budgetary resources, including external assistance for the various institutions.

8. The Ad Hoc Committee sees its present report as leading to further steps in these directions. However, it now feels able to consider even more far-reaching reforms, since the new mandate given to it require it, if need be, to carry the process of harmonization and rationalization to the point of merger or dissolution of some of the institutions. Indeed, it will be recalled that, in its first report, it indicated one or two cases where a merger of existing institutions might be the best approach to the harmonization and rationalization of their activities.

9. Dissolution of an institution in which member countries as well as the host government have invested substantial resources, albeit inadequate to maintain the viability and effectiveness of the institution, is not an attractive course of action to contemplate. However, this course may be unavoidable in a situation in which member States are unable or unwilling to fulfill the obligations of financial support and patronage that they have accepted, in which the host government is unable to provide the additional support that will be necessary to assure the survival and effectiveness of the institution, and in which no other member State is willing to assume the responsibilities of host government. In the same way, the merger of institutions should be contemplated only if other forms of rationalization or harmonization would prove either more expensive or impracticable. In this connection, and with regard to the institutions sponsored by ECA, harmonization through the establishment of a single governing body for two or more related institutions or a greater and decisive role for the ECA secretariat in the co-ordination of their activities, are two possible approaches that could be explored before resorting to the merger of the institutions.

10. In preparing its present report, the Ad Hoc Committee has been guided by five main considerations. First, it has looked again at the objectives for which the institutions were established, this time in greater depth than it was able to do in its first report; and it has asked the question whether, given the benefit of hindsight, and in the light of the evertightening resources situation, existing
institutions provide the most effective means of pursuing those objectives. However, it would like to emphasize that in raising this fundamental question, it does not intend to retract from what it said in paragraph 9 of its first report, namely that "with respect to relevance, all the institutions without exception address themselves to issues and problems in respect of which Africa is still sadly deficient namely, trained manpower, information, research capability and services in various technical, economic and social sectors". Indeed, the Ad Hoc Committee believes that the very first step that needs to be taken is renewed commitment by member States to support the institutions which they have established and in which they and host governments have already invested substantial resources. Such commitments could include firm undertakings on the part of member States to pay the arrears of their contributions and to guarantee the payment of future contributions for at least a period of five years. In such event, the first option for policy should be to give such institutions a new lease of life, with the aim of reviewing the situation after a five-year period. If adequate resources can be assured for a given period, the argument for allowing an institution a new lease of life, in spite of present difficulties, will be strengthened where the institution is currently involved in a major exercise to re-define its activities, re-orientate its programmes and mobilize special resources for the improvement of its facilities, which is likely to enhance its viability and effectiveness.

11. If such commitments cannot be obtained, what then? The Ad Hoc Committee did consider another option in which a host government would take over the running of the institution as a national institution but with some regional programmes for which the participants would pay. However, the Ad Hoc Committee rejected this option which, in effect, contradicts the principles of technical co-operation among developing countries, on the one hand, and, on the other, amount to a retreat from the principles of regional co-operation and collective self-reliance upon which African multinational institutions were founded. A host government may of course find itself in such circumstances where it may have to fall back on this option, but it should be an act of the very last resort. To avoid such regrettable eventuality, the Ad Hoc Committee strongly recommends that the Conference of Ministers should appeal to African Governments to renew their commitments to the various institutions and provide them with the resources that are necessary for their viability and effectiveness.

12. The dissolution of an institution should be considered only after all other options have been fully explored.

13. A second question, which the Ad Hoc Committee considered is cost effectiveness. Even if resources were not as scarce and as limited as they now are, it would still be concerned with the question of effectiveness - whether, for example, two or three separate institutions handling what is essentially the same subject (be it cartography and remote sensing or economic and social development and population studies) would be much more effective than a single institution. The limitation of resources increases the seriousness and urgency of that concern because it reduces even more the effectiveness of institutions that may already be suffering from unnecessary and wasteful decentralization of what is essentially a single activity.
14. A third question that the Ad Hoc Committee has felt compelled to ask concerns the relationship between the multinational institutions and similar or related institutions in host countries, most especially where the fact of proximity and contiguity may lead to shared services and other arrangements that are mutually beneficial to the multinational institutions and the host countries. Some of the examples which it examines in this report provide valuable information in this regard that could be helpful for future policy. A related question concerning the interactions between African multinational institutions and similar or related institutions in member States generally is also discussed below.

15. A fourth question concerns the importance of the commitment and support of the host governments to the survival and viability of the multinational institutions. In several cases where the institutions have been in dire distress because of non-payment of contributions by member States, it has been the willingness of the host governments to provide assistance, in some cases far beyond agreed commitments, that has kept the institutions in existence. While it is important that African multinational institutions should maintain their multinational character by drawing support and patronage from member States, the fact must be faced that, in the difficult circumstances that many African countries are currently going through, the willingness of host governments to accept far more responsibilities and commitments than they had bargained for may be crucial to the survival of those institutions within their borders. The implication is of course that countries which find themselves unable to undertake such extra commitments may have to consider whether a re-location of such institutions might not be preferable to their continuing to host ineffective institutions that nevertheless draw on their limited financial resources and physical facilities. It may turn out - indeed it must be hoped - that such cases will be rare and that in a majority of cases where institutions that are acknowledged to be performing very useful functions fall into deep financial crisis, it would be possible for the institutions, in co-operation with host governments, to take a number of measures that will keep the institutions alive until more resources can be mobilized from member States.

16. A fifth question which the Ad Hoc Committee has considered has to do with the advantages and disadvantages of establishing separate institutions on the same subjects for different language groups. In this connection, it would be recalled that during the debate on its first report, strong views were expressed to the effect that "language differences should not be considered a barrier to such mergers", one could of course decide as a matter of policy, and irrespective of fine calculations of costs and benefits, that the time has come to de-emphasize the historical and colonial divisions into language groups. However, the matter is not that simple. For one thing, it is not even clear that one bilingual institution with all the paraphernalia of interpretation facilities would be cheaper than two monolingual institutions. For another thing, experience suggests that the effectiveness of communication is usually a major problem in bilingual institutions. It is well known that listening to a lecture or debate through interpretation is never the same as listening directly in one's own language of understanding. Still, the fact must be accepted that Africa is getting impatient with the emphasis on language groups and that the balance of the argument must weigh, in the final analysis, in favour of multilingual institutions. After all, it may be argued, hundreds of African students have studied abroad, and done remarkably well, in languages other than the local or official languages of their home countries in which they had their earlier education. These then are the five issues or
questions that have been most prominent in the Ad Hoc Committee's consideration or rather reconsideration of the main issues discussed in its first report.

17. This time in the light of the new directives contained in resolution 519 (XIX), the Ad Hoc Committee visited five institutions it had not been able to visit earlier. Within the context of this resolution its approach has been to examine closely related institutions in the light of the questions that it has raised above and suggest a number of options for the rationalization and harmonization of their activities. In some cases, where it believes that it possesses all the information necessary for reaching a decision on a definite approach to the problem, the Ad Hoc Committee has not hesitated to state this, even though there may be difficult political consultations to be undertaken before the decision can be implemented. In other cases, where the most plausible option would depend on the outcome of further negotiations with member States or with host countries, present or potential (for example, as regards the acceptance of new commitments and responsibilities), the Ad Hoc Committee has had no choice but to leave the options open for further discussions and negotiations.

Options for policy and approaches to implementation

18. The Ad Hoc Committee has, having regard to the directives contained in resolution 519 (XIX), considered specific institutions as to how they can be made more effective, and their activities better co-ordinated, merged or dissolved. And in doing this the Ad Hoc Committee deems it more convenient to deal with the institutions under the following broad headings: development, earth resources, industrial development and services, transport and communications and finance and trade services.

Development

19. In the field of development the institutions which deserve consideration are the Regional Institute for Population Studies (RIPS), the Institut de Formation et de Recherche Démographique (IFORD), Institut Africain de Développement Économique et de Planification (IFDPE), the African Centre for Applied Research and Training in Social Development (ACARTSOD) and the Eastern and Southern African Management Institute (ESAMT).

20. The sister institutions of RIPS and IFORD deal with the same subject matter namely, training in population issues, the former in English and the latter in French. If they are to remain as they are, the African governments must pay for them. At the time of the establishment of RIPS and IFORD, UNFPA had substantial funds which it could use to support the two institutions. The amount now available to UNFPA for the support of the institutions has dwindled considerably. Even though RIPS and IFORD have been regionalized, thereby vastly increasing their participating member States, the experience so far in attracting resources from member States has not been encouraging. The Ad Hoc Committee believes that urgent measures are needed to harmonize the activities of the two institutions with the aims of reducing costs and improving their effectiveness so that they can attract more support from member States.
21. Two other options should be considered. First, the two institutions could be reconstituted as a single institution with two component units in their present locations, a harmonized programme, and one governing authority. Second, the two institutions could be merged into one bilingual institution to be located in one of the two existing centres.

22. It would, of course, have been helpful if the Ad Hoc Committee had been able to work out the cost implications of the two options, including, in the first case, travel costs between the two locations, and in the second, the cost of bilingual facilities, so that a rationalized choice could be made. This, however, would have been difficult because it would depend not only on the facilities at present available at both institutions but also on further facilities and arrangements that could be negotiated with the respective host governments. For example, if RIPS and IFORD are to be merged, the host country may have to be prepared to accept increased responsibilities which may involve underwriting the survival and development of the merged institution until such time as more support can be mobilized from member States. Such matters would have to be handled by the implementation machinery to be established to carry out the decisions of the Conference of Ministers on this report. (see paras. 67).

23. But mergers need not be confined only to institutions which are engaged in the same undertaking. It can also be applied to institutions which are engaged in similar or allied pursuits and in this respect, the Ad Hoc Committee feels that though this may not be necessary now, the time would come when consideration should be given to RIPS and IFORD constituting the population component of the overall social development training programme of IDEP or ACARTSOD.

24. If ACARTSOD and IDEP are to remain as they are as separate institutions, they would require far more support from member States than they have so far been able to attract, and the Ad Hoc Committee believes that the very first step that should be taken is a renewed appeal to member States to honour their commitments to the two institutions. If such appeal does not produce the expected results, then the host governments should be persuaded to accept somewhat greater responsibilities for the institutions while other means of mobilizing resources are re-explored.

25. Since ACARTSOD and IDEP have closely interrelated functions, two other options should be considered. One is for the two institutions to be constituted into one institution for socio-economic development planning with a single controlling body, but with the present locations retained as two arms of the single institution. The other option is for the institutions to be merged and the merged institution placed in one of the existing locations. Again, the actual choice would depend on the costs of the options and on the facilities that can be negotiated with host governments.

26. With respect to ESAMI, the Ad Hoc Committee is of the view that its activities should be expanded to serve all Africa in close co-operation with IDEP. In other words, its membership which is now open only to the countries of Eastern and Southern Africa should be open to all African countries.
Earth resources

27. Whether the institutions dealing with earth resources should be allowed to continue in being as multinational institutions depends in the final analysis on whether they obtain the necessary financial support from their member States or whether their existence and development can be underwritten by their respective host governments. These institutions provide very vital services and by their very nature operate more effectively as multinational institutions. They would improve their finances by charging fees for services rendered to or in respect of governments, and if they are very firmly established they could attract sufficient external assistance to enable them provide for African countries those services for which they would have had to go outside the continent at great cost in foreign exchange.

28. As regards the particular institutions themselves, the Ad Hoc Committee feels that the cartographic operational institutions, namely, the Regional Centre for Training in Aerial Surveys (RECTAS), the Regional Centre for Services in Surveying, Mapping and Remote Sensing (ROCSSMRS), and the Regional Remote Sensing Centre at Ouagadougou (CORTO) should be retained as individual institutions, since none of them by themselves, can provide coverage for the whole continent in the field of remote sensing.

29. On the other hand, the Ad Hoc Committee is of the opinion after reconsidering its previous views, that the African Remote Sensing Council (ARSC) and the African Association of Cartography (AAC) can and should be either closely co-ordinated or merged. Both institutions have really no more than co-ordination functions in the general field of cartography and remote sensing and the ARSC in particular has been operating without much success and financial support. Unlike the ARSC, AAC is located within the well-developed national cartographic complex in Algiers. In the light of the proposals already made in the first Report of the Ad Hoc Committee and the directives contained in resolution 519 (XIX), it may be suggested that one institution should perform the functions of both institutions, and in this case the Ad Hoc Committee for the reasons given above is of the opinion that the present location of AAC could conveniently be the headquarters of the merged institutions.

30. With respect to mineral resources development, the situation is somewhat confused. The Eastern and Southern African Mineral Resources Development Centre (ESAMRDC) and the Central African Mineral Resources Development Centre (CAMRDC) have been established with identical objectives for Eastern and Southern African countries and Central African countries, respectively, in pursuance of the same resolutions adopted by the ECA Conference of Ministers. At the time, it was thought that separate mineral development centres should be established for each of the various subregions of the continent. This decision however has not been fully borne out by actual experience. Indeed, ESAMRDC has among its meagre membership, only five out of a potential membership of 18, one of which is French-speaking, and it has suffered from a perennial lack of financial support from its members. Whilst it is too early to comment on this aspect of the affairs of CAMRDC based in Brazzaville, which was established only a year ago and has not yet got off the ground, it seems that the new centre enjoys a great deal of enthusiasm among its member States and that it deserves to be given some time to prove itself. On the other hand, the Ad Hoc Committee has been informed by
the technical experts in the ECA Natural Resources Division that for such centres to be fully effective, each would require a minimum amount of $20 million to provide the basic infrastructures and equipment and mobilize a minimum core of high level experts. This information has to be borne in mind, and even though the Ad Hoc Committee is not proposing that the two Centres should be merged at this stage it would still like to suggest that the situation should be reviewed in about two years. In the meantime, an appeal should be made to the potential members of the two institutions to join them and provide the financial resources that they need to be fully effective.

Industrial services

31. The institutions involved under this heading are: the African Regional Centre for Technology (ARCT), the African Regional Centre for Engineering Design and Manufacturing (ARCEDEM), the African Regional Centre for Solar Energy (ARCESE), the African Regional Organization for Standardization (ARSO), the African Intellectual Property Organization (OAPI), the Industrial Property Organization for English-speaking Africa (ESARlPO) and the African Institute for Higher Technical Training and Research (AINITR).

32. The Ad Hoc Committee is of the opinion that ARCT and ARCEDEM should continue to function as separate institutions, but would need more support from their member States, especially the host governments. They should, however, establish close working relations including co-operation in the preparation of their respective work programmes.

33. As already stated in the first Report of the Ad Hoc Committee, one option is to merge ARCESE, the headquarters of which is still being haggled over by its member States, with ARCT. The functions of ARCT cover such matters as renewable sources of energy which solar energy is. A second option which the Ad Hoc Committee has considered is that ARCESE should be located close to the Centre régional d’Énergie solaire (CREP) at Bamako, Mali. This latter is a subregional institution of the Communauté économique de l’Afrique de l’Ouest established with the support of the Comité permanent inter États de lutte contre la sécheresse dans le Sahel (CILSS), and it already enjoys substantial international support, including some support from UNDP. The Ad Hoc Committee would have liked to consider the option of merging ARCESE with CREP rather than merely locating the new institution close to the established centre. However, since CREP is not an ECA- or OAU-sponsored institution, the modalities of merging the two centres, so that the merged institution can serve the whole of the African region, would require far more consultations and negotiations than would be the case if both institutions were ECA- or OAU-sponsored. Still the Ad Hoc Committee would not exclude this possibility and it would like to propose that the option should be thoroughly explored before a final decision on the matter is taken.

34. Although the activities of ARSO are related to those being pursued by ARCEDEM, ARCT, and those others involved in the fields of trade and transport, the Ad Hoc Committee feels that it should continue to operate in its very specialized field as a separate regional institution. It should, however, develop close working relations with ARCEDEM, ARCT and those others involved in the fields of trade and transport and indeed with any of the other ECA- or OAU-sponsored institutions whose activities relate to manufacturing or production. As with all the other
institutions, in the long run, ARCEDEM, ARCT and ARSO will survive and develop only if their member States give them the necessary financial support. In the meantime, their survival and development can only be guaranteed if their host governments are prepared to fund them until more resources can be mobilized from other member States.

35. ATRIESI has suffered severely both from the limited number of its member States and from the lack of financial support from them. In 1961 when for these very reasons ECA had proposed its dissolution, the proposal had been vehemently opposed by the seventh meeting of the ECA Conference of Ministers. The Ad Hoc Committee feels that in spite of the difficulties which the Institute has experienced, it should continue as a separate institution if the present reorganization, following the appointment of a new Director, new commitments by the host Government and renewed support from bilateral and multilateral agencies, prove sufficient to place it on a viable financial basis. The situation should be reviewed after two years during which the present reorganization would have had time to bear fruit.

36. OAPI and ESARIPO operate in the field of industrial property law, the former having been established to cater for French-speaking African countries and the latter for English-speaking African countries. OAPI does not appear to be able to generate sufficient resources to meet its budgetary requirements and ESARIPO receives scanty support from its member States. Even though the recent steps taken whereby UNDP would upon receiving the local equivalent of the arrears of the contribution of member States, pay the amounts involved to ESARIPO in US dollars, are laudable, the member States must decide whether they want ESARIPO and if so, give it their financial support or disband it. Like OAPI, the services performed by ESARIPO do not lend themselves to being taken over by an individual State and the Ad Hoc Committee does not also feel that OAPI and ESARIPO should be merged at the present moment. An extension of the collective system that operated prior to the independence of the French-speaking African colonies, OAPI operates on behalf of its member States a central office which applies French Law whereby protection granted under French law in respect of patents, trade marks or copyrights is extended automatically upon registration to all the member States of OAPI. ESARIPO, on the other hand, seeks to promote the development of national independent industrial property regimes of its member States which do not depend on the application of foreign laws. The differences in the objectives of OAPI and ESARIPO described above and the differences in legal practices with respect to industrial property between francophone and anglophone countries make it impracticable and undesirable to propose the merger of OAPI and ESARIPO in the near future. They should, however, intensify co-operation among themselves with a view to bridging the gap that exists between them.

37. OAPI and ESARIPO have established formal relations with ARCT and ARCEDEM, but this should be further exploited for there is no doubt that ARCT and ARCEDEM would be able to make greater use of the patent documentation facilities available at both OAPI and ESARIPO.

Transport and communications

38. The Port Management Associations for Eastern and Southern Africa, North Africa and West and Central Africa must each have the full support of their member States and in particular their respective host governments if they are to continue to
develop. These associations do not, like other multinational institutions, lend themselves to being taken over by a member State even if they are willing to operate them as multinational institutions. If financial support for them ceases, the alternative would be their dissolution. The Ad Hoc Committee does not also advocate their merger as it feels that the problems of port management are best tackled not by one association for the entire continent but by various associations for segments of the continent which have similar problems and shipping traditions.

39. As the Ad Hoc Committee stated in its first report, ECA should continue to provide secretariat and technical services to the Port Management Association for Eastern and Southern Africa.

40. In its first report the Ad Hoc Committee advocated the establishment of a secretariat for the Trans-African Highway Authority which would be constituted by the ECA Trans-African Highways Bureau. The Ad Hoc Committee is still of the view that the dissolution of the secretariats of the two Highway Authorities and the assumption of their functions by an enlarged ECA Trans-African Highways Bureau would best serve the interests of economy and rationalization, having regard to the bed record of the member States in providing financial support for the two Highway Authorities.

Trade and financial matters

41. Whilst the Ad Hoc Committee has nothing further to add to its comments about the multinational financial institutions contained in its first report, it feels constrained to comment about the Association of African Trade Promotion Organizations (AATPO) and the newly created Federation of African Chambers of Commerce (FACC). The Ad Hoc Committee is aware that the latter institution was established in pursuance of a recommendation contained in the Lagos Plan of Action. The Ad Hoc Committee feels, however, that having regard to the same Lagos Plan of Action which requests the Executive Secretary of ECA and the Secretary-General of OAU to ensure that no new multinational institutions should be created unless their creation has been thoroughly examined after the possibilities offered by national or existing multinational ones have first been fully considered, the possibilities of expanding the objectives of AATPO to accommodate the functions of the Federation of African Chambers of Commerce should have been given greater consideration. As it is, there are now two institutions namely AATPO, dealing with an aspect of the activities of the chambers of commerce, and the other, the Federation of African Chambers of Commerce. The Ad Hoc Committee is of the opinion that FACC should consider establishing a mechanism for sub-contracting some of its functions to AATPO. Most especially, the Ad Hoc Committee believes that FACC should run its trade operations centre through AATPO.

42. So far the Association of African Tax Administrators (AATA) continues to be serviced by ECA and the Ad Hoc Committee recommends that this should continue until such time as the Executive Secretary of ECA is satisfied that AATA can independently and satisfactorily operate its own secretariat.
43. Many of the OAU-sponsored institutions such as the Pan-African Telecommunications Union (PATU), the Pan-African Postal Union (PAPU), the Union of African Railways (UAR), the Pan-African News Agency (PANA), the Supreme Council for Sports in Africa (SCSA) and the African Civil Aviation Commission (AFCAC), deal with specialized or specific subjects and the problems of duplication and overlapping of functions among them are quite often not as serious as in the case of other African multinational institutions. This explains why they have received less mention in the discussion of mergers of institutions in this report. However, if mergers are often not applicable in their cases, these institutions too could certainly benefit from a greater harmonization of their activities either with other OAU- or ECA-sponsored institutions or with subregional institutions not sponsored by the two organizations. Indeed, some of them already work in close cooperation with other regional and subregional organizations. For example, the Pan-African Telecommunications Union (PATU) is a member of the Co-ordinating Committee of the PANAFTEL network and it has close working relationships with ITU, UAPT, ARSO, URTNA and AFCAC, while the Pan-African News Agency (PANA) works closely with PATU and PAPU. However, such working relations often tend to be more informal than formal and there may be a case for a greater institutionalization of cooperation and co-ordination among them through the Cabinet Office of the OAU Secretary-General.

44. If OAU-sponsored institutions have received less mention as regards harmonization and/or mergers of institutions, it is not so when it comes to the perennial problems of lack of patronage and irregular and non-payment of contributions by member States. Everything that has been said in this regard applies equally to ECA- and OAU-sponsored institutions. Indeed, it seems that in spite of the publicity they receive, the critical importance of the OAU-sponsored institutions is not often fully appreciated. The fact seems to be that quite often these organizations are taken for granted, as if they can function effectively without getting the support and the resources that they need.

Some wider issues of harmonization

45. If the ECA- and OAU-sponsored institutions are to be as effective as possible, then they must work closely with other African national institutions active in the same or similar fields. In this way the ECA- and OAU-sponsored institutions will be able to learn about what is happening locally, gear themselves to satisfying local needs and thereby become better and more effective regional institutions.

46. There exist in several African countries national institutions for training and research in economic development and planning. The Ad Hoc Committee feels that institutions like IDEP and ACARTSOD should have close working relations with national institutions working in the same fields if they are to respond effectively to the needs of their member States and avoid duplicating their efforts. Similarly, there is not a single African country which has not got a national institution concerned with the new and glamorous fields of science and technology and the development of renewable sources of energy. ARCT should establish close working relationships with all these national institutions lest it finds itself out of touch with the needs of its member States and consequently discredited.
47. African States facing the competing demands on their scarce foreign exchange resources should be wooed by the confidence which multinational institutions are able to instil in them and this they can partly achieve by not remaining aloof in the false security of their multination ally but by paying serious attention to what their member States want as discernible goals of national institutions.

Harmonization with other African multinational institutions

48. Apart from national institutions, there are African multinational institutions that operate in the same or similar fields as some of the ECA- and OAU-sponsored institutions. For example, the Council for the Development of Economic and Social Research in Africa (CODESRIA), based in Dakar, is a multinational African institution operating in this field. As such, it deserves close cooperation from related ECA-sponsored institutions, especially IDEP and ACARTSOD which also will benefit by working closely with such a well-developed centre with substantial international support. The Ad Hoc Committee feels strongly that the ECA- and OAU-sponsored institutions should examine their objectives and activities in relation to those of other African multinational organizations so as to achieve maximum cooperation and avoid duplication of efforts. In cases where there already exists an efficient African multinational organization which can serve a particular purpose, it would be wasteful to establish other institutions for the same purpose.

49. In the field of mineral resources development ECA has already sponsored the establishment of ESAMRDC and CAHRDC but the situation is further complicated by the fact that the Lusaka-based NULPOC within which ESAMRDC operates has, independently of ESAMRDC, its own programme on the development of an iron and steel industry within the Eastern and Southern African subregion. Within the same subregion also, attempts are being made within the framework of SADCC to establish national units concerned with mineral resources development. This confused state of affairs could be the result of a lack of confidence in the meagrely supported ESAMRDC by the majority of the countries of Eastern and Southern Africa. Should ESAMRDC continue to live in the face of such apparent disinterest? Would more attention on the part of ESAMRDC to the local needs of the countries of the subregion, most of which are not member States of ESAMRDC, have made any difference? Whilst these remain imponderables, the Ad Hoc Committee would like to stress the importance of ECA- or OAU-sponsored institutions keeping the closest possible link with existing related African multinational organizations.

50. One further observation while still on this point. The Ad Hoc Committee has already suggested that one option that should be considered in the location of the African Regional Centre for Solar Energy (Arose) is its placement close to the Centre régional d'Energie solaire in Bamako, Mali, or the merger of the new institution with the already well-developed centre. The latter, which apart from the support of the member States of OAU, enjoys the financial support of the EEC, France, West Germany and UNDP, could more conveniently be expanded to cater for the solar energy needs of the entire continent. After all, the sun in the sun whether in West, North, South, Central or East Africa.

51. A critical question that needs to be considered in this kind of situation which involves the merger of ECA-sponsored and non-ECA institutions is the role that external assistance could play in facilitating or inhibiting such mergers.
The Ad Hoc Committee recognizes that governments could be lured by external assistance into establishing splinter institutions and the prospects that such assistance could disappear upon the merger of such institutions with other African multinational institutions could have divisive influences. The Ad Hoc Committee would therefore like to appeal to donor countries and agencies to view such mergers as positive steps that deserve their continued support.

52. In its first report, the Ad Hoc Committee drew attention to this wider problem of harmonization with other African multinational institutions, even though, in a strict sense, such institutions were outside its terms of reference. The Ad Hoc Committee would like to emphasize what it said in that report in this connection, namely that "since every new institution will impose an additional financial burden on member States, many of whom are already experiencing difficulties in meeting their commitments to existing institutions, it is necessary to review the problem of co-ordination and harmonization on a broader basis than the terms of reference of the Ad Hoc Committee have allowed it to do". (para. 23). While the Ad Hoc Committee is not advocating at this stage that a special committee be set up for this purpose, it would like to propose that such institutions be encouraged to recognize the co-ordinating role of the ECA and OAU secretariats on whose services they frequently depend for the performance of their activities. There is indeed a precedent that should serve as an example worth emulating. The Inter-African Coffee Organization is not an ECA- or OAU-sponsored organization, and yet it has of its own volition requested ECA to adopt it almost as its own creation. The Ad Hoc Committee believes that all such regional or subregional organizations, irrespective of how they came into existence, should be made to appreciate that in a continent as fragmented as Africa is, co-operation, co-ordination, harmonization, integration, etc., are matters that are critical to African survival in a world of unequal partners and should therefore arouse its concerns, inspire its planning and influence its priorities. It is only in this way that the dream of an African Common Market and Economic Community can become a reality.

Some basic issues, recommendations and conclusions

53. The ECA and OAU institutions perform diverse functions and illustrate in their separate ways some of the major considerations that would have to be taken into account in establishing guidelines and designing arrangements that would contribute to the viability and effectiveness of African multinational institutions. These considerations are:

(a) The damaging effect of irregular or non-payment of contributions by member States on the effectiveness of the institutions;

(b) The importance of host government support, most especially the provision of a rent-free working accommodation and other facilities for the viability and effectiveness of the institutions;

(c) The importance of close collaboration with local institutions in the host countries to the viability and effectiveness of the institutions;
(d) The necessity to promote greater utilization of the services of the institutions and thus assist them to explore the potential for earning revenues through advisory, consultancy and other services;

(e) The necessity to reduce the cost of operations through various economy measures;

(f) The need for a wider diffusion of information about the services provided by the institutions as a means of mobilizing support for them.

Irregular payments of contributions

54. The very basis of the multinational institutions is the commitment of the member States to support these institutions financially, and it is important that these commitments be maintained if the institutions are to be viable in the long run. While the present lack of support from some member States may be explained in terms of the difficult economic situation that many countries are going through, it is possible that some member States may have changed their earlier estimation of the value of some of the institutions to their needs and many therefore wish to review their commitment in the light of new circumstances. It is important therefore that attempts be made to ascertain afresh the commitments of member States to the various institutions and the extent to which they are willing to underwrite the survival of the institutions for a given period, say five years, after which the situation will be reviewed once again.

55. The one most important factor retarding the development of the existing institutions is the lack of financial support for them by their member States. The Ad Hoc Committee is convinced that African countries which are member States of an institution can no longer pretend that they are not aware of the institutions which they joined by the solemn act of accession, or of its importance.

56. Member States of the ECA- and OAU-sponsored institutions either want the institutions which have been established for them at their urgings or not. If they still do, then they must live up to their financial responsibilities to their institutions. But far too often, African countries have only paid lip service in their reaffirmation of their commitments to their multinational institutions. To ensure that this does not happen any more, the Ad Hoc Committee recommends that the Executive Secretary of ECA and the Secretary-General of OAU should ascertain from the governments of the member States of the institutions sponsored by them whether the governments are still interested in the institutions and obtain from them solemn declarations of intent to support the institutions financially.

Host government support

57. It is clear from the evidence that many of the institutions would have ceased operations but for the extra support provided by their host governments. While in principle a multinational institution should be supported by contributions from all member States, the special position and responsibility of the host government would have to be recognised. In the present difficult circumstances that many countries are going through, including some of the host governments themselves, the very fact of hosting an institution will place an extra burden on the host
governments, and in the final analysis, it is the host governments which have to decide whether or not the game is still really worth the candle. One option for policy is to pursue a combination of measures that would involve, on the one hand, firm commitments of support from at least a few of the member States of an institution and on the other hand, acceptance of additional commitments by the host government. In cases where the hosted institution still pays rents for its premises, the additional commitments could include an undertaking by the host governments to provide free of charge the physical facilities required by the institutions.

58. The Ad Hoc Committee also recommends that the Executive Secretary of ECA and the Secretary-General of OAU should ascertain from the host governments of the institutions sponsored by them the extent to which they will undertake the existence and development of the institutions as multinational institutions, for a given period in case of extreme difficulties resulting from non-payment of membership contributions.

59. The Executive Secretary of ECA should report the findings to the twelfth meeting of the ECA Conference of Ministers.

Relations with institutions in the host countries

60. All the evidence point to the wisdom of locating multinational institutions within or very close to related institutions in host countries with which they can enjoy mutually beneficial relations and shared facilities. Isolated institutions have proved to be very expensive both to the member States and to the host governments, and the trend should be as far as possible in the other direction. Host governments should examine the possibility of relocating some of those institutions within their borders which have turned out to be rather expensive because of their isolation.

Utilizing the services of African multinational institutions

61. If African countries set up multinational institutions, it is incumbent on them to make use of them. More often than not, it is the case that African countries do not seem to be aware of the multinational institutions which they have established and seek help from foreign institutions which lure African countries by supplying so-called experts free of charge. Even in such cases where African countries seem to be having the services of foreign experts free of charge, it is the African countries which will be the losers in the end. But it is also well known that African countries spend directly large amounts of scarce foreign exchange resources on paying for foreign consultants whose knowledge of local conditions are suspect, and who often spend brief periods in Africa, write their reports and then disappear. It is high time that African countries showed confidence in their own institutions which are manned by African experts who have better knowledge of existing local conditions than anyone else. African countries must demonstrate their confidence in their own institutions.

62. Africa has the greatest number of LDCs in the world and yet Africa remained passive spectators to the travesty perpetuated by a situation where foreign experts from developed countries, instead of IDEP for instance, were commissioned to undertake the UNDP-financed study on the LDCs. If African countries use their
own institutions and experts, this will not only enhance the financial resources of the institutions but will also promote the development of the experience, capability and standing of African experts and institutions to handle African problems. Furthermore, it will provide a healthy interaction between African and foreign experts working in the same or similar fields of activity.

63. Several of the institutions have the potential to raise revenues from consultancy and advisory services, and they should not hesitate to explore that potential. Indeed, and the Ad Hoc Committee stated in its first report, African governments and international organizations should regard the patronage of African multinational institutions as a major instrument for the promotion of collective self-reliance.

Saving costs

64. In addition to what it had already said under this heading in its first report the Ad Hoc Committee would like to add that the institutions should be more selective in drawing up their programmes if the financial resources available to them prove inadequate to support their whole range of activities. Considerable savings of costs could be achieved if programmes are tailored to the level of resources that can be mobilized. It would certainly be better for the image of an institution if it succeeded in doing a few things thoroughly and effectively than if it tried to spread its meagre resources thinly over a wider ground than it can manage effectively. Furthermore, the personnel of the institutions should endeavour to keep travel costs to a minimum and to exercise the greatest care and discretion in the use of delicate equipment and instruments (e.g., computers, research and laboratory equipment) that cost so much to maintain or replace. In the final analysis, the responsibility to keep close watch over the budgets of the institutions rests with their governing bodies. However, the co-ordinating machineries to be established within the ECA and OAU secretariats should also pay attention to this problem. At a time when many of the institutions are suffering from inadequate financial resources, manifestations of callous and wanton wastes will be far from helpful to the mobilization of more resources.

65. It is apparent from the evidence that many of the institutions could achieve greater economies in their operating expenses if they had not been saddled with some avoidable burdens, such as paying for the travel and expenses of the members of their various governing boards. Indeed, it is the view of the Ad Hoc Committee that no institution should be required to pay such expenses.

The need for publicity

66. A related question is the need for a wider diffusion of information about the activities of the institutions and the services they can provide to Member States as well as bilateral and multilateral agencies concerned with African development. Quite often, the explanation for the non-utilization of their services is the absence of information about their potentials. The Bulletin which ECA is currently producing about the activities of the ECA-sponsored institutions should be very widely diffused, and OAU should consider doing the same for OAU-sponsored institutions. With the help of PANA, the activities of the institutions should be kept in public view through the national news agencies and other information media.
Institutional arrangements for monitoring co-ordination and harmonization

67. The Ad Hoc Committee can only confirm its view already expressed in paragraph 39 of its first report that adequately staffed co-ordination units within the cabinet offices of the Executive Secretary of ECA and the Secretary-General of OAU should be established to follow more actively and on a continuous basis the activities of the institutions sponsored by them. By this, the Ad Hoc Committee means that the co-ordinating units should actively supervise the activities of the particular corresponding divisions which have first contacts with the institutions concerned. The Ad Hoc Committee feels that in order to ensure active and proper co-operation of the activities of the institutions, the proposed work programmes for instance of the ECA-sponsored institutions should be submitted to ECA co-ordinating unit for its comments before they are presented to their respective governing bodies with a view to ensuring proper and effective co-ordination.

Summary of recommendations

68. The various recommendations made by the Ad Hoc Committee on harmonization and mergers of institutions are summarized in the table attached to this report. In this respect, the Ad Hoc Committee recommends that the Executive Secretary of ECA and the Secretary-General of OAU should enter into consultations and negotiations with the member States and host governments of the various institutions as regards new commitments and facilities which would make it possible to cost the various options and choose the optimum course of action.

69. The Executive Secretary of ECA should report the findings to the twelfth meeting of the ECA Conference of Ministers.

70. In ending this report, the Ad Hoc Committee would like to stress that the time has now come for African countries to declare their interests in the institutions to which they belong and their sincere intention to support them. The Ad Hoc Committee is aware of the financial constraints which all African countries are undergoing but feels that this cannot be an excuse for the failure of some African countries to pay a single penny of their contributions to the institutions to which they have pledged their membership, in some cases for over four years running. The Ad Hoc Committee feels that it were best that if African countries had for one reason or the other lost interest in an institution, they should cease to be members of that institution rather than continue membership without paying anything to its running while at the same time maintaining a voice in the deliberations of the affairs of the institution. The Ad Hoc Committee will therefore propose that all States that have paid nothing towards their subscriptions for three years running should cease to be members of the institutions concerned until such time as they paid all their arrears in full.
Table  Summary of recommendations

<table>
<thead>
<tr>
<th>Institution</th>
<th>Options for policy</th>
<th>Remarks</th>
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<tbody>
<tr>
<td>Development</td>
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<tr>
<td>RIPS and IFORD</td>
<td>1. To remain as separate institutions.</td>
<td>Member States would have to renew and honour their commitments and host governments may have to provide more facilities, especially if UNFPA support should dwindle.</td>
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<td></td>
<td>2. To remain in their present locations but run as one institute with a single governing body.</td>
<td>The extra costs of travelling between the two institutions (e.g., in the exchange of lecturers) would have to be balanced against any saving in costs (e.g., from a single rather than two governing bodies).</td>
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<td></td>
<td>3. To be merged into one bilingual institution in one location.</td>
<td>The host government would have to be prepared to provide for more facilities than exist at present in either location.</td>
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<td></td>
<td>4. To be merged with IDEP and/or ACARTSOD.</td>
<td>Cost of bilingualism would have to be considered.</td>
</tr>
<tr>
<td>IDEP and ACARTSOD</td>
<td>1. To remain as separate institutions.</td>
<td>Member States would have to renew and honour their commitments and host governments may have to provide more support than they bargained for in an interim period before more resources can be mobilized from Member States.</td>
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<td></td>
<td>2. To be run as a single institution for economic and social development with two campuses in the existing locations and a single governing body.</td>
<td>The saving in cost will be minimal, resulting mainly from one rather than two governing bodies and the possibility of sharing lecturers. However, this would have to be balanced against increased travel costs between both institutions.</td>
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<td></td>
<td>3. To be merged and placed in one of the existing locations.</td>
<td>Cost will depend on whether the host government of the merged institution is prepared to provide the extra facilities that will be required.</td>
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<tr>
<td>Institution</td>
<td>Options for policy</td>
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<tr>
<td>ESAMI</td>
<td>To be expanded to serve the whole of the African region, in co-operation with IDEP.</td>
<td>It may be necessary to decentralize courses by holding some in collaboration with other regional institutions in various locations.</td>
</tr>
<tr>
<td>Earth Resources</td>
<td>RECTAS, RCSSMRS, and ORTO</td>
<td>Member States would have to renew and honour their commitments and host governments may have to provide extra support until more support can be mobilized from member States.</td>
</tr>
<tr>
<td>ARSC and AAC</td>
<td>To be merged and placed in one location.</td>
<td>The structure of the merged institution, its functions and the composition of its governing authority would have to reflect the two but related activities of cartography and remote sensing.</td>
</tr>
<tr>
<td>ESANRDC and CAMRDC</td>
<td>To remain as separate institutions for a two-year period after which the situation should be reviewed.</td>
<td>The review would consider whether the two institutions have been able to mobilize the huge capital needed (about $20 million in each case) to make them effective. Otherwise they should be merged.</td>
</tr>
<tr>
<td>ARCT, ARCEDEH ARSC, OAPI ESARIPO</td>
<td>To remain as separate institutions.</td>
<td>Member States would have to renew and honour their commitments and host governments may have to provide extra support until more resources can be mobilized from member States.</td>
</tr>
<tr>
<td>AIMTTR</td>
<td>To remain as a separate institution to see whether present reorganization and new commitments by host country will make it more viable.</td>
<td>Potential member States should be encouraged to join. Situation to be reviewed after two years.</td>
</tr>
<tr>
<td>ARSCCE</td>
<td>1. To be merged with ARCT</td>
<td>Cost will depend on whether the host government can provide the extra facilities that will be required.</td>
</tr>
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</table>

1. To be placed close to Centre régional d'Energie solaire (Bamako). 2. Cost will depend on what facilities are provided by host governments and the economy of proximity to a well established and internationally supported regional energy centre.
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<tr>
<th>Institution</th>
<th>Options for policy</th>
<th>Remarks</th>
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<tbody>
<tr>
<td>ARSCE (contd.)</td>
<td>3. To be merged with CREES</td>
<td>Since CREES is not an ECA-sponsored institution, this would depend on consultations and negotiations with the founding body of CREES and the host government.</td>
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<tr>
<td><strong>Transport and Communications</strong></td>
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<tr>
<td>Port Management Associations</td>
<td>To remain as separate institutions</td>
<td>Member States would have to renew and honour their commitments.</td>
</tr>
<tr>
<td>Trans-African Highways (TAHA and TEAHA)</td>
<td>Separate secretariats to be dissolved and functions to be taken over by an ECA Trans-African Highways Bureau.</td>
<td>The ECA secretariat will liaise with national offices responsible for the national sectors of the Trans-African Highways.</td>
</tr>
<tr>
<td>AATPO and FACC</td>
<td>To remain as separate institutions</td>
<td>FACC should establish mechanism for sub-contracting trade matters to AATPO.</td>
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<tr>
<td>AATA</td>
<td>To remain as a separate institution with ECA as secretariat</td>
<td>No independent secretariat should be established until the ECA Executive Secretary is satisfied that it can be viable.</td>
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<tr>
<td><strong>OAU-sponsored Institutions</strong></td>
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<tr>
<td>PAPU, PATU, SCSA, AFCA, UAR, PAMA</td>
<td>To remain as separate institutions</td>
<td>OAU Secretary-General to establish more effective mechanism for surveillance and co-ordination of their activities.</td>
</tr>
<tr>
<td><strong>Other Regional or Subregional Institutions not sponsored by ECA or OAU</strong></td>
<td>ECA and OAU to encourage greater collaboration between ECA- and OAU-sponsored institutions and institutions not sponsored by them.</td>
<td>Where mergers are desirable between ECA- and OAU-sponsored institutions and other African multinational institutions, ECA and OAU to enter into consultations and negotiations with the founding bodies of the latter institutions.</td>
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### Institution Options for policy Remarks

<table>
<thead>
<tr>
<th>Institution</th>
<th>Options for policy</th>
<th>Remarks</th>
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<tbody>
<tr>
<td>ECA Co-ordination Machinery</td>
<td>To be established within the cabinet of the Executive Secretary of ECA.</td>
<td>Programme of institutions to be reviewed by ECA before submission to respective governing bodies.</td>
</tr>
<tr>
<td>OAU Co-ordination Machinery</td>
<td>To be established within the cabinet of the OAU Secretary-General.</td>
<td>Ensure surveillance to be exercised over the programmes of institutions and attention drawn to possible areas of useful collaboration with other subregional and regional institutions.</td>
</tr>
</tbody>
</table>
477 (XVIII). **Evaluation and harmonization of the activities of African multinational institutions sponsored by ECA and OAU**

The Conference of Ministers,

Recalling the Lagos Plan of Action and the Final Act of Lagos adopted by Heads of State and Government in April 1980 in Lagos, notably in chapter VIII,

Recalling also the importance which the Heads of State and Government attach to the role of African intergovernmental institutions in the implementation of the Plan and the Act,

Still believing that intergovernmental institutions constitute a *conditio sine qua non* for effective self-reliant development in the region,

Conscious that existing intergovernmental institutions face acute financial and other problems which constrain them from pursuing effectively the goals and objectives for which they were established,

Convinced that the harmonization and/or integration of these institutions could be more beneficial to African countries and better enable the Commission to lend to the institutions its effective support,

Having examined the document prepared by Nigeria on the subject and the associated recommendations prepared by the Technical Preparatory Committee of the Whole at its fourth session,

1. **Thanks** the Government of Nigeria for its initiative;

2. **Decides** to establish an *ad hoc* committee consisting of ten member States to be appointed by the Conference of Ministers on the principle of equitable geographical representation assisted by the Executive Secretary of the Commission, the Secretary-General of the Organization of African Unity and the Administrator of the United Nations Development Programme; to undertake an assessment of the objectives and operations of the various existing multinational institutions established under the aegis of the Commission and the Organization of African Unity with a view to making proposals as to their continued relevance and effectiveness and to advise on ways and means by which their activities may be better rationalized, co-ordinated, harmonized and/or integrated in accordance with paragraph 4 of its resolution 390 (XV) of 12 April 1980 and the institution of the Heads of State and Government as contained in paragraph 264 (i) of the Lagos Plan of Action;

3. **Requests** the Ad Hoc Committee to submit its report to the nineteenth session of the Commission and tenth meeting of the Conference of Ministers;

4. **Requests** the Executive Secretary and the Secretary-General of the Organization of African Unity to give every technical support to the Ad Hoc Committee;
5. Requests the Executive Secretary and the Secretary-General of the Organization of African Unity to ensure that no new multinational institutions should be created unless their creation has been thoroughly examined and after the possibilities offered by national institutions, or existing multinational ones, have first been fully considered.
519 (XIX). Evaluation, harmonization and/or merger of the activities of African multinational institutions sponsored by ECA and OAU

The Conference of Ministers,

Recalling its resolution 477 (XVIII) establishing the Ad Hoc Committee on the evaluation, harmonization and/or merger of the activities of the African multinational institutions sponsored by ECA and OAU, which requested the Committee to submit its report thereon to the tenth meeting of the ECA Conference of Ministers, and paragraph 264 (i) of the Lagos Plan of Action,

Having considered the report of the Ad Hoc Committee,

1. Congratulates the Ad Hoc Committee on its report and accepts the findings and the recommendations contained therein, including the desirability of extending the life of the Ad Hoc Committee so as to enable it to complete its work;

2. Invites all the member States of the Ad Hoc Committee to take part in the work and intensify their efforts to implement resolution 477 (XVIII);

3. Decides that:

(a) The mandate of the Ad Hoc Committee is hereby extended for a further period of one year so that it shall inter alia:

(i) Visit the ECA- and OAU-sponsored institutions which it had been unable to visit, if necessary;

(ii) Make a more comprehensive study and make positive and specific suggestion for the co-ordination, harmonization and/or merger of the activities of the ECA- and OAU-sponsored institutions including the possible dissolution of some of those institutions;

(b) All the Chief Executives of the ECA- and OAU-sponsored institutions shall, for the purpose of implementing resolution 477 (XVIII), present to the Ad Hoc Committee relevant progress reports and information at a meeting to be held between the former and the latter at the ECA secretariat on dates in December 1984 to be notified by the Executive Secretary;

(c) The Ad Hoc Committee shall submit its second report to the eleventh meeting of the ECA Conference of Ministers;

4. Requests the member States of the ECA- and OAU-sponsored institutions as a matter of urgency to give, as required by paragraph 264 (ii) of the Lagos Plan of Action, the necessary political and financial support to those institutions in order to enable them to survive and function efficiently and effectively;

5. Further requests the Executive Secretary, the Secretary-General of OAU and UNDP to give every possible technical and logistical support to the Ad Hoc Committee.