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Economic Community of West African States
(ECOWAS)
(A Strategy for AID Support)

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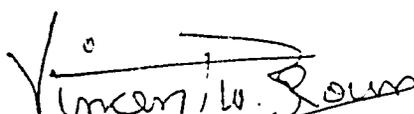
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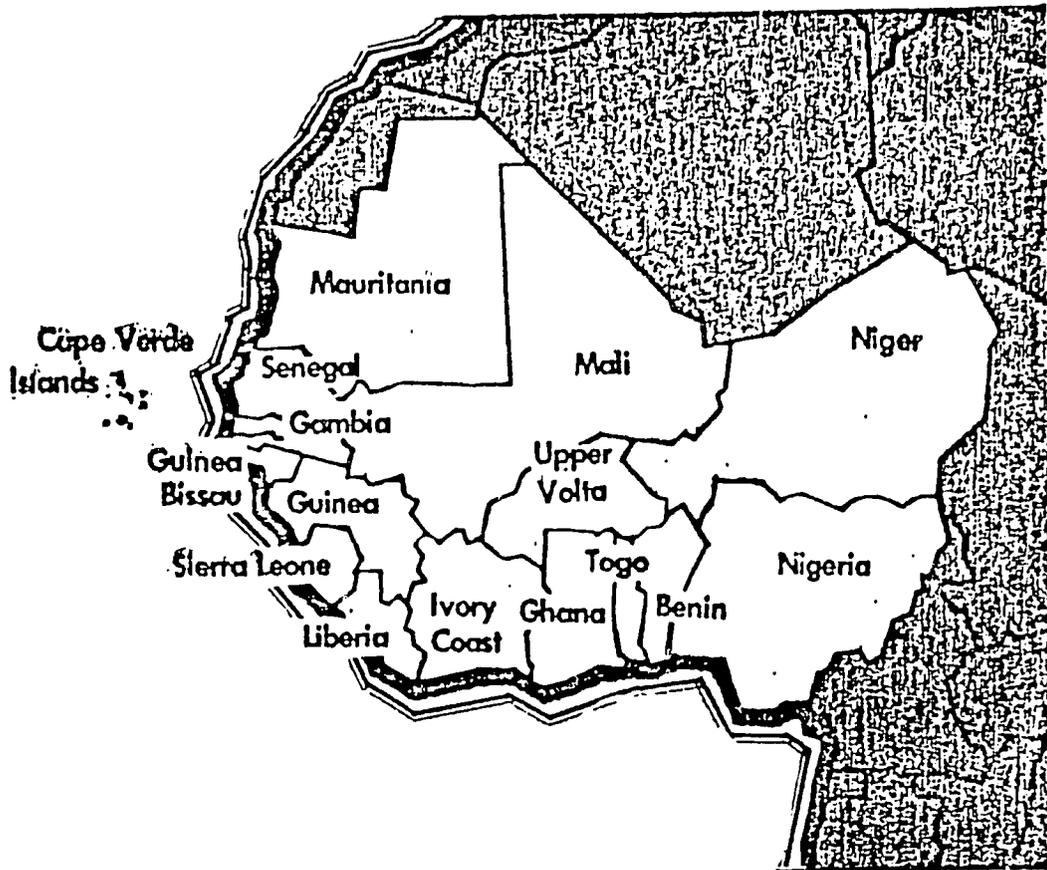


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Economic Community of West African States (ECOWAS)

(A Strategy for AID Support)

- I. Objectives of Study: To prepare an assistance strategy for AID to use as a guide in its dealings with ECOWAS (Economic Community of West African States). The objective is to provide AID with an analysis of ECOWAS's effectiveness and to develop a strategy statement identifying the areas where AID can best relate its support to ECOWAS to further those policy objectives that are consistent with AID's development priorities and amenable to being approached on a regional as opposed to a bilateral basis.

- II. Method of Inquiry: A series of briefing meetings in Washington, D.C. were held with appropriate AID and State department officers which dealt not only with AID policies regarding regional and sub-regional economic organizations and such macroeconomic subjects as trade, customs barriers, monetary and payments questions, but also focused on AID policies in fields which ECOWAS has already requested AID assistance--Agricultural Development (including Agro Industry), Energy, and Encouragement of Private Sector African multicountry projects.

It was decided that the inquiry would involve not only consultation with ECOWAS's Secretariat and The Fund, but also with other sub-regional organizations, several of the member governments, other donors (bilateral and multilateral), U. S. missions and REDSO/WA, the private sector, etc.

With REDSO/WA in Abidjan as the hub, meetings were also held with responsible senior government officials including two Ministers of Finance, one Minister of Plan, a Secretary for Economic Affairs, Bank directors, senior international organization officials dealing with ECOWAS in the Ivory Coast, Upper Volta, Togo, Nigeria, Benin. Short stop-overs were arranged on the return trip in Paris to see representatives of the Club du Sahel and the French government and the Common Market (EEC) in Brussels. Annex B contains a list of those contacted.

Discussions covered both ECOWAS's common-market type trade and customs activities, as well as its work in priority economic sectors such as Agricultural Development, Energy, and assistance to the Private Sector for regional projects, etc. Meetings were held at ECOWAS Secretariat headquarters in Lagos which dealt with operating capacity (program and administrative) for development projects, track record, country contributions. These subjects are discussed below.

The purpose of the wide-ranging consultations was to provide a basis, or framework for an AID strategy and other recommendations.

In preparing this report I've tried to avoid, where possible, repeating background information on ECOWAS, its organization and accomplishments already set out in the PID (#698 0439), or repeat verbatim the question raised in States (Unclas) 142874 dated 7/1/82. However, a certain amount of repetition has been necessary in order to make the report readable without frequent references to the PID, or the telegram.

III. Executive Summary/Conclusions and Recommendations:

1. Executive Summary

- a) Objective: To prepare an assistance strategy for AID to use as a guide in its dealings with ECOWAS (Economic Community of West African States).

In preparing this report, International organizations (UNDP, IBRD, EEC, ADB, Club du Sahel, Economic Community of West Africa, (CEAO), etc.), bilateral donors (Canada, France), as well as five representative-member countries of ECOWAS, appropriate State Department and AID officials, Embassy/ USAID staffs, and the ECOWAS Secretariat and Fund were consulted. (Annex B has list).

- b) Background: ECOWAS represents a community of 150 million inhabitants and a land mass of 2.5 million square miles--2/3 the size of the United States in area and population. If successful, the 16 countries participating in this common market effort (Benin, Cape Verde, Gambia, Ghana, Guinea, Guinea Bissau, Ivory Coast, Liberia, Mali, Mauritania, Niger, Nigeria, Senegal, Sierra Leone, Togo, and Upper Volta) will be greatly benefited both socially and economically. From the U. S. standpoint, apart from the increased political stability that improved economic and social conditions usually bring, the larger market and free movement within the ECOWAS area of goods, capital, services, and people will offer increased opportunities for U.S. sales and investment.

The difficulties of this undertaking should not be underestimated. It is basically a long-term effort of from ten-to-twenty years. ECOWAS began effective operation in 1978. Apart from the technical complexities, within the 16 countries there are four different historic spheres of foreign influence in education, law, and culture (France, UK, Portugal, and U. S.). While the leaders of most of the Francophone countries have shared a common educational experience and have worked together for some years, this is not the case for the others. While cognizant of the difficulties outlined above, all bilateral, international, sub-regional organizations, and ECOWAS member states contacted supported ECOWAS and its goals, especially in the trade liberalization, monetary areas, and potential role as coordinator of regional development activity.

- c) ECOWAS Assessed: The ECOWAS Treaty (and the Institutions it provides for) are soundly conceived, and draw heavily on the experience of the European Common Market and the smaller sub-regional organizations in West and East Africa which have been working on various aspects of trade liberalization and common or convertible currencies for the last 20 years. Many of the key Secretariat and Fund staff are composed of quality, experienced civil servants (10-15 years) from the Planning, Finance Ministries and Central Banks of the member countries. While this nucleus is thin and there are still some gaps in basic technical areas, the potential capacity to handle regional projects is there.

Having had some success in the first stages of trade liberalization, and in harmonizing transport regulations in the region, developing a regional telecommunications project (now being rebid), the Secretariat and Fund are now ready to do more. While encouraging the Secretariat to continue on with this aspect of the work, the ECOWAS Authority (heads of state) is pressing ECOWAS to increase its attention to another part of its Treaty provisions, the development of specific sectors: Agriculture, Industry, Telecommunications, Energy, Natural Resources, etc.

- d) ECOWAS/AID cooperation: In responding to this mandate ECOWAS has asked AID to provide support in three sectors: Agricultural Development including Agro-Industry, Energy, and Industry (Private Sector). Its Technical Commissions have established the priorities and come up with a list of project ideas for which financing has been requested. While a number of the ideas show promise as regional projects, most need further development before AID can take decisions relative to supporting them. ECOWAS shows promise as a manager/catalyst for regional development projects, but its track record is limited. A limited number of potential projects in the priority areas mentioned above (see Section VII 3,4,5) have been recommended for prefeasibility and feasibility studies, which should lead over the next few years to a select number of financeable pilot projects and loan activities which can be assisted by AID, or co-financed with other donors, or passed along by ECOWAS to other countries or organizations. (Section IV, 4 (pg. 13 par. 1) explains ECOWAS' definition of a regional project).
- e) AID Strategy: Given the foregoing, AID's strategy over the next five years in its relationship to ECOWAS should be one of institution building and developmental support for truly regional development projects of joint priority. U. S. assistance should be paced realistically on a step-by-step basis to those carefully prepared projects for which ECOWAS has the present capacity to manage, or can gear up to do so. Where practical AID should take advantage of opportunities for co-financing. If feasible, AID's assistance should be utilized to support ECOWAS's broader Trade Liberalization/Common Market objectives.
- f) AID Inputs: The illustrative Five Year program (Annex T) calls for Technical Assistance in the amount of \$3.7 million which would reinforce ECOWAS institutionally, provide for training and seminars, as well as feasibility studies which would provide the basis for an estimated \$13.3 million worth of grant projects, and some \$45 million in loan projects (mainly in the private sector), of which AID might consider 2/3 for its financing. The \$1.875 recommended for first year financing is exclusively for technical assistance for two, long-term advisors to ECOWAS, some training and seminars, and the prefeasibility and feasibility studies.

2. Conclusions and Recommendations

Conclusions:

- a) ECOWAS has the potential to achieve much of its mandate, particularly if looked at from with a reasonably long-time frame 10-15 years.
- b) A moderate ECOWAS success in its Trade/Customs/Monetary liberalization and sector development will bring significant benefits to its West African members states.
- c) Apart from the indirect benefits to the U. S. of a healthier sub-region of 200 million inhabitants by 1990 both politically and economically, the establishment of a common market with a common currency will open up the potential for development of the type and size of African enterprises which are easier for U. S. business to work with from both a sales and investment standpoint.
- d) ECOWAS member governments consulted in Upper Volta, Togo, Nigeria, and the Ivory Coast confirmed their strong support for ECOWAS while acknowledging the extreme difficulty of its mandate.
- e) Other sub-regional organizations consulted such as CILSS, the CEAO, BOAD, and AfDB were unanimous in seeing a strong coordinating role for ECOWAS. Some reservations were expressed about ECOWAS entering into sub-regional projects arguing that organizations with small numbers of more homogeneous members could handle projects better. (Note: One of the difficulties with the latter suggestion is that some of the present sub-regional groupings are of limited area and are language delineated, whereas ECOWAS sub regional projects can involve any combination from among its 16 member countries.)
- f) Other donors (UNDP, EEC, CIDA, France, IBRD, etc.) have also expressed their support for ECOWAS and its goals. While expressing some scepticism about the prospects in the short term for achieving its objectives, all were willing to provide assistance (and some already have) in the measure that ECOWAS could absorb it and to the extent their budgets would allow it.
- g) ECOWAS as an institution exists: The Secretariat and The Fund look promising. While the Secretariat has had some success in the Trade Liberalization field and in working with its Technical Commissions in establishing sector priorities. The Fund is yet to finalize its first development project (i.e. the sub-regional \$35 million telecommunications project, a portion of which is being rebid). Its member countries are pressing it to move forward in its sector development work (particularly in Agriculture, Energy Telecommunications, Transport Industry, and Natural Resource development).

Recommendations:

- a) There are present opportunities for U. S. (AID) to help in three ways:

- (i) Institution building through technical advice (short and long term), training, seminars, etc.
 - (ii) Support in the development sectors of common AID/ECOWAS priority--Agriculture, Energy, and regional Industry (private sector oriented) through feasibility studies, pilot projects.
 - (iii) Utilization, where feasible, of AID's support to help re-enforce ECOWAS's broader Trade Liberalization/Common Market Objectives.
- b) Any such assistance provided should be on a step-by step basis, and should not proceed any faster than ECOWAS can absorb or gear up to manage effectively the assistance. (As noted above, ECOWAS's potential for success looks good; however, it has no track record in implementing development projects that can be evaluated.)
 - c) It should be emphasized to ECOWAS that AID will not finance any projects that can be better done bilaterally.
 - d) Within the context of the positive assessment and criteria outlined above, a few selected potential projects of high ECOWAS priority have been suggested (See Section VII 2,3,4) for prefeasibility and feasibility study financing. This is in addition to the technical advisors and training recommended above under paragraph g(i)--institution building.
 - e) Since it is not possible to know in advance the results of the more detailed studies recommended in Agricultural, Energy, and the Private sector for regional projects, it is suggested that AID's potential assistance over the next five years be on an annual incremental basis with no commitment on the financing of the actual development projects until the results of the feasibility studies are in hand, analyzed and approved. Loan projects are not projected to start before the third year of project.
 - f) Because of the potential size of the loan program, (roughly \$45 million) that might grow out of out of the results of feasibility studies of regional projects in Agriculture, Energy, and the Private sector. AID might wish to consider limiting its participation to \$30 million by only financing two-thirds of the estimated amount. AID should also consider co-financing with other donors such as IBRD, EEC, France, UNDP, CIDA, ADB, etc., all of whom have expressed an interest in co financing on ECOWAS projects. (Note: Should AID not be wish to finance a bankable project developed through AID financed feasibility studies, it would still have the advantage to ECOWAS of being ready for financing from other sources--e.g. one of the Middle East petroleum country financial institutions.)
 - g) First-year financing consists of grant funding to provide institutional support including training, prefeasibility and feasibility studies. The amount required is estimated at \$1,875,000 the first year, of which perhaps as much as \$300,000 could come from the already approved Energy Initiatives Project for Africa (698-0424). While some pilot project

financing might begin in the second year, no loan financing is expected before the third year of the project. (Annex T contains some illustrative Budget figures for the next five years.)

- h) IN SUMMARY: It is recommended that the AID strategy over the next five years vis-a-vis ECOWAS be one of strong institution building and developmental support for truly regional development projects of joint priority. U.S. assistance should be paced realistically on a step-by-step basis to those projects for which ECOWAS has the present capacity to manage, or can gear up to do so. Where practical AID should take advantage of opportunities for co-financing. When feasible AID's assistance should be utilized to support ECOWAS's broader Trade Liberalization/Common Market Objectives.

IV. Assessment of ECOWAS:

1. What is ECOWAS? The Economic Community of West African States (ECOWAS), sixteen countries¹ in all, is anchored on the West by Mauritania and Senegal and on the East by Nigeria. The "Community", as it is called, encompasses a hundred and fifty million people in an area covering over six million square kilometers (roughly 2.4 million sq. miles) or two-thirds the size of the United States in area and population. Its aim is to promote cooperation and development in all fields of economic activity particularly in industry, transport, telecommunications, energy, agriculture, natural resources, commerce, monetary and financial questions and in social and cultural matters for the purpose of raising the standard of living of its peoples, of increasing and maintaining economic stability, of fostering closer relations among its members and of contributing to the progress and development of the African continent.

2. What are its Origins? Although ECOWAS is a relative newcomer on the scene with the Community formally coming into being in 1978 (the treaty was signed in 1975). However, its roots go back to early efforts in the Francophone countries to organize a customs union. The Customs Union of the States of West Africa (UDEAO) established in 1959 was unsuccessful because of losses of customs receipts from the inland states which lowered their tariff barriers. This led to the creation of a compensation fund in later efforts to compensate countries for this kind of loss. Earlier successful efforts by smaller groupings of countries, such as the Entente Fund (which guaranteed loans and carried out regional economic projects for its members--Ivory Coast, Benin, Togo, Niger and Upper Volta), encouraged the Francophone countries to press on. The establishment of the Central Bank for West Africa, (1962-supported by the French) which established a common monetary unit for most Francophone countries (except Guinea), provided another building block. This encouraged six Francophone countries in 1974 to establish an economic community, the CEAO (Communauté Economique de l'Afrique de l'Ouest) with French backing. It seems to be functioning well.

On the Anglophone side in the 1960's, General Gowon, President of Nigeria, had noted his country's interest in a sub-regional economic organization, in spite of the earlier attempts at economic cooperation which had failed such as those of Ghana-Guinea, Ghana-Liberia-Guinea and Ghana-Guinea-Mali, etc. Nigeria efforts were stalled with the coming of the Biafran War. After it was over, President Eyadema of Togo played an important role in reconciling Nigeria with other countries, particularly the Ivory Coast. The success of the European Common Market also encouraged the African leaders to press on in the 1970's and try for a larger grouping of countries (ECOWAS). Even the difficulties of the East African Economic Community provided certain lessons in the preparation of the ECOWAS Treaty, Protocols and Institutions.

¹ ECOWAS member countries are: Benin, Cape Verde, Gambia, Ghana, Guinea, Guinea Bissau, Ivory Coast, Liberia, Mali, Mauritania, Niger, Nigeria, Senegal, Sierra Leone, Togo and Upper Volta.

Why are the Francophone countries interested in ECOWAS, if they have CEAO and a common monetary zone? While the six country CEAO has done fairly well, it offers only a limited market, some 35 million people with a Gross Domestic Product (GDP) of 15-16 billion dollars, while ECOWAS offer in 1982, 150 million people with a GDP of 107-110 billion dollars. Four of the six CEAO countries are Sahelian (Mali, Mauritania, Niger and Upper Volta) with the two remaining countries more advanced - Ivory Coast and Senegal. Nigeria and Ghana offer much more attractive trade possibilities for the Ivory Coast and Senegal than the Sahelian countries, no matter how well CEAO works. Benin and Togo never joined the CEAO although they are French speaking, in view of their preference for access to the Nigeria/Ghana markets.

The Minister of Finance of Ivory Coast commenting on his country's view of ECOWAS, said that based on the earlier CEAO, CILSS, Entente Fund experience cited above, and the potential economic benefits from a larger West African grouping (ECOWAS), his country chose to be a major partner in ECOWAS. The Minister said that although there were many more difficulties with 16 countries of diverse colonial backgrounds than with the more homogeneous six francophone countries of CEAO the stakes in ECOWAS and potential rewards were far greater.

Because of these earlier efforts, the ECOWAS Secretariat and The Fund are aware of many of the pitfalls which await the organization as it progresses into the more difficult stages of establishing a common tariff, harmonizing customs and trade regulations, eliminating quantity quotas, establishing a common monetary unit and sub-regional clearinghouse, carrying out Community development projects, etc.

It was agreed with the ECOWAS Secretariat that any AID support to ECOWAS should not be for activities which can better be done bilaterally. The East Africa Economic Community was cited as an example of where the locating of Community enterprises in a given country lead to jealousy and discension among the countries not receiving the enterprise. In fact in one case, certain countries added their own plant even though the "Community" enterprise was in existence.

Summing up, a proposed five-year strategy of AID in relating to ECOWAS begins to emerge as follows:

"There should be a strong emphasis on institution building of ECOWAS itself, and in the provision of technical assistance to do the prefeasibility and feasibility studies required in the preparation of sound sub-regional projects. Support for the pilot and loan funded projects should be for truly regional development projects of Joint ECOWAS/AID priority. U.S. assistance should be realistically paced on a step-by-step basis to those carefully prepared projects for which ECOWAS has the present capacity to manage, or can gear up to do so. Where practical AID should take advantage of opportunities for co-financing. Given the projected magnitudes of the loan component which might be developed as a result of the feasibility studies

done in the areas of common interest, AID might wish to consider financing only 1/2 to 2/3rds of the foreign exchange costs for these projects. Financing of the balance would be left to ECOWAS for financing with other donors. Where feasible AID's support should be utilized to support ECOWAS's broader Trade Liberalization/Common Market Objectives."

3. What has ECOWAS Accomplished--An overview. Much of its five years of operation since 1977 has been in institution building. ECOWAS's emphasis was first at the administrative, and then at the program level. The professional staff was recruited, offices opened, and working relationships established with the member countries. Detailed protocols have been prepared to implement the treaty provisions. The nucleus organization is in place, and buildings have been obtained for the Secretariat and Fund in Lagos and Lome respectively. While the quarters are tight, they exist. Since the staffs must work together using English and French, an interpreting and translating service has been established. Training has been provided for translators and interpreters. Conference facilities have been prepared.

While most of the senior and deputy positions have been filled, a number of middle level/professional positions still remain vacant. Dr. Ouattara, Executive Secretary, explains that he has been careful to recruit only professionally competent staff.

Also, he has been reluctant to fill in the middle-level positions beyond the actual operational needs of the Secretariat. Staff vacancies, he says, can and will be filled as the work load requires it. For example, at The Fund level the Follow-up and Evaluation section has not been recruited, since there is no need for that section until a certain number of regional projects are under way. While to some extent the organization is understaffed in certain areas (e.g. Agriculture and Energy), it is sound management not to hire staff until it is actually needed. The already existing approved staffing patterns will permit the addition of additional staff as needed.

On the program side, Dr. Ouattara explains that as a first step in institution building for ECOWAS, he felt the macro-economic, trade/customs, transport/telecommunications and monetary and payments aspects of the ECOWAS charter needed to come ahead of the sectorial/project work which is also a treaty mandate. This foundational work was needed to set the stage for initiating trade liberalization, lowering of customs barriers, harmonizing regional road transport regulations and strengthening communications. For example, the harmonization of a common customs nomenclature has been agreed upon. This "nuts and bolts" customs item is an essential element for effective lowering of customs duties. Establishment of common terms for road transport, (measuring axle loads, types of cargo, etc.) is also essential for establishing carnets de passages allowing trucks and merchandise to transit one country to another.

The first stage of product liberalization has been agreed upon with "zero" duty for prime products mainly agricultural and handicrafts (excluding petroleum) which are 100% produced in the member countries. This step is in effect (see Annex "O" for the list of products). While in Abidjan, I met Mr. Kante, one of the first private African businessmen, to sell from the Ivory Coast into the Nigerian market using the ECOWAS first stage liberalization. His products are frozen chickens and fresh eggs. While type activity is not yet widespread, and requires considerable patience and persistence, it shows it can be done.

Other areas such as tariff and non-tariff barrier reductions for industrial/processed products which qualify community priority products have been approved (see Annex "M" for the list of products). However, the actual application has been delayed, pending a harmonization of the ECOWAS rules with the CEAO and the Mano River Union which already have liberalized this category of products. While I was in Cotonou (Benin) the heads of the three organizations were meeting to harmonize the different sets of regulations, and making good progress. This is a good example of the detailed approach to liberalization ECOWAS is taking which includes working out each step with existing organizations. Another specific example is the work done by ECOWAS and the Technical Commission in the design of common customs documents for ECOWAS products.

ECOWAS presently has a \$2.5 million project from UNDP with UNCTAD as executing agents (The United Nations Committee for Trade and Development) to work on liberalization and monetary problems. The IMF has also provided help on the studies for the eventual development of a common currency (or convertible currencies) for ECOWAS countries. These studies made good progress at the technician level.

However, Dr. Quattara said that on the common currency question they have had to fall back and regroup a bit because of problems encountered when the technical suggestions were tested informally at the political level. Probably, some transitional support institutions or facilities will need to be developed to prevent undue foreign exchange losses and or drains to specific countries as ECOWAS countries move to a common currency. A formula for distributing the adjustment costs of the monetary reforms in an equitable manner will need to be found. One idea being considered is to work out cooperative arrangements for the non-CEAO countries, and then to merge the two systems when the former is operational. At best, this is a difficult and long term problem.

First steps have been taken in the analysis of this problem. A Committee of member state Central Banks sponsored the establishment of the West African Clearing house for foreign exchange transactions between member countries. Since the second half of 1976, when it became operational, the number of transactions handled annually has increased steadily. However, for historic reasons, trade within the sub-region has been relatively small compared to the external Trade. As ECOWAS Trade liberalization becomes a reality, this role of the clearinghouse will become more significant.

Free movement of workers between countries including right of residence is another of the actions undertaken in the direction of free movement of goods, money, and services (people) among the member states. Permission has been given for citizens of the member states to reside for up to 90

days in any of the ECOWAS countries without the need for a visa. The protocol calls for a gradual liberalization of restrictions on movements of persons and right to work. However, thus far the number of workers, for example in Nigeria, who are already there without papers and working probably far outnumbers those who have taken advantage of the first phase of free circulation of people among the ECOWAS countries. There has been some grumbling reported in Nigeria about "foreigners" taking jobs away from the Nigerians. However, this does not appear to be a serious threat. The Nigerian government representatives who were asked about this potential problem said that they supported fully the liberalization, but wished to see all those who took advantage of it come equipped with the proper papers-passport or identity card.

Other examples of ECOWAS action are given in the PID submitted by REDSO (698-0439). Most of the actions cited in the PID predicting affirmative action by the Council of Ministers and the Authority during the summer of 1982 were approved. A listing of these actions and some of the earlier decisions illustrating the steps taken in implementing the treaty are listed in Annex E.

Regarding development sector-type activity, only two "regional" project activities have been undertaken. One is in telecommunication for which some \$35 million in donor support was obtained from the EEC, Italy, France and others. The other is in transport. Dr. Ouattara explains that telecommunications project was selected not only because of the urgent need for better East/West communications between ECOWAS countries, but also because it is truly regional and of interest or value to most of the member countries. The road transportation in all of its facets (trunk roads, feeder roads, truck standards, common axle load standards, transit fees, carnets for crossing borders, etc.) is also of interest to most members. Going back to an earlier theme, Dr. Ouattara stressed the establishing of an institutional framework, laws, decrees, studies, forms, etc. was the first step. Experience in working together was essential before tackling regional development, involving specific projects in the key sectors of Agriculture, Industry, Energy, etc.

One of the problems faced in the East Africa Economic Community was that they emphasized community development projects at an early stage, and this led to jealousies as to which country would be the site for a given community industry, factory or other facility.

However, now the ECOWAS countries are now anxious to move ahead in the key economic sectors. Dr. Ouattara thinks that this phase of ECOWAS's treaty mandate should now begin, since an institutional framework exists for the broader trade liberalization measures. He emphasized that the longer-term "common market" activities continue to be vital. However, apart from the Heads of State, they are not visible or understood by many within many of the member governments. Many ministers are used to project activity, and are looking to ECOWAS for some "results" in this area.

For example, at the 5th summit meeting of the ECOWAS Heads of State (see Annex F for a list of Heads of State who attended), food self-sufficiency was adopted as a priority goal. This subject is discussed in more detail in the Agriculture Sector review below.

To sum up, ECOWAS seems well-launched on the long hard road toward trade liberalization, lowering of customs and non-tariff barriers. It has received effective help from UNCTAD, IMF, EEC, France, etc., in this area. While the emphasis on commerce, monetary and financial questions must be continued for the next 3-5 years and beyond, there is a pressing need at the present time for ECOWAS to turn its attention to the economic sectoral aspects of its Treaty mandate (agriculture, energy, industry, transport, telecommunications, natural resources). Some work in the social and cultural sectors is also called for under the treaty mandate. For example, public health and social problems continue to be of major concerns to most of the West African countries.

Three specific areas of common priority (agriculture, energy and the private sector), where AID resources and technical assistance can be of significant value to ECOWAS, are discussed separately below.

4. What do other countries think about ECOWAS and its principal role?

In consulting with member countries and sub-regional development banks (AfDB, BOAD, CILSS, CEAO, EEC REPS etc.), all contacted saw a clear ECOWAS role in commerce, monetary and financial questions of regional interest. There was common agreement that one of the most useful activities ECOWAS could play was in coordinating the various development activities of the member countries. The coordinating role described was not so much in a controlling sense, as it was to act as a "Clearing House" of information in the priority development fields such as Agricultural Development, Energy, Transport, Communications, so that duplication can be avoided and experience shared. While many West African sub-regional organizations exist (25-30 is probably a conservative number), very often they are along linguistic lines and sometimes highly specialized. Those in the Francophone West Africa sometimes don't know what work is going on in the Anglophone countries. ECOWAS has a good potential for performing this function. Beginnings have been made in the fields of telecommunications and road transport where sub-regional organizations like the Entente Fund and the CEAO have turned over their data to ECOWAS for integration into West African wide plans.

The sub-regional organizations, while supporting the goals of ECOWAS, pointed out the difficulties of organizing joint activity for 16 countries of diverse backgrounds and laws. Smaller more or less homogeneous groups of 5-8 countries (CILSS, Entente Fund, BOAD, CEAO, etc.) are easier to manage. It was suggested that sub-regional projects be left to smaller regional organizations with ECOWAS performing mainly a "Clearinghouse of information" role. While it is certainly true that "more" does not make working together any easier the stakes are different. Most of the functioning, sub-regional organizations are mainly limited to Francophone countries and don't cover all of them at that.

Other development facilities, such as the AfDB, do cover all of the ECOWAS countries and more. However, to date, the AfDB has only been able to devote 3% of its portfolio to projects involving more than one country. It would like to do more. The AfDB, works only in the public sector, except indirectly through its support of national development banks which lend to the private sector.

ECOWAS defines a sub-regional project¹ as one which has more than one country participating in it. Ideally sub-regional projects would have three or four countries. Because of the diverse nature of the economies and natural resources of the member countries only in a few areas will all 16 countries be directly interested in an ECOWAS development activity. For example, small hydro is more likely to effect contiguous countries with water resources, but not likely in the Sahel countries. Deep-sea fishing will only interest the coastal states, where inland fishing might have wider applications. Solar energy will have added interest for the countries in the interior, (e.g. Centre de Recherche Solaire in Mali). Seed multiplication facilities might serve a cluster of countries. Certain other production facilities might have regional wide uses. For example, a plant to produce malaria suppressants for the region, or oral re-hydration salt packets for children with diarrheal problems.

As a general principle Executive-Secretary Ouattara prefers that ECOWAS development projects be as regional in nature as is feasible. He has said that the more bilateral the project the more likely there will be a problem of criticism from the country which didn't get the "community" project. On the other hand because of the economies of scale there will be certain areas where a region wide plant will make sense.

Any projects supported by AID in agreed priority areas should be of a sub-regional nature and should clearly be those which cannot be done better bilaterally. One should look at the ECOWAS sub-regional project proposals pragmatically evaluating each one on its individual merits, and on the basis of its contribution to achieving the goals of the "Community". (It goes without saying that such analysis would include how such a project meets AID's own objectives as well.)

5. What Are Some of the Problems and Constraints for ECOWAS? Is CEAO a Better Bet? A comparison of the exclusively Francophone West Africa Economic Community (CEAO),¹ and the ECOWAS might help illustrate the problems and constraints. For example:

- In the CEAO, they all speak one language French. ECOWAS countries include French, English and Portuguese.
- In the CEAO countries, they all have a common educational, colonial heritage, French. Many of the Leaders went to the same schools together in France, and are used to working together.
- In the CEAO, the heads of State and other senior officials know each other well. This is not so of the ECOWAS countries, which include ex-English, American and Portuguese, cultural and educational backgrounds.

¹ The term "sub-regional" is used to describe ECOWAS and other multi-country activities in West Africa. This is necessary, since in United Nations parlance the term "Regional" refers to the African continent as a whole.

¹ CEAO: (Communaute' Economique de l'Afrique de l' Ouest), The West Africa Economic Community members are: Ivory Coast, Upper Volta, Niger, Mali, Senegal and Mauritania.)

- In the CEAO countries, this familiarity and friendships of leaders makes it easier for them to work together and sort out informally difficult problems.
- In ECOWAS, the other side of the coin is that its meetings have brought the leaders of the 16 West African countries together regularly on specific problems of common interest. The 5th Summit meeting this summer was actually the 7th time the leaders have met since the signing of the treaty in May 1975.
- The difficulties of accommodating all interests, and finding common ground of agreement goes up geometrically as the number of countries increase. (CEAO has 6 member countries; ECOWAS has 16.)
- In ECOWAS, there are member country concerns over possible domination by Nigeria. This is not a concern in CEAO where the biggest member is Ivory Coast.
- In Francophone countries, the governmental approach to doing business is fairly well structured, whereas in the Anglophone countries it is more dependent on the personality of a Minister. If a new minister is named in a Francophone country, he will probably get out the file and maintain a consistent position at the next meeting. But it is said that when a minister changes in an Anglophone country, the governments position is likely to change with no regard for the past position of the government.
- In ECOWAS, communication through interpreters is more difficult, and opens the way for misunderstandings. Translations of Treaties, protocols, and operating documents has its dangers, but the ability of the translators to handle the work is getting better in ECOWAS as they gain more experience.

6. Can ECOWAS Influence Economic Policy in the West Africa sub-region?

ECOWAS's role as Forum for discussion, analysis and problem-solving of economic problems is at three levels. Technical Commissions, Council of Ministers, and the Authority (Heads of State) can have a significant impact on policy. These activities are supported by the ECOWAS Secretariat which can prepare the agenda's for the meetings, working papers, and can hire consultants. It is a two-way street in which the Secretariat can propose the subject for consideration, or the Technical Commissions working on priority sectors can suggest items for further study and preparation by the Secretariat. The Authority, or Council of Ministers, can order specific studies or projects to be undertaken. Given this structure, backed by the Heads of State, ECOWAS is definitely in a position to influence economic policy in the sub-region of West Africa.

Once at the project stage, and a project is approved, another of ECOWAS's institutions, The Fund, can take the project(s) work out the financing on a very flexible basis utilizing: other donor financing, ECOWAS loan guarantees, equity financing, or other form of participation. The financing thus provided can be provided through banks, or directly to the borrower based on receipts of purchase, and in certain cases advances can be made. Specific arrangements will depend on the financing package put together by The Fund, and the individual needs of the project.

7. Where is ECOWAS Today? Will its members continue to support it?

a) ECOWAS has taken its first few steps on a long, long journey. It has done them more or less successfully, and has avoided any fatal mistakes. In spite of the difficult economic and social problems facing many of the ECOWAS member countries, they seem determined to support it. ECOWAS's initial work in trade liberalization, lowering customs barriers, encouraging telecommunications, harmonizing transport, etc., regulations are impressive. Albeit the past difficulties, these steps represent the easier part of the "liberalization" journey. The later stages of trade liberalizations may be harder for the countries, establishing a common currency, granting residence status freely to citizens of other countries, deciding on "community" industries and their location, encouraging private investment in a way that most countries will share in the benefits, etc.

b) The nucleus staff (discussed in more depth below) is experienced and competent (in most cases officers have had 8-10 years experience in Ministries of Plan, Finance and/or Central Banks). Technical personnel are scarcer, but not impossible to find.

c) Physical facilities are tight, both in Lagos and Lome. However, plans are approved for building an ECOWAS headquarters in the new Nigerian capital of Abuja (several hundred miles north of Lagos) with adequate office and staff housing planned for the Secretariat. When this is completed in four or five years, recruitment of qualified staff will be easier. In Lome, housing is easier and space for The Fund to expand can be found when needed.

In spite of all the difficulties enumerated in paragraph 5 above, I'm positively inclined about the future. Based on consultations with many knowledgeable persons in the field I think the member countries will stay the course.

The above conclusion is based on the premise that Nigeria will survive as the giant of West Africa, and will not disintegrate into a number of smaller states. While Nigeria has its share of serious national problems, the federated form of government with 19 states seems to serve Nigeria well politically at this juncture. The present government (mainly from West and Central Nigeria) has a number of Ibo's from the East in key positions, and the leaders of the East and West Nigeria appear to be working well together at the present time. While there are difficulties in the North, especially with the Moslem extremists, it is in the North's interest to stay within the Federation.

The Minister of Finance in the Ivory Coast has pointed out that his country was one of the principle founders of ECOWAS, and feels that in spite of the difficulties, the potential benefits are worth the effort required to overcome the problems. Actually, in terms of markets for the Ivory Coast's budding industrial sector, Nigeria offers the best prospects in West Africa for future sales. The Sahelian members of the CEAO are not likely to offer much opportunity for expansion of trade in the near term. Togo and Benin are quite candid in saying that their commercial interests lie in selling into the Nigerian and Ghanaian markets and they did not join the CEAO because of this

overriding interest. Senegal needs the kind of markets offered by Nigeria and Ghana (if the latter can overcome its present disarray) in order to use its infrastructure to the fullest. The CEAO works better and will continue to do so for the foreseeable future. However its market potential is much less than ECOWAS's. As mentioned earlier, in the CEAO countries there are 35 million people (mainly in the Sahel) with a gross domestic product is about 16 billion dollars, while the ECOWAS population is 150 million today with a Gross domestic product of 107-110 billion.

8. ECOWAS's Future Prospects and Importance to U.S. and West Africa.

ECOWAS exists and as indicated above, is on the threshold of adding to its portfolio work in Agricultural Development, Energy, and the Industrial sectors. Even though the member countries at senior levels understand the long-term importance of the Trade Liberalization efforts, they also wish to work together with ECOWAS on the priority sectors of their respective economies. ECOWAS's future success in playing a coordinating role and helping in those economic sectors where truly regional initiatives are appropriate. This, in turn, will buttress its longer-term work on the less visible Trade-Liberalization areas. As specific activities are developed, ECOWAS's institutional capacity can be expanded as growing responsibilities indicate a real need. International and bilateral donors wish it well (while being realistic about the difficulties of its mandate).

ECOWAS member countries also realize the magnitude of the task. However, given the potential economic benefits of success (especially for the more advanced countries, i.e., Ivory Coast, Senegal, Ghana and Nigeria), the "more advanced countries" are likely to "hang-in-there". The senior government officials I saw in the Ivory Coast, Togo and Nigeria underlined the long term nature of these efforts, and stressed the significant trade benefits of the larger market if the community trade liberalization efforts are successful.

Dr. Carol Lancaster, of Georgetown University, in a paper entitled "Economic Cooperation on a Regional Basis: West Africa -- How to Look at Africa in the 1980's: Information for Decision-Makers," dated September 17, 1982, expressed a somewhat more pessimistic view when she stated on page 21:

"Although prospects for successful economic integration in the framework of ECOWAS in the 1980's are not promising, the Community will continue to exist and may well make some modest contributions to expanding intra-African economic relations and development through specific projects." And later on in the paper: "From its creation to the present, the U.S. has supported ECOWAS in officials statements and in some aid for regional projects. ECOWAS has been regarded as a potentially useful institution in fostering economic cooperation and development among West African states, but its success or failure has not been seen as having major implications for U.S. interests in the region.

In my talks in Paris with a representative of the French Ministry of Foreign Affairs, he indicated his governments support on an "a priori" basis of any sub-regional economic organizations (including ECOWAS) which would help the African member countries better themselves economically. He pointed out that French assistance in Africa was not limited to ex-colonial possessions. While first priority continues to be given to this category, France is actively assisting other African countries as well. The French government has already provided a modest amount of Technical Assistance to ECOWAS for custom regulation, harmonization and loan financing for the ECOWAS Telecommunications project.

In Brussels, the EEC representative, pointed out that ECOWAS was a relatively newcomer to the West African development field and was off to a slower start than the CEAO (the six country Francophone group). However, he said the EEC strongly supported the ECOWAS objectives, and was committed to financial support of the ECOWAS telecommunications project via the European Investment Bank (EIB). It had also financed some studies for ECOWAS, and had earmarked \$500,000 for studies in the Energy field (although no specific project had yet been developed.) While little money was left in the current EEC budget for feasibility studies in other areas, loan money was still a possibility for bankable projects from the European Community's European Investment Bank (EIB).

Dr. Lancaster concludes her study (mentioned above) as follows:

"Decision makers in government, business and even academia should not hold out much hope for the success of ECOWAS in the 1980's. Yet, they should not ignore ECOWAS and the aspirations and ambitions which led to its creation. African countries will continue to aspire to the goals of economic unity and should their economic situations improve significantly, they may be in a position to make real progress toward this goal. Also, experience has taught us to be prepared for the unexpected in Africa. An improvement in the world oil market (which, in the near future will benefit the Ivory Coast and Nigeria), a shift in policy by the leadership of the Ivory Coast away from close ties with France and toward closer cooperation with Nigeria, and a renewed commitment by a new government in Nigeria to regional integration could dramatically alter the prospects for ECOWAS. Ex Africa semper aliquid novi."

I tend to be more optimistic about the future of ECOWAS, particularly if viewed in the longer term (10 to 15 years). The task is monumental, but I believe the countries are firmly behind it, even though some countries this juncture are having difficulties meeting their annual contributions to the Secretariat. (ECOWAS -- The Fund is adequately subscribed to.)

In my talk with the Minister of Finance of the Ivory Coast, I had the impression that his government views close relations with France and strong support of ECOWAS as compatible (at least in the near term). While all agree that the CEAO (in which the Ivory Coast is the most important member),

works better, from a long-term standpoint, the prospect of easy access to the Nigerian (Ghana) markets offer much more potential for the Ivory Coast's budding industry.

If ECOWAS is successful, apart from the direct benefits to West Africa and indirect benefits to the U.S. of a healthier sub-region of 200 million inhabitants by 1990--both politically and economically, the establishment of a common market of that size with a common currency (or convertibility) will open up the potential for development of the type and size of African enterprises which are easier for U.S. business to work with from both sales and investment standpoints.

To sum up, I firmly believe ECOWAS has an important future worthy of continued U.S. support. If ECOWAS is even moderately successful the increased size of the market will make it more interesting and easier for U.S. business to invest and sell its equipment and services. However, given the uncertainties, lack of track - record on project implementation I recommend that U.S. (AID) support be on a step by-step basis for specific activities in areas of common interest (e.g. (a) provide T.A. in specific areas in which the U.S. has special expertise; (b) by helping finance the necessary seminars, conferences, feasibility studies needed for ECOWAS to fulfill its role as the major West African regional economic organization (i.e. help in institution building); and (c) by helping develop pilot and bankable projects in developmental areas of common priority for financing either by AID or other donors.

V. ECOWAS as an Institution and How it Operates

While ECOWAS is relatively new compared to some of the other sub-regional organizations, its Treaty, Protocols, and organizational structure are very well done and appear to have been done by someone who was very familiar with the institutions of the Common Market in Europe, the Community of West African States (CEAO), the East Africa Economic Community, and Guarantee and Compensation funds found in the Entente Fund and the CEAO. The subsequent protocols include not only dealing with the various stages of trade liberalization, but also with the rules of operation of the ECOWAS FUND. They indicate considerable sophistication in this work.

The "Authority", which is the supreme decision making body of the "Community" as ECOWAS is called, is composed of the Heads of State of the 16 member countries. It meets once a year. It is assisted by a Council of Ministers which meets more often and has been delegated certain decision-making powers in connection with the Communities activities. Program and project approvals are sent to the Authority by the Executive Secretary via the Council of Ministers. The members of the Council of Ministers are usually the Minister of Finance, or the Minister of Plan, or Economic Development.

The Executive Secretariat is headed by an Executive Secretary, Dr. Diaby Ouattara. He is the principal executive officer of the Community and is appointed by the Authority for a term of four years and is eligible for reappointment for only a second term. The present Executive Secretary has served almost five years. He is assisted by a professional staff who prepare and supervise the work of the Community. He has recruited an able staff of about 20 professional-level officers and supporting administrative staff but still lacks some of his key technical personnel. (The staffing pattern of the Secretariat can be found in Annex I) For example, while the Director of the Agricultural Department (from the Ivory Coast) is slated to arrive any day now, he keeps putting off his arrival date.

Dr. Ouattara has an acute office-space problem in Lagos since the office space he has been allocated is inadequate, and overcrowded. Until the capital is moved from Lagos to Abuja, several hundred miles north of Lagos, there will be no short term solution. Plans have been approved by the Heads of State (The Authority) for construction of offices and staff housing at Abuja.

The Secretariat is on an annual expenditure basis, and it is having difficulty collecting the amounts due from member countries. Although the Heads of State have not hesitated to approve the Secretariat's annual budget proposals, many member countries have been very slow in paying up. Annex H contains a status report of funding for the Secretariat, and Annex G is a chart showing the organization of the Secretariat.

One of the major tasks of the Secretariat is to prepare the work and service the four Technical and Specialized Commissions provided for in the Treaty. They are composed of qualified representatives of the member governments and are used to prepare the work for ECOWAS in their specialized areas, and make recommendations for community action in carrying out the Treaty objectives.

The four commissions are as follows:

- a. The Trade, Customs, Immigration, Monetary and Payments Commission;
- b. The Industry, Agriculture and Natural Resources Commission;
- c. The Transport, Telecommunications and Energy Commission; and
- d. The Social and Cultural Affairs Commission.

The results of the work of the Commissions are sent to the Council of Ministers for consideration by the Heads of State (i.e. the Authority) via the Executive Secretary. The Executive Secretariat serves as the staff for the Commissions. (Annex D shows where the Technical Commissions fit into ECOWAS, and Annex P shows how the Technical Commissions fit into the process of establishment of priorities and preparing of projects for eventual approval by the Council of Ministers and the Authority).

While The Fund (The Fund for Co-operation, Compensation and Development) was established under a separate article of the Treaty (Article 50), has its own funds, and is located in Togo, its management is under the over all direction of the Executive Secretary. The Fund is headed by a Managing Director (Robert C. Tubman) who reports to the Council of Ministers and the Authority via the Executive Secretary. The Fund receives the "community" regional development projects from the Executive Secretariat who arranged for the necessary feasibility studies and submits specific projects to the Council of Ministers/Authority for approval.

Once the project is approved by the Authority, it is passed on to The Fund for implementation, (i.e. putting together the financial package, writing the loan agreements with major donors, and sub-loan or guarantee agreements with the participating countries.) Annex J sets forth an Organisation chart of the Fund and Annex P sets contains a flow chart setting forth the principal steps in the program/project approval process in ECOWAS.

The Fund, under the direction of its Managing Director, has many of the elements of a development bank. There is a Department of Studies and Project Analysis composed of a Financial and Banking division, and a Project Evaluation Division. The Fund's Department of Operations has a Loans and Guarantees Division, a Compensation and Indemnifications Division and a Project Inspection Division. The Department of Finance includes a Treasury Division and an Accounts Division. Reporting directly to the Managing Director are the Legal Counsel and the Internal Auditor.

In the beginning The Fund was given considerable autonomy, but this led to friction between the previous Managing Director of the Fund and the Executive Secretary of the Secretariat. This has now been resolved in favor of the Executive Secretary with the management of The Fund clearly under the direction of the Executive Secretary.

The Fund is in fairly good financial shape having collected 90% of its initial subscription of \$50 million or \$45 million which generates enough in interest to pay the costs of operating the Fund staff and services. (The status of country contributions to the Fund is given in Annex K.)

While the member countries are encouraged to settle their differences out of court, there is a Tribunal of the Community whose mandate is to "ensure the observance of law and justice in the interpretation of the provisions of the Treaty". It is also charged with settling any disputes sent to it arising out of interpretation of the provisions of the Treaty. Provision for an Auditor General is also included in the ECOWAS Treaty.

VI. AID & Other Donor Support

1. AID. In the past AID has provided ECOWAS with several short term consultants for short periods of time in energy and agro-industry. Consultants have also done reports on regional meat production, fruits and vegetables. The latter were funded under a \$431,000 grant for prefeasibility studies. Also AID has financed an ECOWAS Energy Workshop in Freetown last year in the form of a grant for \$149,000 in which the National Academy of Science (NAS) participated. Another jointly financed Energy workshop is planned for early 1983. ECOWAS has now requested significant help in its priority areas of Agriculture, Energy and Industrial Development. These are discussed separately below. REDSO/WA last year submitted a PID entitled "ECOWAS Support". Length-of-project financing of \$20 million (\$10 million in grant money's and \$10 million in Loan) was proposed. The PID was not approved and next steps are pending review of this report.

2. Other donors: International donor organizations from which ECOWAS is receiving or will receive assistance include:

UNDP (\$2.6 million for Trade Liberalization studies via UNCTAD).

EEC has made grants for numerous studies. The additional \$500,000 earmarked for energy studies (project not developed yet), and \$7 million in loans from EIB for telecommunications. EEC has presented a suggestion for a major fisheries project, also customs regulations advice, etc. The EEC is prepared to do more, especially if there are bankable projects which could use EIB (European Investment Bank) financing. The bottleneck problem does not appear to be lack of donors who are willing to help--at least modestly. It is the lack of projects that have been prepared to the point of implementation.

France has helped with short term technical assistance in the customs field and is interested in helping on the telecommunications. Italy has presented made available \$3 million for telecommunications, and Japan \$7.0 million. (Note: the Telecommunications support is mainly loan, but technical assistance is being provided on a grant basis so far.

The World Bank has indicated that it is prepared to send an identification mission to ECOWAS in late Spring 1983 to review TA and project possibilities. IMF has provided some assistance to the West African Clearing-house.

As part of its role as a regional coordinator (or clearing house of information) ECOWAS maintains contact with 30 of the sub-regional organizations in its member countries. These organizations include inter-alia, the Entente Council, CEAO, CILSS, the various sub-regional monetary unions, BOAD, AfDB, West African Chamber of Commerce, The Africa Association of Development Financing Institutions, O/CAM, etc.

Contacts with other donor such as the EEC, World Bank, AfDB, France, CID, UNDP, CILSS, indicate that they wish ECOWAS well and are all willing to help. Given the current difficulties in the OAS, some pointed out the growing political importance of the sub-regional organizations like ECOWAS from a political as well as an economic standpoint. Caution was advised by some of the donor representatives since ECOWAS has little or no experience in implementing development projects, although it has done reasonably well in working on its Trade Liberalization programs. (Note: In part it is for this reason that a phased step-by-step, case-by-case approval working relationship is recommended for AID's consideration later in the report.)

Almost all donors expressed an interest in co-financing of ECOWAS projects and specifically indicated they would be prepared to consider such arrangements on individual projects when ECOWAS's portfolio of financeable projects to that stage.

VII. Priority Sectors for Potential ECOWAS/AID Cooperation

1. General Considerations. Dr. Ouattara has emphasized the importance of and need for assistance from AID and other donors in the priority development sectors specifically listed in the treaty: industry, transport, telecommunications, energy, agriculture, natural resources, commerce, monetary and financial questions. (While social and cultural matters are included in the treaty, so far ECOWAS has not given a high priority to these fields).

a) Relationship of Sector Assistance to broader Community

Liberalization Efforts. Over the last four-or-five years ECOWAS had concentrated on the areas relating to trade liberalization and establishing the laws, procedures, and administrative framework for moving ahead. Help had been obtained from the UNDP (UNCTAD), the EEC, IMF and France for these efforts. Dr. Ouattara said that these activities of truly regional nature were a natural first priority with which all the member countries agreed. In other development sectors, ECOWAS had deliberately proceeded cautiously and essentially only proposed projects in two fields: Telecommunications - strengthening East/ West communications, and improving road transport between the member countries. Both of these activities have the advantage from ECOWAS's standpoint of being of value to all 16 of the member countries. He asked if I thought that AID would be interested in supporting either of these areas. I said that AID realized the importance of basic infra-structure projects like roads, ports, airports, telecommunications, etc. However, AID's assistance in these areas is channeled through its contribution to the UN, World Bank and certain regional development Banks. AID did not, as a rule, carry out specific programs in these areas (e.g. except for farm-to-market roads in rural development projects). However, AID was active in the areas that ECOWAS and REDSO/WA had already selected: Agriculture (including agro-industry), Energy, and encouragement of Private African Enterprise. It did not appear that ECOWAS needed further technical assistance in its trade liberalization/monetary union-type activities, given the strong response from other donors. I assured him that AID was very interested in ECOWAS's progress in these fields.

Dr. Ouattara said that he was being pressed by the Heads of State to undertake specific development projects of regional character in the development fields mentioned above. At the 5th Summit meeting held in May 1982, the Authority declared its commitment to increasing Food Production and set a goal of food self-sufficiency by the year 2000. The Technical Commissions, composed of country representatives, have approved ECOWAS's Agricultural Strategy statement, and its Energy Program. The Secretariat has been asked to proceed with the development, financing and implementation of the appropriate regional projects in support of these objectives. Dr. Ouattara added that not all senior country officials understand fully the importance of the longer-term implications of lowering tariff and non-tariff barriers, arranging for citizens of the Community to establish residence and employment freely in each other's country, or in establishing convertible currencies among member states. Because they are used to thinking in bilateral terms, they understand the value of development projects more readily. They want ECOWAS to begin to carry out its mandate in

these areas. To the extent ECOWAS can get financial and technical help for these kinds of specific developmental activities, the more time the Secretariat will have to continue to work on the broader Common Market type problems. ECOWAS's Executive Secretary for Economic Affairs, Dr. Sakho stressed the necessity for ECOWAS to show some "concrete" visible results in projects of obvious value to the Community.

Two possible private sector oriented regional projects were mentioned. I said that perhaps they would qualify as Community enterprises. One is to produce oral-rehydration packets for West Africa, and the other is to produce malaria suppressant tablets (Choloroquine) on a regional basis. Dr. Sakho opined that something of that type might be very helpful. Projects were needed which made economic sense, and would have a certain amount of public appeal.

To sum up, helping ECOWAS do well thought-out successful sub-regional projects in specific development sectors will help ECOWAS achieve its longer-term objectives in the trade/customs/monetary fields.

b) Specific AID Support. It was pointed out that there are two problems (inter alia) in providing AID support to ECOWAS. I discussed both frankly with Dr. Ouactara, Executive Secretary of the Community, and Dr. Tubman, Managing Director of the ECOWAS Fund. The first is that while ECOWAS has identified some good project "ideas" which have the endorsement and approval of the appropriate Technical Commissions and the Authority, ECOWAS does not have projects which are fully staffed out, and ready for financing. Secondly, even if these projects were to be available today, ECOWAS has no "track" record of project implementation and only a nucleus staff is on board. A part of the first regional development project in telecommunications is in the process of being rebid.--albeit wisely so. So, even if AID were able to agree to a line of credit or to earmaking funds (in advance)--which is unlikely, it would not be in the ECOWAS's interest to accept such funds, until it is ready to move ahead promptly. The U.S. Congress, (as is AID) is very strict in insisting that monies only be made available to the recipient as they are actually needed for project expenditures. Long delays in implementation which tie up funds for an inordinate length of time (several years) without using them, redounds negatively to the recipient organization. Dr. Ouattara said that he had followed the same management principle mentioned above in hiring the ECOWAS staff, i.e. he has avoided bringing staff on board until there are welldefined activities for them to manage or backstop.

I suggested that one way to move ahead might be on a "step-by-step or project-by-project basis. AID and ECOWAS could select jointly two or three of the more promising project ideas in each of the agreed upon priority sectors of agricultural production, energy, and private sector developments and do feasibility studies for those project ideas. If AID agreed to this approach, once the feasibility studies were done, one could better evaluate the specific needs for AID or other donor financing. If this was a satisfactory approach, I said I was prepared to recommend it to AID beginning with financing of prefeasibility, and or feasibility studies for projects of common interest. These projects are listed below under the specific sector write-ups.

On the institution building side, Dr. Ouattara acknowledged the thinness of personnel. While the quality of the staff already in place looks good, are professional and of good quality, there are no technical Directors in the Secretariat for Agriculture and Energy sectors.

These portfolios are being handled by existing staff along with the other duties. He said it would be helpful if AID could provide one, long-term advisor for each of the sectors where significant activity is expected both within ECOWAS and with AID. He felt that approval could be obtained for those technical advisor positions from the Council of Ministers should AID be prepared to finance them. It was also agreed that some middle- to senior-level training for ECOWAS staff in development work should also be done. Where many of the ECOWAS staff have had 8-12 years of experience in responsible posts in their governments (Plan, Finance, Central Bank), many have not had experience managing development programs and projects.

In the industrial private sector area, the Executive Secretary and the Managing Director of the Fund expressed disappointment that the \$10 million, proposed in the PID to be made available through intermediate credit institutions for the private sector, had not been approved. I suggested that given the lack of experience within ECOWAS in handling this kind of program, and the fact that at present there were no "regional" private sector projects waiting to be financed, this area should also be approached on a carefully phased step-by-step basis. Rather than approve a global amount in advance, why not explore with the private sector in the ECOWAS countries, and determine if there are any viable sub-regional projects of community interest which need detailed preparation. Perhaps AID could help do the analysis of the project(s). Once the studies are done, and it is possible to make a sound assessment, AID (and ECOWAS) could decide at that time whether to go ahead or not.

I reiterated the point made above that it is neither in ECOWAS's or AID's interest to obligate funds well in advance of their use before projects are adequately prepared. He agreed, and I suggested the possibility, of an advisor for private sector, but starting in the 2nd year of the project. This timing is suggested because less is known about the potential for bankable regional projects and how much feasibility work will be needed.

c) Project Monitoring and Evaluation Systems. It would be useful to provide ECOWAS with some technical assistance which would assist it in establishing an effective project monitoring system. This help should include design and maintenance of a financial control system and periodic audit of project expenditure. This could be the subject of a contract with a West Africa-based CPA firm to provide these services to ECOWAS. The contract should contain a large training component with the objective of leaving a well qualified project monitoring system in ECOWAS at the end of the two to three years that the project would run.

A similar training effort for Evaluation should be mounted (perhaps with a separate contractor) to help train the ECOWAS and The Fund staffs to carry out evaluations in satisfactory quality and depth.

Provision for these kinds of activities should be negotiated at the outset with ECOWAS as a positive management tool to enhance their performance in managing not only AID funds but other donors as well. This should be done at an early stage even though the volume of work might be relatively small until the third or fourth years of the ECOWAS Support project. Budgetary provisions for this activity have been included in this illustrative budget contained in Annex T.

2. Agricultural Development Sector

a) The Agricultural Strategy Paper for the ECOWAS is the basic statement of the Community's role in the development of regional agriculture. This is an articulate and meaningful document that has been prepared by individuals possessed of an acute understanding of the problems of West African agriculture. The rationale for the strategy is founded in the crucial importance of agriculture for all of the member states and the need to stimulate the sector with action of both a short-term and long-term nature. The strategy and such action as flows from it would reflect the role that ECOWAS should play in the development of agriculture as compared to the role that should be allocated to the individual states.

(i) The strategy statement identifies the Agricultural Food Production sub-sector as the most serious challenge facing planners today. This is due to the sluggish increase in food production that have occurred over the past decade while food imports have increased dramatically.

The natural assumption has been that insufficient food is being produced to meet the local demand and that measures to stimulate production should be undertaken.

In the judgement of the ECOWAS staff, that natural assumption may be incorrect. ECOWAS believes that food import costs have been rising because of the growing tendency of the population, and in particular the urbanized population, to acquire a fondness for foods that are not produced in the area such as wheat, and wheat products, or for foods that are in chronic short supply such as rice. For this reason, ECOWAS believes that one should first ascertain that there is, in effect, sufficient DEMAND FOR LOCAL FOOD. Because the lack of market opportunities for staple African foods may account for the listless growth in the sub-sector.

The greater percentage of the West African population still subsist on local foods, but this reliance on native produce is diminishing. Any attempt to develop a more dynamic agriculture should include action aimed at creating the necessary demand for agricultural crops that can be grown locally. This can be done in several ways, such as increasing the production of rice which is imported extensively, (at least partially because of chronic short supplies), or by improving greatly the quality of the locally grown sorghum, millet and maize all of which are moving out-of-favor as consumer preferences shift towards wheat. The ECOWAS Seed Multiplication Project described in paragraph [c) (i)] below addresses an important aspect of helping solve this problem, and suggests a development project which can be done on an ECOWAS region-wide basis.

Bread and other wheat foods such as pastas, are convenience foods requiring little or no time for their preparation. They are highly palatable and nutritious. It is easy to understand consumer preference particularly in the time-conscious lives of the urban dweller.

Other problems to be faced in the food production sub-sector sector range from unsuitable land-tenure systems to tedious labor-intensive cultivation and harvesting techniques. Overall there are major inefficiencies of institutional support which include constraining issues in research, financing, training, rural infrastructure, plant and animal health, social welfare and marketing etc. The ECOWAS strategy paper is both a treatise and a primer covering the array of issues touching agricultural development.

ECOWAS recognizes in the strategy assessment that most of the activities aimed at improving the situation can best be handled at the national level. ECOWAS, as an institution may foster a greater awareness of the need and urgency of the sector, and in certain cases may launch remedial programs of regional assistance.

(ii) Export Crops also Important. The ECOWAS statement likewise points out that crop production for export (e.g. peanuts, coffee, cocoa, pineapple, rubber, etc.) provides the key link between agriculture and the modern monetised sector of West African economies. For many of the member states, the overall performance of their economy depends upon (1) the output of the agriculture-export harvest and, (2) on the going-price on the international markets for these commodities. It is essential that the members of ECOWAS be assisted in the production and marketing of these crops. At the May 1982, meeting of The Authority of Heads of State and Government it was decided formally that ECOWAS producers would adopt a common front during negotiations for the sale of their agricultural exports to third countries.

b) AID/ECOWAS/Other Donor Priorities Complimentary. A comparison of the basic strategy documents for the agricultural sector as postulated by the The Lagos Plan for Africa, the IBRD Agenda for Action, USAID policy directives for agricultural development and food production and by the ECOWAS staff, discloses a satisfactory similarity and understanding of the problem by the ECOWAS, IBRD and USAID. These three institutions foresee the need to develop programs and to modify national policy for the purpose of providing the agricultural producer with the incentive to expand output. They conclude that institutional reinforcement is required across the sector in order to provide the technology, the inputs, and to assure producer equity. The IBRD Agenda for Action hypothesizes that the key to increased production lies simply in releasing the energy of the individual farmer whose forces have been constrained by a lack of incentives. In the IBRD view the lack of incentive has been created by too much government engineering of production costs and market prices. The same points are made in less dramatic fashion by both the USAID and the ECOWAS.

The Lagos Plan (LP) for Africa is founded on the need for national self-reliance or national self-sufficiency in food supply. The plan places much of the blame for low agricultural production on the absence of access to northern markets and to the uncertainty of receiving comparative value and the uncertainty of future markets for primary products. This reasoning strikes one at least partially political. Few, if any primary agricultural products are currently in over-supply

on the so-called 'northern' markets and prices are higher than they have been for most agricultural export production in many years.

The Lagos Plan, in contrast to the IBRD and the USAID, calls for increasing investment in state-farms as a means of increasing production. This reasoning runs counter to USAID and IBRD policy statements both of which conclude that private enterprise is more effective than government. The ECOWAS statement, perhaps wisely, refrains from commenting on this aspect of the production problem.

Overall there is no readily apparent area of disaccord in the assessment of agricultural constraints in West Africa, between ECOWAS, IBRD and USAID. Although the ECOWAS staff give oral homage to the Lagos Plan of Action for Africa, its written statement contains little of the rhetoric of the LP, and its strategy is considered to be a good pragmatic description of the state of the sector in 1982.

c) Project Identification: Potential agricultural projects. Following the first meeting of the Ministers of Agriculture, which was held in Cotonou in May 1982, the Authority of Heads of State and Government authorized the Executive Secretary of ECOWAS to undertake feasibility studies of two project proposals with a view to determining the type of assistance that ECOWAS might furnish. The two projects were identified as (a) relating to the production of selected seeds and (b) relating to the selection of improved cattle breeds.

(i) Seed Multiplication Project. This proposal seeks to increase the production of high-quality cereal seed in the ECOWAS region in order to reduce the dependency of the individual states on food imports. Imported food currently constitute nearly one-third of all food consumption in many Sahelian states, and these imports have been growing at 9% a year since 1970. Nigeria (another case in point) has contracted for 1.7 million tons of wheat to be imported in 1982, up 300,000 tons since 1980.

If, as ECOWAS planners think, they are right for wrong reason, (i.e. food production has been stagnating because of a lack of demand for local production), something must be done to reverse the trend. ECOWAS planners believe that the acceptability of cereals such as maize, corn and sorghum can be enhanced through a program of breeding for more acceptable color, larger grains, lower moisture content etc. and we tend to agreed.

The proposal recently approved by the ECOWAS, designates five experiment stations as seed production centers for the community. The centers are located in Nigeria, Ivory Coast, Mali, Sierra Leone and Senegal. Locations were selected by a pre-feasibility study mission who determined that these stations were staffed and endowed adequately to move from their current levels of production to a magnitude much greater which would permit them to meet multinational needs. The centers are dispersed into differing ecological zones which correspond to the environmental considerations of the production areas of surrounding countries.

The centers would utilize previously developed genetic engineering systems to produce known improved seed varieties for multiplication. All of the breeding and inbreeding as well as the first or R1 cycle of multiplication would be performed at one of the five centers mentioned above. Further multiplication through the R2 and R3 cycles would be done within the country of the eventual user. We would personally favor the propagation of R2 and R3 generations on privately owned small farms which are supervised closely by extension workers as opposed to multiplication on state-owned enterprises. The objective of the project would be to provide relatively large quantities of high quality seed to farmers for the production of equally high-quality maize, sorghum and millet.

Rice, as a food commodity presents a slightly different problem than the three grains mentioned above. Rice is in chronically short supply and the local varieties are less-favored than the U.S. and Asian varieties. Increasing rice production in West Africa will help alleviate or lower food imports providing that the quality is similar to imported rice. Generally, the multiplication sequence would be similar to that described for the other grains, maize, sorghum and millet.

We recommend that the Seed Multiplication Project, because of its regional interest to ECOWAS countries, be subjected to thorough analysis and study by USAID. (Additional terms of reference and cost estimates for a feasibility study are to be found in Annex Q to this report.) As a minimum, the five key stations must be evaluated thoroughly, some of the sites for R2 and R3 multiplication should be visited, the overall needs of the ECOWAS region for planting materials should be calculated, not to mention training and commodity needs as well as technical assistance. We propose that a total of 54 man weeks will be necessary divided between four agricultural disciplines. Approximately \$150,000 \$200,000 should be budgeted for the study.

(ii) Selection of Cattle and Breeding Project. The second project approved formally by the ECOWAS relates to the Selection of Cattle Breeding and a Breeding Program. The issue here is the development of a bovine race tolerant of trypanosomiasis which is transmitted by the tse-tse fly. Two races are identified, for the N'Dama cattle areas. As is the case for the preceding seed multiplication project, established livestock centers in several of the ECOWAS countries would be devoted to the multiplication of these cattle for distribution throughout the community states.

The two consultants assigned to the preliminary review of ECOWAS food development strategy and project proposals were not favorably impressed by this proposal. There are several reasons for this, the first being that not only are there hazards to animal health in the trypan area but there are likewise hazards to human health, and the cattle herders are well aware of these.

Large areas in West Africa are largely uninhabited or under-inhabited because of the known presence of tse-tse. It seems reasonable to believe that the existence of a trypano-resistant cow would not in itself incite herders to move into heavily infested areas.

The writers did not feel that the project as described would result in more production of meat in the ECOWAS region, and did not recommend it for AID financing at this time. The complimentary problems of animal health, animal nutrition and the management of natural grazing lands have not yet been resolved for the non tse-tse grazing areas. These problems are high priority areas of concern a successful attack on those constraints will result in increased supply of meat and of milk.

We realize that individuals possessed of other vision than our own may disagree with the foregoing, and may feel that feasibility of this project suggestion should be studied. We have not shut the door entirely in that case, having included in our report a description of the activity.

In addition to the two proposals discussed above, the Ministers of Agriculture suggested several other areas where immediate action should be taken to fulfill priority objectives. Of twelve areas of concern, two are mentioned here for possible USAID consideration. These are: (1) cooperation in the control of plant and animal diseases between states; and (2) the development of a more efficient system of exchanging information on agricultural subjects including marketing.

The use of protocols concerning the inspection of plant materials and animals, in order to control diseases between nations may seem unenforceable. And it is indeed they might, given the open frontiers devoid of inspection check points and the hundreds of small traders and market women who traverse the national boundaries everyday. Looking to the future however and in the light of the ECOWAS initiatives 'deja fait' in the arena of customs, immigration and tariffs, the long-term objective of plant and animal health does not seem out of place.

(iii) Plant and Animal Health Project. It certainly is not too soon to plan for such a program; and, in a modest way to begin the training of personnel who would eventually assume duties as plant and animal health inspectors. The Ivory Coast, for one, has started a program of animal inspections in order to prevent the transmission of contagious livestock maladies from neighboring states. There is good reason to believe that the program has achieved a good degree of security from the outbreak of devastating cattle diseases, and in addition is creating among the nomadic and transhumant herders an awareness of the value of animal health programs. We suggest that the USAID fund a prefeasibility study in this area to pave the way for eventual intervention by an international donor. This is a truly region initiative that should result in further development of the "red meat" sub-sector.

(iv) Agriculture Information Systems (Marketing). Finally, we have included the ECOWAS objective of developing more effective means of exchanging information between states. This is a most worthwhile proposal and could be tied into other initiatives with similar goals such as the CDA program for facilitating an exchange of information relating to agricultural research. The lengths to which one might go with such a broadly-worded proposal are almost unlimited.

In this age of computer storage systems and retrieval, with the ability to tie into other terminals around the world through telecommunications, there is an opportunity to capsulize information and file it away and, at the same time, have it instantly available in whole or in part to the ECOWAS countries as they need it.

This ECOWAS initiative could start from a diminutive scale and expand slowly as time and experience prove the utility of the concept. Subject to more expert examination, we believe that a rational starting point might be a daily exchange of market information between states with an input from the international markets. The list of products should represent both primary agricultural exports from the West African region and food crops as well.

Eventually quantities market might be added to the pricing data and information on future markets, price trends and news of special interest to producer countries, such as floods, freezes, insect invasions etc. which might give agricultural decision-makers insight into how these situations may affect their own crop production and import-export plans.

It would appear that this program would move nations towards a free economy and loosen the constraining influences of government intervention in the marketing area. Publishing and transmission of daily ECOWAS agricultural marketing bulletin would be no small task and may be beyond the reach of USAID collaboration. It is however, retained as a project for feasibility examination and discussion with the ECOWAS Executive Secretariat.

3. Energy Sector. I was asked to review the submission by ECOWAS to REDSO/WA dated 6/23/82 containing summaries of 14 short term projects in the Energy field on which they wished AID "support and cooperation". (See Annex S for the list.) The project paper for the Energy Initiatives for Africa project (#698-0424) was also reviewed to see if some of the features of this regional project could be used to support ECOWAS energy activities in West Africa should AID decide to continue its support to ECOWAS in this field.

The summary report of the ECOWAS Energy Symposium financed by AID held in Freetown in November 1981 was studied, as well as the follow up trip report prepared by Dr. Dennis Wood of the Board on Science and Technology for International Development (BOSTID) of the National Research Council. The latter report described Dr. Wood's work with the ECOWAS Working group on Energy. During the trip he helped prepare the 14 short-term proposals for ECOWAS action in the field of energy--a summary of which was presented to the Council of Ministers of ECOWAS and approved by that body in the summer of 1982.

I also had the opportunity to meet with the responsible officer in AID for the Energy Initiatives for Africa (EIA) project, Mary Ann Riegelman, and discuss with Dennis Wood of BOSTID, and Mark Ward, Energy Advisor in the Africa Bureau of AID ECOWAS activities in the Energy field.

a) ECOWAS's Energy Proposals. At Abidjan, I had a number of meetings with Dr. Clarence Kooi, REDSO/WA Energy Advisor. I explained that the ECOWAS short-term proposals were not detailed enough for AID to make a judgement, and that in some cases the information was inadequate to prepare a scope-of-work for a follow-up team to do the feasibility study. If AID/WA should wish to explore further one or more of the proposals, this kind of information would be needed. In any case it was highly unlikely that AID be able to support anything like 14 separate projects.

I asked if there was any more information available on the project ideas. Also, would it be possible to establish some sort of priority? With these two pieces of information AID would be in a better position to evaluate the projects, and determine the magnitude of possible assistance.

Dr. Kooi reiterated what Dr. Ouattara, Executive Secretary of ECOWAS, had said during his visit to Washington in September 1982: "Given the diverse nature of the projects and differences in their relative importance and application in the different West African countries, it was difficult to set priorities. What was of high priority for coastal countries (e.g. small hydro) might not be so for the Sahel countries. On the other hand, the solar initiatives might be of less interest to some of the coastal states, while solar energy would be important for Mali."

Regarding additional information, more was available for some of the projects. It had not been judged necessary to assemble it and

send it into Washington at the PID stage. I asked if Dr. Kooi could select three-or-four of the more promising energy projects for which there was additional information of the PID project identification nature, and write this up so that it could be used in this report as specific examples of the kinds of projects that AID could evaluate for possible support. Because of his schedule, there was not time to do this for the four project proposals of the 14 which merited some follow up by AID to bring them to a point where project financing might be considered. So it was decided to attached as an illustration of the kind of detail which would be provided for the other project should AID desire it. Dr. Kooi subsequently prepared the illustrative project description for a sub-regional project in the field of Wind Energy which is attached as Annex S. We also selected from the list of 14 project ideas (see Annex R), four projects as worthy of AID consideration:

- Energy Data Bank for West Africa
- Conservation of Energy-in four areas:
Transport, Industry, Buildings,
and transmission of Electric Energy
- Small and Medium Hydroelectric
- Wind Energy Development (see Annex S)

The selection of the above four ECOWAS projects as ones which AID might wish to consider for financing feasibility studies were approved orally by Dr. Ouattara and Daniel Faux, Acting Director ad interim for Energy at ECOWAS. In discussions with Dr. Ouattara he made it quite clear that he was only interested in sub-regional projects--i.e. ones of interest of more than one country.

(i) Dr. Ouattara, Executive Secretary of ECOWAS, explained that his first priority on the list of possible projects was the Energy Data Bank for West Africa.

The Energy Data Bank would be a truly sub-regional project which would benefit all of the 16 members of ECOWAS. At the present time all of the ECOWAS countries are doing some work in the field of Energy, but their is little coordination of their efforts.

The Francophone countries were generally knowledgeable about what was going on in their neighboring French-speaking countries. However, they were not in touch with what was going on in the Anglophone or Lusaphone countries.

Most of the member countries and many of the sub-regional organizations agree that an important role for ECOWAS is to act as a coordinator for a "clearing house of information". For example, by using a mini computer at the central collection point, and with member states using micro computers, it should be able to set up a "clearing house of information" for West Africa. As the countries become more adept at using this facility more sophisticated applications could be installed. Such things as sectoral and project analysis could eventually be done.

(ii) Energy conservation in Transport, Industry, Buildings and transmission of Electric Energy. Each one of these sectors will require study in view of the significant losses in energy that occur each year in each of these sectors in the ECOWAS countries. The immediate benefits that could be realized is significant even for small percentage reductions in consumption of energy. While no data was easily available, it was pointed out that 70% of the Ivory Coasts consumption of electrical power in the Abidjan area goes for industrial uses and in lighting and airconditioned buildings. This kind of project is especially attractive to ECOWAS because the results can be applied to all of its member countries. (ECOWAS is sponsoring an AID financed seminar on Energy Conservation in Abidjan in January 1983). Short descriptions of the requirements for each sector, are included in the Denis Wood trip report referred to above. While more will be known after the ECOWAS seminar in January, it is suggested that AID consider the further development of project proposal for this activity.

(iii) Small and Medium Hydro-electricity. The original proposal involved setting up a core group of specialists which could service the West African countries with small hydro potential in preparing specific projects. While the subject is good and the proposal has the merit of establishing a regionally funded Technical Assistance service, ECOWAS should limit its participation in development projects to sub-regional projects involving more than one country. Involving itself in activities which are clearly to be bilateral projects might lead to some misunderstanding among member countries and dilute ECOWAS's focus on regional activities. On the other hand, it is worthwhile to develop small and medium hydro-electric resources on a sub-regional basis where it makes economic/social sense to do so. With the caveat, that AID support of this activity be limited to regional projects, the further development of this project is recommended for small and medium hydro projects of a sub-regional nature.

(iv) Wind Energy Development. The objective of this project is to promote a private wind power industry that will have as a common market those ECOWAS countries which have good potential for wind energy productions (Cape Verde, Senegal, Mauritania, Mali). Under this plan, incentives would be provided to private concerns to manufacture, finance, sell, install, service and provide parts for wind energy machines and systems. These incentives might include (1) assistance with design and production, management sales, distribution and operation of machines and systems, (2) provision of and assistance with financing, and (3) provision by ECOWAS, of a common market environment for this industry in accord with ECOWAS policies. (An illustrative write-up describing the various elements of such a project is contained in Annex S.) More information should also be available in REDSO/WA from Dr. Kooi who just completed a TDY assignment to the ECOWAS countries which have major Wind Energy potential. It should be emphasized that the project includes grass roots

level applications such as windmills for pumping waters as well as more sophisticated applications. If this attempt to involve the private sector in this type of undertaking is successful, it might serve as a model for other sub-regional projects.

As can be seen from the above write-up, there were no detailed project papers to evaluate at this stage. This is one of the great needs.

It is recommended that AID consider bringing these project ideas to the stage of project proposals which can be evaluated objectively. Scopes of work should be prepared, and appropriate feasibility teams sent out to design the projects and provide the supporting information needed for project approval.

(Note: the Energy Initiatives for Africa Project (698-0424) might be considered for financing the pre-feasibility or feasibility studies for the above projects. Separate funding may be required for the Energy Data Bank since it is not clear at this time under which portion of the EIA project that such a study might be financed.)

4. Private Enterprise Sector. ECOWAS has an important stake in the Private Sector. One of the priority fields mentioned specifically in the aims of the ECOWAS treaty is Industry. Part of the Trade Liberalization package includes industrial or processed goods produced in the region by Community enterprises (Annex M contains the list of priority Industrial Sectors and the industrial products approved under ECOWAS's trade liberalization program.)

One of the suggestions in the ECOWAS Support PID was that \$10 million dollars be made available via ECOWAS to be loaned to Intermediate Credit Institutions (Development Banks, Commercial Banks, etc.) which would in turn loan to local entrepreneurs for sub-regional business undertakings. There may have been some misunderstanding at the outset-that this proposal was the same as the Entente Fund African Enterprises project, except that it would be done through ECOWAS.

a) Sub-regional Projects only: Having spoken to both REDSO/WA and ECOWAS it appears that one major difference is that the ECOWAS project is intended to finance only projects of a sub-regional nature (i.e. enterprises serving two or more countries), whereas the Entente Fund assists Development Banks in the five Entente countries to make loans to local industry. In the Entente case it is the Technical Assistance team based in Abidjan which is subregional, and the sub-regional conferences of Development Banks from the five countries held from time-to-time.

In looking into this question, REDSO/WA arranged for me to meet with Mr. Rene Amichia, who is President of the Association of African Development Finance Banks which has over 60 member development finance institutions throughout Africa. All the intermediate credit institutions of any importance belong. The Association is sponsored by the African Development Bank. Mr. Amichia, who is also Director-General of the Credit Cote Ivoire in Abidjan, was very interested in the possibilities of assisting African enterprises become sub-regionally oriented and enabling them to sell in the ECOWAS member countries as the Trade Liberalization moves forward and customs and non-tariff barriers come down.

Mr. Amichis did not think that there would be many African entrepreneurs ready for this step, and those that were were likely to be on the larger size of African business. Further, he thought that successful firms of that size would be able to obtain loans (including foreign exchange) from their local development bank or credit institution. However, after some reflection he revised his thinking and said that banks might not be willing to loan for subregional undertakings. Therefore some "pump priming" moneys might well be required until the viability of sub-regional enterprises was demonstrated.

While in Cotonou, the ECOWAS Secretariat arranged for me to meet with Dr. Ilugbuthi, Executive Director of the Federation of West African Chambers of Commerce, and Dr. Akapo the Assistant Director. The Federation was having its 10th Annual Conference and was well attended by affluent African business men from all over West Africa. Dr. Ouattara, Executive Secretary of ECOWAS, gave one of the keynote speeches, speaking about the 100% exoneration by the Community of all

tariff and non-tariff barriers for prime commodities and handicrafts in the 16 member countries, and on the beginning of the liberalization of industrial commodities and processed goods within the community. He stressed the business opportunities and challenges this represented. Messrs. Ilugbukthi and Akapo both expressed great interest, but said that the Federation was just beginning to think about the subject of private sub-regional undertakings and would not have a position or something to say about it until March or April of next year. I asked if any specific business or industries came to mind but they preferred not to answer.

From the business standpoint, in Abidjan, I met with the Managing Director of Abidjan Industries, Yves Kacou, who is Ivorian. His firm is 45% owned by Ivorian capital and 55% by French interests. About 40% of the management is Ivorian with the key positions held by the French. There is an active program underway to replace the expatriates, and they expect to have the Ivorian management up to 65% in two to three years. The company sells air conditioning equipment, fixes railway cars, and manufactures simple agricultural implements including threshers. Some of their wares are sold in Upper Volta and they are taking advantage of the Trade Liberalization already carried out by the CEAO. M. Kacou expressed his company's interest in being able, one day, to sell into the Nigerian market. This firm would have to be classified as a medium-to-large size firm by African standards (not U. S.).

I also met in Abidjan the first business man I had heard of to use of ECOWAS's first stage liberalization of all customs, tariff and nontariff barriers on primary products grown in one of the ECOWAS countries. He had had quite a battle getting the Nigerian customs to recognize his right to send frozen chickens and fresh eggs to Lagos as a "non-processed" food. But the day I saw him he had had his first shipment released by Nigerian customs. Also he had been successful in getting the Minister of Commerce to arrange to have the necessary ECOWAS customs forms printed. He was enthusiastic about the possibility of selling into other West African markets, and was looking for a loan so that he could provide more storage capacity on his farm and have more available to sell abroad.

One of the by-products from AID/ECOWAS financing private sector development projects for the sub-region might be the opportunity it would present to test the various trade and customs concessions for Community industry and to see how well they work. Areas of difficulty where further work is needed by ECOWAS could then be pinpointed and brought to ECOWAS's attention.

I asked ECOWAS Secretariat in Lagos and the Fund in Lome if they had any regional private enterprise projects to propose. They had none at this time.

b) Specific Projects Needed: Given the situation described above I suggested the following to Dr. Ouattara who agreed:

i) Drop the idea of \$10 million from AID to be loaned to

intermediate Credit institutions which in turn will loan to private business who plan to sell sub-regionally.

(This proposal was difficult to act on, since no one has \$10 million dollars of sub-regional projects needing financing from the private sector. And even if AID would make available the \$10 million to ECOWAS at this time, the money would just sit. I explained that AID and Congress are very careful about not releasing AID money's until there is a demonstrated immediate need. Inordinate delays by ECOWAS could be bad for its reputation and cause friction with Washington.)

- ii) One way to move ahead would be to select two-or-three truly regional projects in this field and ask AID to help finance the feasibility studies.
- iii) Once the feasibility studies have been evaluated, decisions could then be made, and AID could be approached for loan financing.

To sum up, I believe that no specific amount should be made available at this juncture, but rather AID and ECOWAS should work hand-in-hand and go forward step by step with each individual sub-regional project until both parties have gained sufficient experience. In fact it will not be easy to come up with financeable sub-regional projects in the private sector which can be carried out by African owned firms. In the few cases where they exist, and the financing proposal makes sense, AID should be forthcoming in its help.

I did mention two possible private sector projects of possible interest to both Dr. Ouattara and Dr. Sahkto, Dep. Executive Secretary of ECOWAS. Dr. Sahkto was particularly interested since ECOWAS was being pushed hard to produce something besides studies. One was a plant for preparation of oral re-hydration packets for all of West Africa, and the other was the establishment of a Malaria suppressant manufacturing plant to serve the West African market. Dr. Sahkto thought both had potential and said he would look into them.

VIII. AID Assistance Strategy and Management Role

1. AID Assistance Strategy for The Next Five Years. Given the significant steps already taken in trade liberalization, harmonization of member country regulations in customs and transport fields, and actions to improve the subregion telecommunications; given the work of ECOWAS's Technical Commissions in identifying Community priorities in the fields of Agriculture, Energy, Industry; considering ECOWAS's present and future potential for influencing member country economic, trade and social policies through its institutions; given the strong support of its objectives by its members and the perceived economic rewards for success; given the strong support of its objectives by bilateral donors, and international organizations; considering the strong consensus among donors and other sub-regional economic organizations that a coordinating or clearing house of information role by ECOWAS would be very valuable; given ECOWAS's nucleus of competent, experienced administrators and technicians in both the Secretaria and The Fund (albeit with some gaps); given the institutional flexibility to expand as needed; in consideration of all of the above, and the fact that ECOWAS has asked for AID assistance and considers it important to its success: it is recommended that AID increase its support to ECOWAS within the framework of the strategy outlined below.

AID's support should be viewed within a long-term perspective. Essentially ECOWAS's goals are long term and will take from 10-to-20 years to achieve. The member countries know this and say they are prepared to stay the course. Specific concrete results from sub-regional development projects in the joint AID/ECOWAS priority areas will help ECOWAS achieve its long-range goals. Sector and project development represent areas where US know-how, (both private and institutional) can make an important contribution.

Therefore the following AID strategy over the next five years vis-a-vis ECOWAS is recommended:

- provide strong institution building support;
- assist with developmental support for truly sub-regional* projects of joint priority;
- provide this assistance on a realistically paced, step-by-step basis for those projects carefully prepared, for which ECOWAS has the present capacity to manage, or can gear up to do so;
- take advantage of opportunities for co-financing, where practical, or let some of the projects prepared as a result of AID's project development help be financed by other donors; and
- utilize AID's assistance where feasible to support ECOWAS's broader economic objectives, realizing that it is probably easier and more acceptable to member countries for IMF, UNCTAD and other multinational Agencies to work in areas of trade liberalization, monetary policy, etc.

* Note: in UN parlance, Africa as a whole is called a region, and other subdivisions like West Africa, East Africa, the Mano River Basin, CEAO, BOAD are called sub-regional organizations or activities.

2. AID Management Role.

a) It is suggested that REDSO/WA is best equipped to backstop, guide and monitor the multi-sectoral development program that will be undertaken by ECOWAS, as well as provide the skills necessary to follow its broader economic, trade liberalization, and monetary activities. One AID generalist with program, project development and economic skills would probably be sufficient to backstop ECOWAS drawing on the other REDSO technical, financial management, economic, legal and executive skills already available in the REDSO/WA offices. Frequent trips to Lagos and Lome and the sites of major projects would be needed. However, Abidjan is well placed for West Africa travel, and REDSO/WA is equipped to backstop the frequent traveler.

b) Other options such as placing a person in Lagos or Lome are not as attractive. Apart from the cost and logistics of establishing an ECOWAS backstop position in either of these locations, the officer would not have the advantage of the multi-disciplinary support available at REDSO/WA. The project might also be managed from AID/RA in theory. AID would have all the related backstop skills. However, the logistics and cost of field trips to carry out detailed follow-up and monitoring would be difficult. As a further step in effective monitoring control and evaluation of AID/ ECOWAS projects, specific assistance and training has been recommended for the ECOWAS Secretariat and Fund in these areas (see Section VII 1.C above).

- IX. Illustrative Five-Year Program of AID Inputs. An illustrative budget for the first five years of the ECOWAS Support project is attached in Annex T. The following describes the relative magnitude of AID's potential inputs, and makes some rough estimates of a possible ECOWAS contribution to the joint program.

Summary--Total FIVE YEARS AID Assistance--\$ 000's

	AID	ECOWAS
Technical Assistance Only	(3675)	(1170)
Total Grants (after contingency 10% & inflation 15%)	17032	3998
Loans (see narrative-para 2 below)	<u>45000</u>	<u>6000</u>
Grand total for Five Years (Loans & Grants)	62032 =====	9998 =====

1. Grants. In the first year of the project only Technical assistance money would be requested in the amount of \$1.875 million of which as much as \$300,000 might come from the Energy Initiatives project for Africa. Two, long-term advisors would be financed to help strengthen ECOWAS in the areas of Agricultural Development and Energy. Some 90 man months would be provided for short term consultants who would be engaged to do prefeasibility and feasibility studies. An additional amount would cover the costs of Training and Seminars. The details are included in Annex T, and described in the Sector write-ups in VII 2,3,4 above.

In the second year a third, long-term advisor to ECOWAS (Private Sector) is added. Money for short-term consultants drops to zero, while ECOWAS is digesting the studies done in the first year. A modest amount of funds are projected for pilot projects to begin as the results of the feasibility are known and analysed, and pilot projects initiated. The money for training and seminars will increase somewhat as the project gets under way. See Annex T for details.

In the third-to-fifth years money is earmarked for Project monitoring and evaluation, as well as the additional funds needed to complete the pilot projects, and continue the long-term advisors, training and seminars. See Annex T for the breakdown by years.

2. Loans. Loan financing would only begin in the third year of the program. In effect AID's assistance would be trached, with no commitment for loan projects until the feasibility studies done in the first year have been vetted and approved. Given the magnitude of loans expected to be generated by the pre feasibility and feasibility studies (\$45 million), AID might wish to finance only 2/3rds of the total loan amount or \$30 million over the five-year period. ECOWAS could seek other donor assistance for the amount not supplied by AID, either for separate identifiable projects, or it could reduce the amount of AID's loan participation in individual projects by actively seeking co-financing arrangements with other donors, many of whom said they favored it. In any case no matter at what level AID contributes, ECOWAS is ahead of the game if AID's prefeasibility and

feasibility studies along with the pilot projects make possible the development of sound financeable sub-regional loan projects of economic value which can be presented to donors for financing.

3. ECOWAS' contribution. ECOWAS is budgeted for a modest 10-15% of the total. However, as an international organization with only limited resources, provision of roughly \$10 million over the 5-year period would represent a major effort. About 40% of the support funds would go for Grant projects and 60% for Loan projects.

GLOSSARY

AFDB	African Development Bank
BOAD	Banque Ouest Africaine de Développement
CEAO	Communauté Economique de l'Afrique de l'Ouest
CILSS	Comité permanent Inter-Etats pour la lutte contre la sécheresse dans le Sahel
ECA	Economic Commission for Africa (United Nations)
ECOWAS	Economic Community of West African States
ECU	European Currency Unit = \$1.01 in March, 1982
EDF	European Development Fund (EEC)
EDI	Energy Development International, Inc.
EDP	Electronic Data Processing
EEC	European Economic Community
EIA	Energy Initiatives for Africa (AID Regional Project)
EIB	European Investment Bank
FAO	Food and Agricultural Organization (United Nations)
FWACC	Federation of West African Chambers of Commerce
ICI	Intermediate Credit Institution
ILO	International Labor Organization (United Nations)
IMF	International Monetary Fund
ITU	International Telecommunications Union
JACC	Joint Agricultural Coordinating Committee
LOP	Life of Project
NAS	National Academy of Science
OCAM	Organization Commune Africaine et Mauricienne
OPIC	Overseas Private Investment Corporation
PID	Project Identification Document
TOR	Terms of Reference
UA	Unit of Accounts = IMF Special Drawing Rights Unit. (IUA = \$1.00)*
UNCTAD	United Nations Conference on Trade and Development
UNIDO	United Nations Industrial Development Organization
USDA	United States Department of Agriculture

* As of October, 1982

Listing of Principal Organizations/Persons Consulted
(by Country)

BELGIUM (Brussels)

- European Economic Community (EEC) Commission,
Anton Reithinger Jr.
General Directorate for Development

BENIN (Cotonou)

- ECOWAS-Staff seen in Cotonou;
listed where headquarters located-Lagos Nigeria
- Federation of West African Chambers of Commerce--staff seen in Cotonou;
listed at Federation headquarters-Lagos, Nigeria
- O/CAM (l'Organisation Commune Africaine et Mauricienne)
Amadou Boukar, Director General, Guarantee and Cooperation Fund
Koumanvi Tigoue, Director, Operations Dept., Guarantee and Coop.
Fund.
- United States Embassy
Mr. Charles Twinning, Charge

FRANCE (Paris)

- Club du Sahel--Arthur M. Fell, Counselor and U. S. Rep.
- French government--Yves Jacques, Assistant Director, Development Policy
Department, Ministry of Foreign Affairs

IVORY COAST (Abidjan)

- Abidjan Industries, private company (Refrigeration, Agric. Implements)
Yves Kacou, Administrative Manager
- Association of African Development Finance Banks (AADFI) (c/o ADB)
Rene Amichia, President (see also CCI below)
- African Development Bank (ADB)
T. Gedama, Director, Planning and Research Dept.
S. S. Omari, Director, Research Division
Assane Eric N'Diaye, Policy Planning Division
William F. Steel, Research Division
- Banque Nationale de Developpement Agricole (BNDA)
Raymond Akassey Pape, Deputy Director General

IVORY COAST (continued)

- Canadian International Development Agency (CIDA)
Denis Briand, Counselor for Development
Suzanne La Pointe, Development Africa
- Credit Cote Ivoire (CCI)-Development Bank
Rene Amichia, Director General
- DOMAK (Private Poultry Business-Abidjan)
M. Kante, President
- Entente Fund (Conseil de l'Entente)
Paul Kaya, Administrative Secretary
Craig Olsen, Chief, Assistance to African Enterprises Project
Elias Tamari, Chief, Rural Development Project
- European Community Commission (EEC)
Antonio Lesina, Delegate for Fund for Economic Development and
European Investment Bank
- United States Embassy
Nancy Rawls, Ambassador
Carl Cundiff, Deputy Chief of Mission
REDSO/WA
Laurence W. Bond, Director,
A. Gordon MacArthur, Deputy Director
James Ito, Controller
Roy Wagner, Asst. Dir., Regional Institutions
Ron Rogers, Project Officer (ECOWAS Officer)
Joe Carroll, Project Develop. Officer
Vernita Fort, Natural Resources Advisor
Dr. Clarence Kooi, Energy Advisor
Nancy Knowland, Administrative Assist.
- World Bank-Regional Mission in West Africa
Serge Guetta, Chief of Mission

NIGERIA (Lagos)

- Economic Community of West African States (ECOWAS) in English
Communaute Economique des Etats de l'Afrique de l'Ouest (CEDEAO) in French
Dr. A. Diaby-Ouattara, Executive Secretary
Dr. D. T. Sakho, Deputy Exec. Secretary for Economic Affairs
Daniel R. W. Faux, Director, Trans., Telecoms. & Energy
P. C. Cakpo, Director, Trade, Customs, Immig. Money & Payments
J. E. A. Manu, Director, Research & Statistics
A. Kumbu-Smart Jr., Principal Officer, Trade
F. Ofei, Principal Officer, Econ. Analy.

NIGERIA (continued)

- Federation of West African Chambers of Commerce
 - Dr. T. O. Ilugbuthi, Executive Director
 - Dr. O. A. Akapo, Assistant Exec. Dir.
- Government of Nigeria
 - M. Idokogi, Secretary for Econ. Affairs, Min. of National Planning
 - M. Iremiren, Principle Secretary for Economics, Min. of Nat. Plan.
- U. S. Embassy
 - Walter S. Clark, Counselor of the Embassy for Political Affairs
 - Chester Norris, Counselor of the Embassy for Economic Affairs
 - Leonard Hill, Economic Officer
 - Christopher E. Goldthwait, Agricultural Attache

TOGO (Lome)

- Banque Ouest Africain de Developpment (BOAD)
 - West African Development Bank
 - Bernardus K. Pottker, Technical Advisor
- European Community Commission (EEC)
 - A. Kratz, Delegate for Fund for Economic Development and European Investment Bank
- ECOWAS, The Fund for Cooperation, Compensation and Development
 - Robert C. Tubman, Managing Director
 - Ousmane Diallo, Chief, Operations Division (in charge of Loans)
 - Josiah Brown, Chief, Economics/Statistics Division
 - Dokow Klomavi, Chief Accountant
 - Hana Mamadou Diallo, Director of Studies/Evaluation
 - A. Georges Apenteng, Charge of Loans and Guaranty Section
 - Degla N. Damasso, Chief Protocole
 - Dunstanette L. D. Macaully Homawoo, Head Div. of Conf. & Pub. Rel.
- Government of Togo
 - S. E. Koffi Walla, Minister of Plan
 - S. E. Tete Teor Benissan, Minister of Finance
- U. S. Embassy
 - Howard K. Walker, Ambassador
 - John Lundgren, AID Representative

UNITED STATES (New York & Washington D.C.)

- New York
 - United Nations (UNDP)
 - Lars Nerman: Principal Regional Officer (handles ECOWAS portfolio)
 - US delegation to the United Nations
 - John Hoskins, AID Liaison Officer

UNITED STATES (continued)

-Washington D. C.

United States Government
Department of State

Princeton Lyman, Dep. Assistant Secretary for African Affairs
Edward Pringle, Dir. Econ. Pol. Staff, African Affairs

Agency for International Development

Frank D. Correll, Deputy Assistant Administrator for Africa
William Naylor, Director, Regional Affairs (AFR/RA)
Noel Marsh, Senior Project Officer, AFR/RA (ECOWAS Backstop)
Mary Ann Riegelman, Project Officer, AFR/RA
Lane Holcroft, Director, Technical Resources, AFR
Mark Ward, Energy Advisor, AFR
William Mulcahy, Desk Officer
Edward Donahue, Dep. Dir., AFR/DP
Frances Johnson, Private Sector Coordinator
(plus other staff officers on specific points)

National Academy of Science

Dr. Dennis Wood, Energy Advisor

The World Bank (IBRD)

Raymond Rabearisoa, WA/IBRD

UPPER VOLTA (Ouagadougou)

-Permanent Interstate Committee for Drought Control in the Sahel (CILSS)
Abdou Salam Drabo, Chief Planning Unit (reponsible for cooperation
among regional and sub regional organisations)

-Communaute Economique de l'Afrique de l'Ouest (CEAO)
West Africa Economic Community
Oumar Alpha Sy, Deputy Secretary General

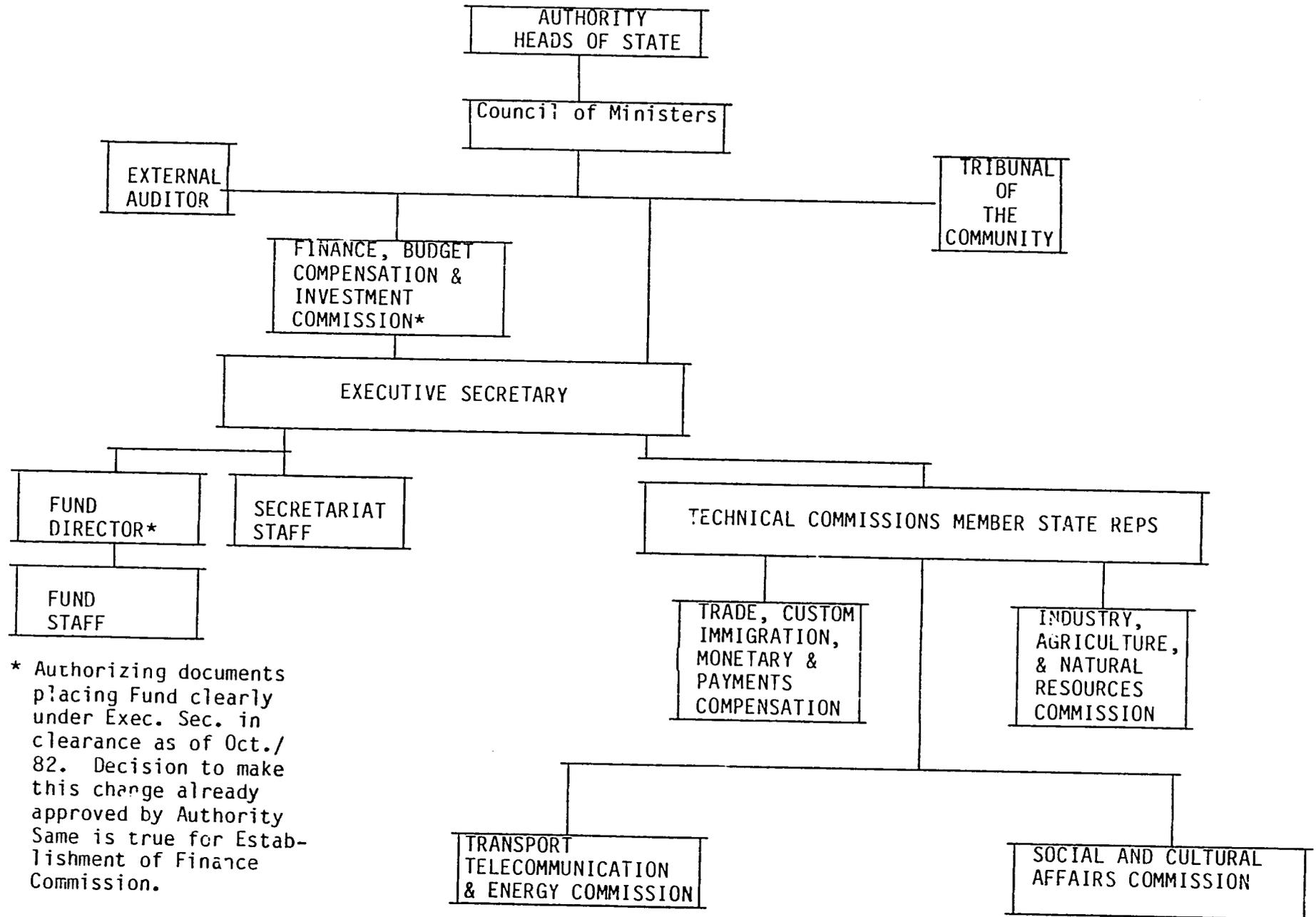
-Government of Upper Volta
Haruna Ouedrigo, Planning Officer

-U. S. Government
Julius W. Walker, Ambassador
USAID
Emerson J. McLaven, Director
Samir M. Zoghby, Regional Liaison Officer

SOME BASIC INDICATORS COMPARING ECOWAS & CEAO COMMON MARKET AREAS

COUNTRIES	(kilometers)	(millions \$)	(millions \$)	(millions)	(millions \$)		
	(000's) AREA	POPULATION	GDP PER CAPITA	\$ GDP (1979)	DISTRIBUTION OF GROSS NATIONAL PRODUCT		
					AGRICULTURE	INDUSTRY	SERVICES
I. CEAO COUNTRIES							
1. Mali	1240	6.8	140	1220	512.4	134.2	573.4
2. Mauritania	1031	1.6	320	470	126.9	155.1	188.0
3. Niger	1267	5.2	270	1710	752.0	547.2	410.4
4. Ivory Coast	322	8.2	1040	9130	2373.8	2099.9	4656.3
5. Senegal	197	5.5	430	2480	719.2	595.2	1165.6
6. Upper Volta	274	5.6	180	860	326.8	172	361.2
TOTAL (CEAO)	4331	32.9	396.7	15870	4811.1	3703.6	7354.9
II. OTHER COUNTRIES ECOWAS							
7. Benin	113	3.4	250	850	365.5	102	382.5
8. Cape Verde	--	--	--	--	--	--	--
9. Gambia	11	0.6	250	132	60.7	11.9	60.7
10. Guinea	246	5.3	280	1540	631.4	400.4	508.2
11. Guinea Bisseau	36	0.8	170	137	77	12.3	46.6
12. Liberia	111	1.8	500	940	329	244.4	366.6
13. Nigeria	924	82.6	670	75170	16537.4	33826.5	24806.1
14. Sierra Leone	72	3.4	250	790	284.4	181.7	323.9
15. Togo	57	2.4	350	1000	250	230	520
16. Ghana	239	11.3	400	10160	6705.6	2133.6	1320.8
TOTAL (ECOWAS)	6140	144.5	343.75	106589	30051.8	40846.4	35690.3
1979 data							

INSTITUTIONS OF THE COMMUNITY
(ECOWAS)



* Authorizing documents placing Fund clearly under Exec. Sec. in clearance as of Oct./ 82. Decision to make this change already approved by Authority Same is true for Establishment of Finance Commission.

Listing of Pertinent ECOWAS Documents
(Treaty, Protocol, Studies)

1. Treaty of the Economic Community of West African States (ECOWAS)
2. Protocols Annexed to the Treaty of ECOWAS
 - I. Protocol relating to the definition of the concept of products originating from Member States of ECOWAS
 - II. Protocol relating to the re-exportation with the ECOWAS of goods imported from third countries
 - III. Protocol on t/e the Assessment
 - IV. Protocol relating to the Fund for Cooperation, Compensation and Development of ECOWAS
 - V. Protocol relating to the Contributions by Member States to the Budget of ECOWAS
 - VI. Protocol relating to the General Convention on Privileges and Immunities of ECOWAS
 - VII. Protocol on Non-Agression
 - VIII. Protocol relating to Free Movement of Persons, Residence and Establishment
 - IX. Supplementary Protocol of rectification of the French text of the protocol relating to the definition of the concept of products originating from Member States of ECOWAS
 - X. Supplementary Protocol amending protocol relating to the definition of the concept of products originating from Member States
3. ECOWAS Policies and Programme Series #1: Free movement of Persons General convention on privileges and immunities of ECOWAS; Non-Agression
4. ECOWAS Policies and Programme Series #2: ECOWAS agricultural program; ECOWAS industrial program; Ecowas trade liberalization program
5. ECOWAS Policies and Programme Series #3: ECOWAS postal program; ECOWAS telecommunications program; ECOWAS transport program
6. Rules and Regulations of the Special Fund for the Development of Telecommunications in ECOWAS
7. Statement of General Policy and Procedure for Loans, Investments, Backings and Subsidies
8. General Conditions Applicable to Loan, Guarantee and Counter-Guarantee Agreements
9. Official Journal: Volume #1 1979; Volume #2 1980; Volume #3 1981 protocols, Decisions & Directives for those years
10. Speech by Executive Secretary to the 10th General Assembly of the Federation of West African Chambers of Commerce
11. Report to the Board and Audited Accounts: 1979 & 1980. Report for 1981 at printers.

ECOWAS FIFTH SUMMIT MEETING

The Conference of Heads of State and Government of the Economic Community of West African States (ECOWAS) held its fifth ordinary annual session in Cotonou, Popular Republic of Benin, the 28 and 29 May, 1982. Twelve heads of states participated, 2 Prime Ministers and 2 Ministers.

Participating in this meeting are the Heads of State and Government as well as accredited representatives listed here below:

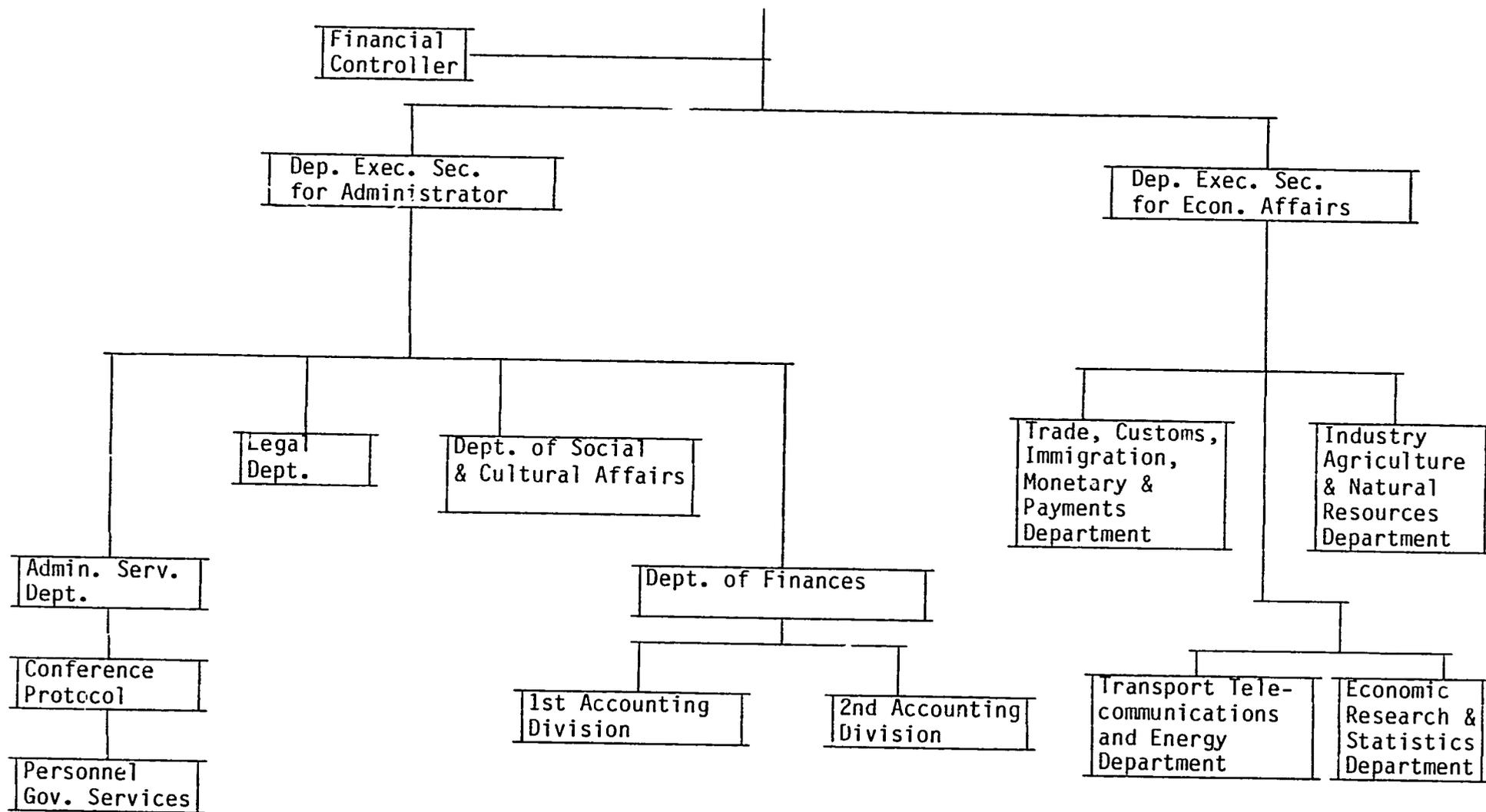
- H.E. Colonel Mathiew Kerekou,
President of the Popular Republic of Benin
- H.E. Felix Houphouet-Boigny,
President of the Republic of Ivory Coast
- H.E. Captain Jerry John Rawlings,
President of the Provisional National Defence Council of
the Republic of Ghana
- H.E. Ahmed Sekou Toure,
President of the Revolutionary Republic of Guinea
- H.E. Colonel Saye Zerbo,
President of the Military Committee for National Progress and
Head of State of the Republic of Upper Volta
- H.E. Samuel Kanyon Doe,
President of the Popular National Redemption Council and
Head of State of the Republic of Liberia
- H.E. Lieutenant Colonel Mohamed Khouna Ould Haidalla,
President of the Military Council of National Salute and
Head of State of the Islamic Republic of Mauritania
- H.E. Colonel Seyni Kountche,
President of the Supreme Military Council, and
Head of State of the Republic of Niger
- H.E. Alhaji Shehu Shagari,
President of the Federal Republic of Nigeria
- H.E. Abdou Diouf,
President of the Republic of Senegal
- H.E. Dr. Siaka P. Stevens,
President of the Republic of Sierra Leone
- H.E. General Gnassingbe Eyadema,
President of the Republic of Togo

ECOWAS FIFTH SUMMIT MEETING (Continued)

- H.E. Victor Saude Maria,
Vice President of the Revoluntary Council,
Prime Minister of the Republic of Guinea Bissau
- H.E. Brigade Commander Major Pedro Pires,
Prime Minister of the Republic of Cape Vert
- H.E. Dr. Momodou S.K. Manneh,
Minister of Economic Planning and Industrial Development
of the Republic of Gambia
- H.E. Drissa Keita,
Minister of Finance and Commerce of the
Republic of Mali

ORGANIZATION CHART -- ECOWAS SECRETARIAT

EXECUTIVE SECRETARY



FUNDING OF SECRETARIAT

1982/83 BUDGETS COMPARED-COMMENTS ON EXECUTION

Nomenclature	1982 Budget	Request For 1983	V A R I A T I O N S	
			Amounts	%
Staff Emoluments	\$2,205,331.	2,359,249.	+ 153,918.	+ 6.97
Development/Training	10,000.	10,000.	-	-
Office Expenses	308,000.	290,000.	- 18,000.	- 5.84
Residential Quarters	65,000.	190,000.	+ 125,000.	+ 192.30
Financial Charges	20,000.	30,000.	+ 10,000.	+ 50.00
Conference Expenses	400,000.	734,505.	+ 334,505.	+ 83.62
Auditing Expenses	20,000.	20,000.	-	-
Administrative Expenses	985,000.	755,000.	- 230,000.	- 23.35
Research Projects Evaluation	1,885,000.	2,026,835.	+ 141,835.	+ 7.52
Capital Expenditure	875,000.	1,114,500.	+ 239,500.	+ 27.37
Miscellaneous & Contingent Expenditure	523,158.	376,504.	- 146,654.	- 28.03
TOTAL:	7,296,489.	7,906,593.	+ 610,104.	+ 8.36

Comment: As indicated above, the Authority has consistently voted more than adequate budgets, given the current level of activity of the Secretariat. However, the actual contributions have fallen short of expectations. While the Executive Secretary is optimistic about improved performance in the coming months, he noted that some of the member countries were facing serious internal budgetary problems at the national level and having difficulty meeting the expenses of running their governments. When asked why the Fund record was better than the Secretariat's in collecting member country contributions, the Executive Secretary pointed out that the Secretariat depended on annual budgets whereas the Fund had had roughly five years to collect its 90% (\$45 million) in subscriptions. (Note: Interest earnings from the Fund's paid-in subscriptions provide the income for its annual budget.)

As of September 1982 the contributions for the Secretariat stood as follows: (all figures rounded) Of the \$13.5 million owed by the Member States as of January 1982, only \$3.0 million were actually paid. One member state still owes its 1977 contribution, and two member states have yet to pay their contributions for 1978. Three Member States have not yet honoured their obligations for 1979 while four member are still owing on their 1980 contributions. Only four member States have completely paid their contributions for 1981, and all of the member states have yet to pay all of their contributions for 1982. Given this situation the execution of the 1982 budget as of the end of September stood at \$3.1 million or about 43% of the 1982 budget of \$7.3 million.

ECOWAS SECRETARIAT:
ESTABLISHMENT (OR STAFFING PATTERN) AS OF OCTOBER 21ST, 1982 REV.

NUMBER	SALARY GRADE	FUNCTIONAL/TITLE	DEPARTMENT/DIVISION	NAME OF STAFF	COUNTRY
01	S.A.1	Exec. Sec.	Exec. Sec.	Dr. A. Diaby-Ouattara	Ivory Coast
02	S.A.3	Dep. Exec. Sec.	Exec. Sec. (Admin.)	Dr. J. Nti	Ghana
03	S.A.3	Dep. Exec. Sec.	Exec. Sec. (Econ. Affairs)	Dr. D.T. Sakho	Guinea
04	S.A.3	Financial Contr.	Exec. Sec.	Mr. I.O. Adeyale	Nigeria
$\frac{04}{4}$					
01	D.1	Chef de Cabinet	Exec. Sec.	Vacancy	--
02	D.1	Director	Administration	J.A. Eghagha	Nigeria
03	D.1	Director	Finance	G.A. Hamidou	Nigeria
04	D.1	Director	Legal	F.X. Grimaud	Benin
05	D.1	Director	Soc. & Cult. Aff.	D. Sall	Mauritania
06	D.1	Director	Trans. Telecoms & Energy	D.R.W. Faux	Sierra Leone
07	D.1	Director	Trade, Customs, Immig. Money & Pay- ments	P.C. Capko	Benin
08	D.1	Director	Ind. Agric. & Nat. Resources	Vacancy	--
09	D.1	Director	Research & Statistics	J.E.A. Manu	Ghana
10	D.1	Director	Audit	M.A.B. Kah	Gambia
01	P.5	Principal Officer	Administration	M.B. Joof	Gambia
02	P.5	Principal Officer	Conference	Vacancy	--

EÇOWAS SECRETARIAT:

ESTABLISHMENT (OR STAFFING PATTERN) AS OF OCTOBER 21ST, 1982 REV.

NUMBER	SALARY GRADE	FUNCTIONAL/TITLE	DEPARTMENT/DIVISION	NAME OF STAFF	COUNTRY
03	P.5	Interpretor	Linguistic	Vacancy	--
04	P.5	"	"	"	--
05	P.5	Reviser	"	"	--
06	P.5	"	"	"	--
07	P.5	Librarian	Library	Mrs. S.O. Abimbola	Nigeria
08	P.5	Principal Accountant	Finance	Vacancy	--
09	P.5	Legal Officer	Legal	"	--
10	P.5	Principal Officer (Trans.)	Transport	Z.K. Gunubu	Togo
11	P.5	Principal Officer	Telecoms.	Vacancy	--
12	P.5	Principal Officer	Energy	"	--
13	P.5	Principal Officer	Trade	A. Kumbu-Smart Jr.	Sierra Leone
14	P.5	Principal Officer	Customs	A. Seck	Senegal
15	P.5	Principal Officer (Immig.)	Immigration	A. Camara	Guinea
16	P.5	Principal Officer	Industry	Vacancy	--
17	P.5	Principal Officer	Agriculture	"	--
18	P.5	Principal Officer	Nat. Res.	"	--
19	P.5	Principal Statistician	Research	S.L. Adepoju	Nigeria
20	P.5	Principal Officer (Proj.)	Research	B. Dembele	Mali
<u>21</u>	P.5	Principal Officer	Econ. Analysis	F. Ofei	Ghana
21					

ECOWAS SECRETARIAT:

ESTABLISHMENT (OR STAFFING PATTERN) AS OF OCTOBER 21ST, 1982 REV.

NUMBER	SALARY GRADE	FUNCTIONAL/TITLE	DEPARTMENT/DIVISION	NAME OF STAFF	COUNTRY
01	P.4	Senior Officer	Personnel	Vacancy	--
02	P.4	Translator	Linguistic	J.A. de Medeiros	Nigeria
03	P.4	Translator	"	S. Traore	Upper Volta
04	P.4	Senior Accountant	Finance	Z.G.D. Houngninou	Benin
05	P.4	Senior Officer	Transport	Vacancy	--
06	P.4	Senior Officer	Telecoms.	A. Amedon	Togo
07	P.4	Senior Officer	Energy	Vacancy	--
08	P.4	Senior Officer	Trade	--	--
09	P.4	Senior Officer	Agriculture	--	--
10	P.4	Senior Officer	Cust. Leg.	--	--
11	P.4	Senior Officer	Cust. Nom.	--	--
12	P.4	Senior Officer	Immigration	--	--
13	P.4	Senior Officer	Money & Payments	R.D. Asante	Ghana
14	P.4	Senior Officer	Industry	Vacancy	--
15	P.4	Senior Officer	Agric.	--	--
16	P.4	Senior			
17	P.4	Statistician Senior Officer (Projects)	Research	--	--
18	P.4	Senior Officer	Research Econ. Analy.	D. Mensah Y. Sow	Togo Guinea
01	P.2	Protocol Officer	General Service	Vacancy	--
02	P.2	Conference Officer	Conference	--	--
03	P.2	Accountant	Finance	Kola Ogunrinde	Nigeria
04	P.2	Senior Officer	Trade	Vacancy	--

ECOWAS SECRETARIAT:

ESTABLISHMENT (OR STAFFING PATTERN) AS OF OCTOBER 21ST, 1982 REV.

NUMBER	SALARY GRADE	FUNCTIONAL/TITLE	DEPARTMENT/DIVISION	NAME OF STAFF	COUNTRY
<u>01</u>	P.1	Accountant	Audit	Vacancy	--
<u>1</u>					
01	G.6	Secretary	Exec. Secretary	Mrs. J. Detien	Benin
02	G.6	Bilingual Sec.	" "	Miss O.A. Obileye	Nigeria
03	G.6	Secretary	" "	Miss G. Okpa	Nigeria
04	G.6	Bilingual Sec.	" "	Mrs. H. Bassey	"
05	G.6	Confidential Sec.	Admin.	Mrs. F. Isijola	Ghana
06	G.6	Bilingual Sec.	Gen. Service	G. Uwerumba	Nigeria
07	G.6	Bilingual Sec.	" "	Vacancy	--
08	G.6	Admin. Assistant	Exec. Sec.	J.L. Tioko	Ivory Coast
09	G.6	Admin. Assistant	Gen. Service	Vacancy	--
10	G.6	Sen. Acc. Assist.	Finance	Vacancy	--
11	G.6	Bilingual Sec.	Legal	Miss A. Orok	Nigeria
12	G.6	" "	Trade	Miss Y. Diop	Senegal
13	G.6	" "	Fin. Con.	Miss G.E. Ene	Nigeria
<u>14</u>	G.6	" "	Econ. Res.	Miss E. Ekang	"
14					
01	G.5	Procurement Officer	Gen. Service	G. Abujade	Nigeria
02	G.5	Protocol Assistant	" "	S.O.A. Yebovi	Nigeria
03	G.5	Conference Assistant	" "	Vacancy	--
04	G.5	Secretary	Finance	--	--
05	G.5	Accounting Assistant	Finance	G. C. Ebbi	Nigeria
06	G.5	Secretary	Transport	Mrs. B. Tracore	Mali

ECOWAS SECRETARIAT:

ESTABLISHMENT (OR STAFFING PATTERN) AS OF OCTOBER 21ST, 1982 REV.

NUMBER	SALARY GRADE	FUNCTIONAL/TITLE	DEPARTMENT/DIVISION	NAME OF STAFF	COUNTRY
07	G.5	Secretary	Transport	Vacancy	--
08	G.5	"	Customs	--	--
09	G.5	"	Agric.	--	--
10	G.5	"	"	--	--
11	G.5	Senior Aud. Assist.	Audit	N.A. Sanya	Nigeria
12	G.5	Stores Officer	Gen. Service	C. Okpe	"
12					
01	G.4	Admin. Asst.	Gen. Service	C. Oputa	Nigeria
02	G.4	" "	" "	Vacancy	--
03	G.4	Protocal Assistant	" "	D.K. Maxime	Benin
04	G.4	" "	" "	G.B. Vossah	Togo
05	G.4	" "	" "	C.M. Santos	Benin
06	G.4	" "	" "	Vacancy	--
07	G.4	Stenographer	" "	Mrs. V. Edozien	Nigeria
08	G.4	Accounting Asst.	Finance	J.G.M. Otubusin	Nigeria
09	G.4	Accounting Asst.	"	Vacancy	--
9					
01	G.3	Machinist	Gen. Service	O. Ogunsiku	Nigeria
02	G.3	Senior Clerk	Gen. Service	E.O. Odedeji	Nigeria
03	G.3	Accounting Asst.	Finance	I.O. Adelakun	Nigeria
04	G.3	Typist	Library	K.I. Enwere	Nigeria
05	G.3	Accounting Asst.	Finance	S. Adenuga	Nigeria
06	G.3	Library Asst.	Library	U.N. Osuh	Nigeria
07	G.3	Accounting Asst.	Finance	M.C. Kagala	Benin

ECOWAS SECRETARIAT:

ESTABLISHMENT (OR STAFFING PATTERN) AS OF OCTOBER 21ST, 1982 REV.

NUMBER	SALARY GRADE	FUNCTIONAL/TITLE	DEPARTMENT/DIVISION	NAME OF STAFF	COUNTRY
08	G.3	Bilingual Typist	Telecoms.	S. Adognon	Benin
09	G.3	" "	Trade	Miss M. Durchbach	Togo
10	G.3	" "	Conference	Y.R. Abamba	Nigeria
11	G.3	" "	Gen. Service	Vacancy	--
12	G.3	Senior Clerk	Exec. Sec.	E.B. Amajo	Nigeria
13	G.3	Bilingual Typist	Finance	J. Yeyi	Benin
14	G.3	" "	Gen. Service	S. Adzah	Togo
15	G.3	Telex Operator	" "	A. Medjigbodo	Benin
16	G.3	Bilingual Typist	Finance	G. Amouzounvi	Benin
17	G.3	" "	Gen. Service	J. Kpidi	Benin
18	G.3	" "	" "	S. Kodjo	Togo
19	G.3	" "	" "	R. Gbaguidi	Benin
20	G.3	Technician	" "	B. Olokoda	Nigeria
21	G.3	Commissionaire	" "	B. Ojadeni	Nigeria
22	G.3	"	" "	J. Rufai	Nigeria
23	G.3	"	" "	G. Orubor	Nigeria
24	G.3	"	" "	A. Akanmu	Nigeria
25	G.3	"	" "	E. Adetunji	Nigeria
26	G.3	"	" "	M. Okpagor	Nigeria
27	G.3	"	" "	M. Alao	Nigeria
28	G.3	"	" "	M. Udoh	Nigeria
29	G.3	"	" "	A. Alimi	Nigeria
30	G.3	"	" "	A. Okafor	Nigeria
31	G.3	"	" "	E. Ekaidem	Nigeria
32	G.3	"	" "	E. Larbi	Nigeria

ECOWAS SECRETARIAT:

ESTABLISHMENT (OR STAFFING PATTERN) AS OF OCTOBER 21ST, 1982 REV.

NUMBER	SALARY GRADE	FUNCTIONAL/TITLE	DEPARTMENT/DIVISION	NAME OF STAFF	COUNTRY
33	G.3	Commissionaire	Gen. Service	T. Oguntoye	Nigeria
34	G.3	"	" "	E. Davies	Nigeria
35	G.3	"	" "	I. Adisa	Nigeria
36	G.3	"	" "	A. Adewusi	Nigeria
37	G.3	"	" "	A. Adebayo	Nigeria
38	G.3	"	" "	N. Salami	Nigeria
38					
01	G.2	Clerk	Gen. Service	R. Essiet	Nigeria
<u>1</u>					
01	G.1	Asst. Machinist	Gen. Service	T. Otakoya	Nigeria
02	G.1	Receptionist	" "	Vacancy	--
<u>2</u>					
01	M.5	Driver	Gen. Service	B. Benoit	Benin
02	M.5	"	" "	M. Soumaoro	Guinea
03	M.5	"	" "	T. Leha	Benin
04	M.5	"	" "	I. Kaba	Guinea
05	M.5	"	" "	J. Ogedengbe	Nigeria
06	M.5	Porter	" "	F. Obilor	Nigeria
07	M.5	"	" "	B. Inyamah	Nigeria

ECOWAS SECRETARIAT:

ESTABLISHMENT (OR STAFFING PATTERN) AS OF OCTOBER 21ST, 1982 REV.

NUMBER	SALARY GRADE	FUNCTIONAL/TITLE	DEPARTMENT/DIVISION	NAME OF STAFF	COUNTRY
01	M.4	Driver	Gen. Service	R. Affaton	Benin
02	M.4	"	" "	J. Darrah	Ghana
03	M.4	"	" "	A. Bobola	Nigeria
04	M.4	"	" "	A. Ebili	Nigeria
05	M.4	"	" "	B. Udoaka	Nigeria
06	M.4	"	" "	T. Sadiku	Nigeria
07	M.4	Dispatch Rider	" "	J. Omotosho	Nigeria
08	M.4	Cook	" "	M. Dabo	Guinea
09	M.4	"	" "	B. Apinpanta	Ghana
10	M.4	"	" "	B. Kiki	Benin
<u>10</u>					
01	M.3	Messenger	Exec. Sec.	B.N.J. Brown	Nigeria
02	M.3	"	" "	A. Chikere	Nigeria
03	M.3	"	" "	M.G. Tetteh	Ghana
04	M.3	"	Finance	A. Awoyelu	Nigeria
05	M.3	"	Research	A.C. Udom	Nigeria
06	M.3	Driver	Gen. Service	I. Agibuwa	Nigeria
07	M.3	"	" "	B.C. Udoh	Nigeria
08	M.3	"	" "	A. Gboyega	Nigeria
09	M.3	"	" "	J. Pueke	Nigeria
10	M.3	"	" "	N. Adu-Nyantakyi	Ghana
11	M.3	"	" "	M.S. Udoh	Nigeria
12	M.3	"	" "	C.J. Njoku	Nigeria

ECOWAS SECRETARIAT:

ESTABLISHMENT (OR STAFFING PATTERN) AS OF OCTOBER 21ST, 1982 REV.

NUMBER	SALARY GRADE	FUNCTIONAL/TITLE	DEPARTMENT/DIVISION	NAME OF STAFF	COUNTRY
13	M.3	Driver	Gen. Service	Vacant	--
14	M.3	"	" "	"	--
15	M.3	"	" "	"	--
16	M.3	"	" "	"	--
17	M.3	Gardener	" "	L. Nwachukwu	Nigeria
18	M.3	"	" "	S. Serebuoh	Ghana
19	M.3	"	" "	T. Kogbaga	Togo
<u>19</u>					
01	M.2	Messenger	Administrative	O. Okeke	Nigeria
02	M.2	"	General Service	J. Addison	Nigeria
03	M.2	"	Library	M. Onyeaghala	"
04	M.2	"	Legal	J.J. Etuk	"
05	M.2	"	Transport	M. Okareme	"
06	M.2	"	Trade	D.D. Nkan	"
07	M.2	"	Fin. Controller	C. Ikeson	"
08	M.2	Cleaner	Gen. Service	H. Amaechi	"
09	M.2	"	" "	M. Nwaogu	"
10	M.2	"	" "	A. Yusuf	Benin
11	M.2	"	Industry	G.A. Odukogbe	Nigeria
12	M.2	Steward	Gen. Service	O. Elegbede	Benin
13	M.2	Watchman	" "	Zingani Kabiru	Nigeria
14	M.2	"	" "	Azarak Muhamed	"
15	M.2	"	" "	Umaru Failo	"
15	M.2	"	" "	Liman Adam	"

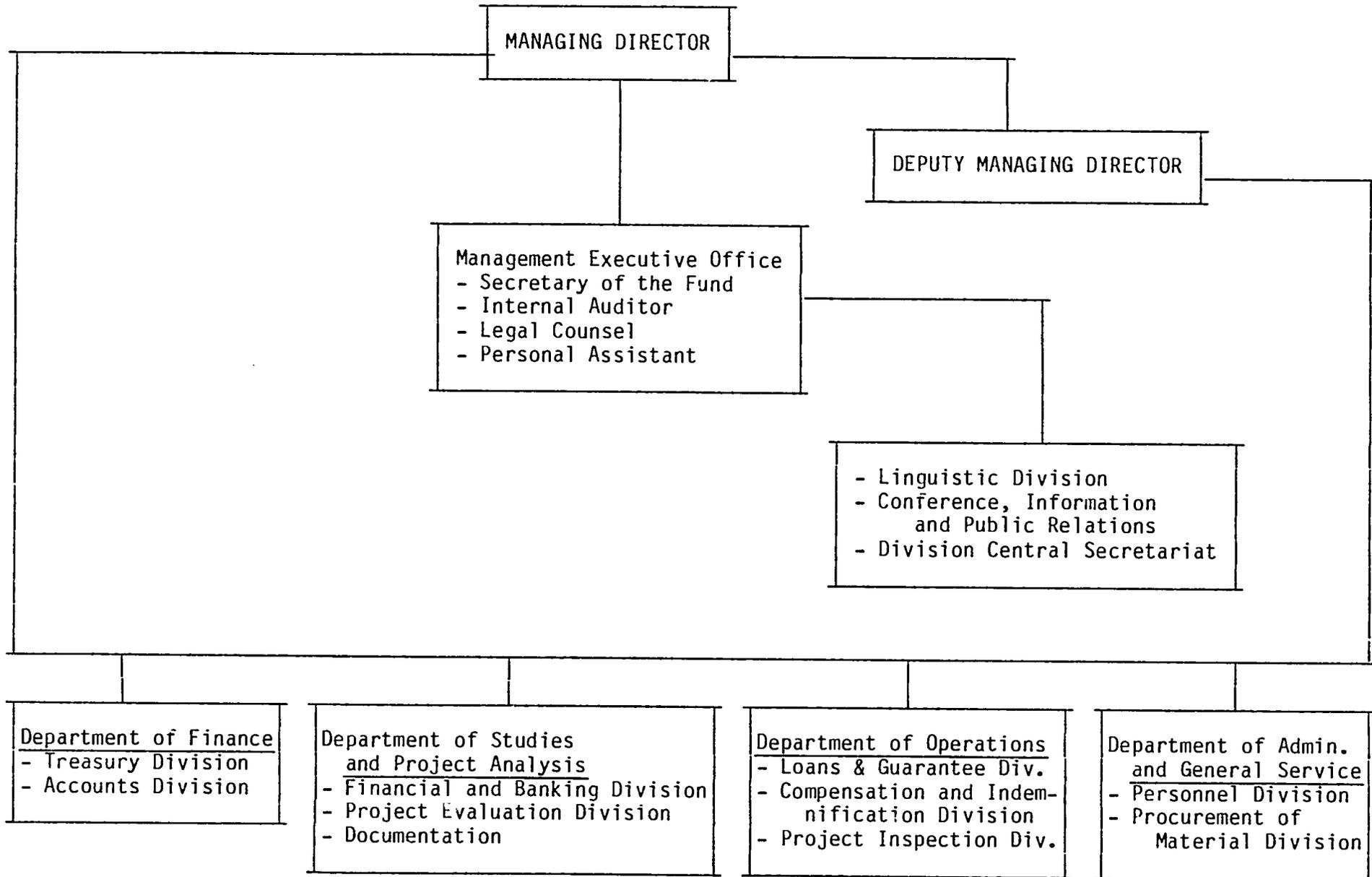
ECOWAS SECRETARIAT:
ESTABLISHMENT (OR STAFFING PATTERN) AS OF OCTOBER 21ST, 1982 REV.

NUMBER	SALARY GRADE	FUNCTIONAL/TITLE	DEPARTMENT/DIVISION	NAME OF STAFF	COUNTRY
17	M.2	Watchman	Gen. Service	Zaid Huseini	Nigeria
18	M.2	"	" "	Muhamnad Ahmed	"
19	M.2	"	" "	Isa Saleh	"
20	M.2	"	" "	Ibrahim Agali	Nigeria
21	M.2	"	" "	Hado Jama	Nigeria
22	M.2	"	" "	Abdul Karim Saire	"
23	M.2	"	" "	Ibrahim Muhammed	"
24	M.2	"	" "	Jida Abudakar	"
25	M.2	"	" "	Gaji Saleh	"
26	M.2	"	" "	Abdoulie Hassan	"
27	M.2	"	" "	Umaru Suberu	"
28	M.2	"	" "	Hala Ahmed	"
29	M.2	"	" "	Dana Husseini	"
30	M.2	"	" "	Lamin Adam	"
31	M.2	"	" "	Muhammed Mumun	"
32	M.2	"	" "	Bushara Adam	"
33	M.2	"	" "	Agid Saleh	"
34	M.2	"	" "	Alhaji Sule	"
35	M.2	"	" "	Gida Ahmed	"
36	M.2	"	" "	Isa Ramat	"
37	M.2	"	" "	N'Tchetepe N'poh	"
38	M.2	"	Part Time	Aziz Abdulahi	"
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ECOWAS SECRETARIAT:
ESTABLISHMENT (OR STAFFING PATTERN) AS OF OCTOBER 21ST, 1982 REV.

NUMBER	SALARY GRADE	FUNCTIONAL/TITLE	DEPARTMENT/DIVISION	NAME OF STAFF	COUNTRY
01	M.1	Gardener	Gen. Service	A. Bello	Nigeria
02	M.1	"	" "	H. Yusuf	"
03	M.1	Steward	" "	J. Oga (Miss)	"
04	M.1	"	" "	A. Nsiah (Mrs.)	Ghana
05	M.1	Cleaner	" "	E. Chima	Nigeria
06	M.1	"	" "	F. Etuk	"
<u>06</u>					

ECOWAS-THE FUND ORGANIZATION CHART



ECOWAS-THE FUND
STATUS OF FUNDS STILL DUE TO FUND FROM ECOWAS MEMBER STATES*

Country ***	Capital UC/UA (= \$1.00)	Budgets 1977 1978,1979	Spec. Telecom.** Fund F/X Contribution	Spec. Telecom.** Local Currency Contribution	Total
1. Cape Verde	213.412	-	17.573	11.715	242.700
2. Ivory Coast	-	-	228.452	152.301	380.753
3. Gambia	613.593,35	-	45.690	30.460	689.743,35
4. Ghana	-	-	-	151.130	151.130
5. Guinea	-	-	50.962	33.975	84.937
6. Guinea-Buissau	-	6.653	26.360	17.573	50.586
7. Liberia	1.029.435	-	117.741	78.494	1.225.670
8. Mali	806.655	-	11.642	22.259	840.556
9. Mauritania	1.272.427	-	63.264	42.176	1.377.867
10. Niger	-	-	36.904	24.802	61.506
11. Nigeria	-	-	411.097,18	384.268	795.365.18
12. Senegal	-	-	94.895	63.264	158.159
13. Sierra Leone	-	-	77.322	51.548	128.870
14. Upper Volta	823.369	-	45.690	30.460	899.519
TOTAL	4.758.891,35	6.653	1.091.255,18	1.095.062	7.087.367,53

* 90% of Total subscription of \$50,000,000 has been paid in as of 9/30/82.
 100% of Countries have paid something, although not all 100% of amount due.

** Special Telecommunications Fund payments started as of May 28, 1982,
 so performance by October not too bad.

*** Benin, Togo fully paid up.

ECOWAS FUND

STAFFING PATTERN

PROFESSIONAL PERSONNEL

NAMES	POSITIONS	COUNTRY
1. TUMBAN Rober C.	Managing Director	Liberia
2. - Vacant -	Deputy Managing Director	
3. AKINSULURE O. Millicent	Documentation	Sierra Leone
4. APENTENG A. Georges	In Charge of Loans and Guarantees	Ghana
5. BAIDEN Edmund	Assistant Internal Auditor	Ghana
6. BALDE Sarifou	Director of Finance	Guinea
7. BOKPE Léon	Chief of Personnel	Benin
8. BROWN Josiah	Economist/Statistician	Liberia
9. CHERIF Mohamed Ali	In Charge of Loans	Mauritania
10. DIALLO Hama Mamadou	Director of Studies & Anal.	Upper Volta
11. DIALLO Ousmane	Director of Operations	Mali
12. DOKOU Klomvai	Controller General	Togo
13. FALL Mahenta Birima	Secretary General	Senegal
14. GABBIDON Nathaniel	Internal Auditor	Sierra Leone
15. HILLAH Aye Djodji	Director of Administration	Togo
16. JALLOW Alieu Omar	Principal Translator	Gambia
17. TOKPLO F. Jacques	Translator	Benin
18. TORTCHAR Gabriel	Translator	Ghana
19. OGBONNA Nicholas	Assistant Treasurer	Nigeria
20. MACAULEY-HOMAWOO Dunstannette	In Charge of Conferences	Liberia
21. OSEI-BOATENG Rebecca	General Counsel	Ghana
22. NOUCHET Christopher	Accountant (In Charge of Expenses)	Sierra Leone

ECOWAS FUND

GENERAL SERVICES PERSONNEL

NAMES	POSITIONS	COUNTRY
1. ACKAH Ruth	Secretary	Liberia
2. ADJAKLY K. Eklu	Stenographer/typist	Togo
3. AGUDETSE Akuavi	Typist/bilingual	Togo
4. ADAKPO Kokou Agbényégan	Switchboard Operator	Togo
5. AKOUETE Folly	Typist/bilingual	Togo
6. ATTIBA R. Dovi	Director's Secretary	Togo
7. ASHIE Joyce	Bilingual Secretary	Ghana
8. BLAGOGEE Kodjo	Accounting Assistant	Togo
9. DAMASSOH N. Déglá	Protocole Agent	Togo
10. DARBOUX Rosemonde	Switchboard Operator	Benin
11. DJONDO Renée Etsivi	Secretary	Togo
12. FIATY Teko	Typist	Togo
13. HODASI Yela	Director's Secretary	Ghana
14. ISSIFOU-DJIMAH Sakah	Typist/bilingual	Togo
15. MENSAH Vinyéamé	Typist	Togo
16. OMANE Victoria	Secretary/bilingual	Ghana
17. QUADJOVIE Adoudé	Director's Secretary	Sierra Leone
18. SMITH O. Edith	Administrative Secretary	Sierra Leone
19. TADE Moucharafou	Stockroom Clerk	Benin
20. WEST O. Data	Secretary/bilingual	Nigeria

ECOWAS FUND

AUXILIARY PERSONNEL

NAMES	POSITIONS	COUNTRY
1. ABOLI Yawo	Messenger	Togo
2. ABOKI Akouété	Guard	Togo
3. ABOTSI Yao	Messenger	Togo
4. AGUE Kodjo	Chauffeur	Benin
5. AKAKPO Mensah	Laundry	Togo
6. AMOUZOU Aklobessi	Messenger	Benin
7. D'ALMEIDA Edzona Kouassi	Messenger	Togo
8. AMADOU Mohammed	Gardener	Benin
9. AMETEPE Komlan Agbéyo	Chauffeur	Togo
10. AMETEPE Kossi Kouma	Guard	Togo
11. AMDAH Edoh	Messenger	Togo
12. ANAKPA Yao	Guard	Togo
13. ASSIGNO Yao	Messenger	Togo
14. ATTIDIGAH Yao	Chauffeur	Togo
15. AZOMBAKIN Komlanvi	Chauffeur	Togo
16. BENISSAN Datévi	Guard	Togo
17. BOATENG Kwaku	Messenger	Togo
18. DODOH Kégnonhou	Chauffeur	Benin
19. FIANYO Comlan	Chauffeur	Togo
20. GALEY Ayédé Kossi	Messenger	Togo
21. HODEHOU Abiona	Cook	Benin
22. KOUDZRAKO Tometsi Aziamedji	Laundry	Togo
23. KPETIGO Séwa Kodjo	Chauffeur	Togo
24. LAMBONI Lardja	Cleaner	Togo
25. LINDAGBA Barnabé	Chauffeur	Benin
26. MOUKPE Abako	Gardener	Togo
27. QUARSHIE Beatrice	Cook	Ghana
28. SAVI Mensah	Chauffeur	Togo
29. SOULEY Zakaria	Cleaner	Benin
30. TEBAYEMA Lakéna	Messenger	Togo

ECOWAS FUND

AUXILIARY PERSONNEL (continued)

NAMES	POSITIONS	COUNTRY
31. VINAMON ZINSOU Antoine	Assistant Gardener	Benin
32. KPONTON Kossi Quam	Typist	Togo
33. AGBAGBA Kpadènou	Guard	Togo
34. AGBELEDJRO Nyadanu Kéfas	"	Togo
35. AGBODAINON Bodjiènou A.	"	Benin
36. AGBODJAN Adjete Sékoto	"	Togo
37. APETI Menash	"	"
38. BESSAN-BOHOU Comlan	"	"
39. D'ALMEIDA D. Comlanvi	"	"
40. DOTSE Messan	"	"
41. EKPE Komlan	"	"
42. ISSAKA Karsum Moses	"	Ghana
43. KWABENG Obeng	"	"
44. MENSAH Agoutsé Kodjo	"	Togo
45. SAKITI Nazaire	"	Benin
46. SALAMBADRE Raogo	"	Upper Volta
47. SENAH Yao	"	Togo

ECONOMIC COMMUNITY OF WEST AFRICAN STATES

DECISION No. C/DEC. 3/5/82 RELATING TO THE LIST OF PRIORITY
INDUSTRIAL SECTION AND INDUSTRIAL PRODUCTS FOR THE
IMPLEMENTATION OF THE TRADE LIBERALIZATION PROGRAM

THE COUNCIL,

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

MINDFUL of Article 12 of the ECOWAS Treaty relating to Trade Liberalization;

CONSIDERING Articles 13 and 17 of the Treaty relating to import duties and taxes and internal indirect taxes and duties to be eliminated or harmonised;

CONSIDERING Decision A/DEC. 18/5/80 of the 28th of May 1980 relating to the trade liberalization scheme in respect of industrial products;

DECIDES

ARTICLE 1

The industrial products satisfying the cumulative conditions stated below shall be considered as "Priority Industrial Products".

- 1) they must be industrial products and must originate from Member States of the Community;
- 2) they must be manufactured by industries established in the sub-region;
- 3) they must belong to the priority industrial sectors approved by the Council of Ministers. The list of these sectors approved by the Council of Ministers during its November 1979 session is as follows:
 - food industries
 - agro-chemical industries
 - agricultural machine industries
 - construction materials industries
 - wood industries
 - telecommunications and electronics industries
 - petro-chemical industries
 - steel industries
 - automobile and related industries
 - pharmaceutical industries

ARTICLE 2

- 1) The list of the said priority industrial products is attached to this decision.
- 2) The said list is not exhaustive, it can be amended at any time upon consultations with the competent commission.

ARTICLE 3

Member States shall take all the necessary measures for the implementation of this decision.

ARTICLE 4

This decision shall enter into force on the date of its signature and shall be published in the official journal of the Community and each Member State.

DONE AT COTONOU THIS 26TH DAY OF MAY, 1982 A
SINGLE FRENCH AND ENGLISH ORIGINAL VERSION
BOTH AUTHENTIC.

FOR THE COUNCIL

Signed
THE CHAIRMAN
HON. INT. MIL. ISIDORE AMOUSSOU

ECONOMIC COMMUNITY OF WEST AFRICAN STATES

LIST OF PRIORITY INDUSTRIAL PRODUCTS

ECOWAS NOMENCLATURE NUMBER	DESIGNATION OF PRODUCTS
<u>Chapter 4</u>	: <u>Dairy produce, birds eggs, natural honey, edible products of animal original not elsewhere specified or included</u>
04.02	- Milk and cream, preserved, concentrated or sweetened
<u>Chapter 9</u>	: <u>Coffee, tea, mate and spices</u>
ex 09.01	- ground roasted coffee
ex 09.02	- other black tea
ex 09.04	- pepper
ex 09.10	- thym, ginger
<u>Chapter 11</u>	: <u>Products of the miling industry; malt and starches, gluten, insulin</u>
ex 11.01	- maize, sorghum, millet, rice, fonio flours
ex 11.04	- cassava flour, yam flour
<u>Chapter 12</u>	: <u>Oil seeds and oleaginous fruit; miscellaneous grains seeds and fruit industrial and medical plants</u>
12.02	- flours or meals of oil seeds or oleaginous fruit, non-defatted (excluding mustard flour)
<u>Chapter 15</u>	: <u>Animal and vegetable fats and oils and their cleavage Products prepared edible fats, animal and vegetable waxes</u>
15.07	- fixed vegetable oil, fluid or solid, crude, refined or purified
15.10	- fatty acids, acid oils from refining; fatty alcohols
ex 15.13	- margarine
<u>Chapter 16</u>	: <u>Preparation of meat, of fish, of crustaceans or molluscs</u>
16.01	- sausages and the like of meat, meat offal or animal blood
16.02	- other prepared or preserved meat or meat offal
16.03	- meat extracts and meat juices; fish extracts
ex 16.04	- prepared or preserved fish, (excluding caviar and its substitutes)
16.05	- crustaceans and molluscs, prepared or preserved
<u>Chapter 17</u> (all headings)	: <u>Sugar and sugar confectionery</u>

Chapter 18 : Cocoa and preparations

- ex 18.02 - cocoa cake
- 18.04 - cocoa butter (fat or oil)
- 18.04 - cocoa powder, unsweetened
- 18.06 - chocolate and other preparations containing cocoa

Chapter 19 : Preparations of cereals, flour or starch, pastrycooks' products

- 19.02 - malt extract, preparations of flour, meal, starch or malt extracts, of a kind used as infant food or for dietetic or culinary purposes, containing less than 50% by weight of cocoa
- ex 19.03 - couscous; attieke, edible pasta
- 19.08 - pastry, biscuits, cakes and other fine bakers wares, whether or not containing coca in any proportion

Chapter 20 : Preparation of vegetables, fruit or other parts of plants

- 20.01 - vegetables and fruit, prepared or preserved by vinegar or acetic acid, with or without sugar, whether or not containing salt, spices or mustard
- 20.05 - jams, fruit jellies, marmalades, fruit puree and fruit pastes, being cooked-preparations, whether or not containing added sugar
- 20.06 - fruit otherwise prepared or preserved, whether or not containing added sugar or spirit
- 20.07 - Fruit juices (including grape must) and vegetable juices, whether or not containing added sugar, but unfermented and not containing spirit

Chapter 21 : Miscellaneous Edible Preparations

- ex 21.02 - coffee, processed, instant coffee
- 21.04 - sauces, mixed condiments and mixed seasonings

Chapter 22 : Beverages, spirits and vinegar

- 22.08 - Ethyl alcohol or neutral spirits, undenatured, or a strength of 80 or higher; denatured spirits (including ethyl alcohol and neutral spirits) of any strength

Chapter 23 : Residues and waste from the food industries prepared animal fodder

- 23.01 - flours and meals, of meat, offals, fish, crustaceans or molluscs unfit for human consumption, greaves
- 23.02 - bran, sharps and other residues derived from the sifting, milling or working of cereals or of leguminous vegetables
- 23.04 - oil-cake and other residues (except dregs) resulting from the extraction of vegetable oils
- 23.07 - sweetened forage, other preparations of a kind used in animal feeding

Chapter 25 : Salt, sulphur, earths and stones, plastering materials, lime and cement

- 25.07 - clay (for example, kaolin and bentonite, analusite, kyanite and sillimanite, whether or not calcined, but not including expanded clays falling within heading No.68-7; mullite, chamotte and dinas earths
- ex 25.20 - plasters
- 25.22 - quicklime, slaked lime and hydraulic lime, other than calcium oxide and hydroxide
- 25.23 - portland cement, ciment fondu, slag cement, supersulphate cement and similar hydraulic cements, whether or not colored or in the form of clinker

Chapter 27 : Mineral fuels, mineral oils and products of their distillation; bituminous substances, mineral waxes

- 27.05 - coal gas, water gas, producer gas and similar gases;
- 27.10 - petroleum oils and oils obtained from bituminous, minerals other than crude, preparations not elsewhere specified or included, containing not less than 70% by weight of petroleum oils or of oils obtained from bituminous minerals, the oils being the basic constituents of the preparations
- 27.11 - petroleum gases and other gaseous hydrocarbons
- 27.12 - petroleum jelly
- 27.13 - paraffin wax, micro-crystalline wax, slack wax ozokerite, lignite wax, peat wax
- 27.14 - petroleum bitumen, petroleum oils or of oils obtained from bituminous minerals
- 27.16 - bituminous mixtures based on natural asphalt, on mineral tar or on mineral tar pitch
- 27.17 - electrical current

Chapter 30 - Pharmaceutical products

(All Headings)
with the
exception in
heading 3.01
ex 31.01

- guano and other natural animal or vegetable fertilizers, whether or not mixed together but not chemically treated.

Chapter 38 : Miscellaneous chemical products

- 38.11 - disinfectants, insecticides, fungicides, rat poisons, herbicides, anti-sprouting products, plant growth regulators and similar products, put up in forms or packings for sale by retail or as preparations or articles (for example, sulphur - treated bands, wicks and candles fly-papers)

Chapter 39 : Artificial resins and plastic materials, cellulose esters and ethers articles thereof

- 29.07 - Articles of materials of the kind described in headings 39.01 to 39.06

Chapter 40 : Rubber, synthetic rubber, factice, and articles thereof
(headings
40.07 to 40.16)

Chapter 44 : Wood and articles of wood, wood charcoal
(all headings
with the
exception of
products of
headings
44.01 to 44.05)

Chapter 69 : Ceramic products

Chapter 84 : Boilers, machinery and mechanical appliances; parts thereof

- 84.24 - Agricultural and horticultural machinery for soil preparation or cultivation (for example, ploughs, harrows, cultivators, seed and fertilizers distributors); lawn and sports ground rollers
- 84.25 - Harvesting and threshing machinery; straw and fodder presses, hay or grass movers; winnowing and similar cleaning machines for seed, grain or leguminous vegetables and egg-grading and other grading machines for agricultural produce (other than those of a kind used in the bread grain milling industry falling within heading No. 84.29)

Chapter 94 : Chairs and other seats medico and surgical chairs and seats, beds and parts thereof

- ex 94.01 - chairs and other seats whether or not convertible into beds (with the exception of those in No. 94.02 and parts thereof of wood)
- ex 94.03 - other furniture and parts thereof of wood

ANNEX N

INDUSTRIAL/PROCESSED PRODUCTS

DUTIES AND TAXES OF EQUIVALENT EFFECT
TIME TABLE FOR THEIR ELIMINATION

COUNTRY CATEGORY	PRODUCT CATEGORY																										
	COUNTRY CATEGORY P-1									P-2																	
	COUNTRY CATEGORY P-1									PRODUCTS P2.1					PRODUCTS P2.2												
	81	82	83	84	85	86	87	88	89	81	82	83	84	85	86	87	88	89	81	82	83	84	85	86	87	88	89
MORE ADVANCED COUNTRIES C1	0	0	0	0	0	0	0	0	0	25	50	75	100						15	30	50	70	100				
LESS ADVANCED COUNTRIES C2	0	0	0	0	0	0	0	0	0	10	20	30	45	60	75	90	100		10	20	30	45	60	75	90	100	

1. The timetable for the Trade Liberalization Programme is set out above. It is to be noted, however, that the rate of elimination differs as between countries as well as the products entering trade.

All products are grouped into two main categories for purposes of tariff elimination:

- P1 - as the first category-consisting of products manufactured by enterprises accorded Community Status;
- P2 - as the second category-consisting of products manufactured by enterprises of Member States is further subdivided into two as follows:
 - P2.1 - products qualifying as originating goods which are accorded preferential treatment under an existing sub-regional organisation (CEAO, Mano River Union)
 - P2.2 - Products qualifying as originating goods other than those specified above.

2. Member States were also grouped into two for the purpose of tariff elimination:

- C1. as the first category which are industrially more advanced countries - Nigeria, Ivory Coast, Ghana and Senegal
- C2. as the second category which are industrially less advanced countries - Benin, Cape Verde, Gambia, Guinea, Guinea-Bissau, Liberia, Mali, Mauritania, Niger, Sierra Leone, Togo and Upper Volta

3. The time-frame for the liberalization schedule is based on product classification and country classification as follows:

- (i) for products categorized as P1,
 - complete elimination of tariffs in 1981 for all member States;
 - (ii) - complete elimination over a period of 4 years starting from May 1981 for all countries in categories C1;
 - complete elimination over a period of 8 years from 1981 for all countries categorised under C2;
 - (iii) - for products belonging to category P2.2
 - complete elimination over a period of 6 years starting from 1981 for all countries falling under category C1;
 - complete elimination over a period of 8 years starting from 1981 for all countries falling under category C2.
- The elimination time-table for non-tariff barriers, will however cover a period of 1 year starting from May 1981.

ECONOMIC COMMUNITY OF WEST AFRICAN STATES

C/DEC. 8/11/79 DECISION OF THE COUNCIL OF MINISTERS ON
THE TRADE LIBERALIZATION OF UNPROCESSED PRODUCTS

The Council endorsed the proposal that the English and French texts of Article V (f) of the Protocol on the definition of the concept of goods originating from Member States should be realigned and the French text be improved upon. The Council endorsed the following recommendations of the Commission:

- i. total exoneration of duties and taxes
- ii. free movement of these products without any quantitative restriction to be supervised by Economic Operators at the point of entry.
- iii. absence of compensation for loss of income resulting from the importation of these products.

LISTING OF UNPROCESSED PRODUCTS THAT SHOULD
BE TOTALLY EXONATED FROM IMPORT DUTIES AND TAXES

No of Tariff Nomenclature and Statistics	Description of Materials
<u>CHAPTER I</u> (All items)	Live animals
<u>CHAPTER II</u> (All items)	Meat and edible meat offerts
<u>CHAPTER III</u> (All items)	Fish, crustaceans, and molluscs, fish - egg
04-01 ex-04-05 04-06	Fresh milk (complete or skimmed) Birds' eggs in shell Natural honey.
<u>CHAPTER IV</u> (All items)	Other products of animal origin n.e.s. raw or simply prepared
<u>CHAPTER VI</u> (All items)	Live plants, root, and food tuber
<u>CHAPTER VII</u> (All items)	Vegetables, plants, root and food tuber

CHAPTER VIII
(All items)

Edible fruits, peel of melons and citrus

CHAPTER IX
ex-09-01

09-04

Other spices
Coffee (not roasted or grinded)
Green tea
Ungrinded pepper and pimento

CHAPTER X
(All items)

Cereals

CHAPTER XI
ex-11-06

Cassava flour (gari)

CHAPTER XII

12-01

12-03-00

12-04

12-07

Oil seeds and oleaginous fruits
Seeds, spores and fruits for sowing
Sugar canes
Plants and parts (including seeds and fruits) of trees, bushes, shrubs of other plants, being goods of a kind used primarily in perfumery, in pharmacy, or for insecticidal, fungicidal or similar purpose, fresh or dried, whole, cut, crushed, ground or powered
Néré seeds

ex-12-08

CHAPTER XIII

Raw materials of plant origin for dyeing, tanning; gum, raisin as well as other plant juices and extracts (raw or simply cleaned or dried)

CHAPTER XVIII
ex-18-01

Cocoa beans, broken or raw

CHAPTER XXII
ex-22-01

Tobacco and raw tobacco manufactures

CHAPTER XXV

ex-25-01

ex-25-03

ex-25-16

25-20

ex-25-32

Rock salt, white salt and sea salt
Natural alumino calcium phosphates raw natural marble
Raw natural granite
Raw gypsum
"Sand roses"

CHAPTER XXVI

Unprepared natural metalurgical minerals

CHAPTER XXVII

ex-27-09

ex-27-15

Crude oil
Crude bitumen and asphalts (unprocessed)

CHAPTER XXXI
ex-31-01

Natural crude fertilizer
Guano and other natural fertilizers (of plant or animal origin) which are not chemically processed

CHAPTER XII

Raw natural rubber and gum

CHAPTER XLI
41-01

Raw skins (fresh, salted, dried, limed, or pickled)

CHAPTER XLIV
44-03
44-04
44-05

Rough wood
Simple squared wood
Sawn wood

CHAPTER XLVI

Natural weaving materials (plants barks and unspinned natural textile fibres)

CHAPTER LV
56-01

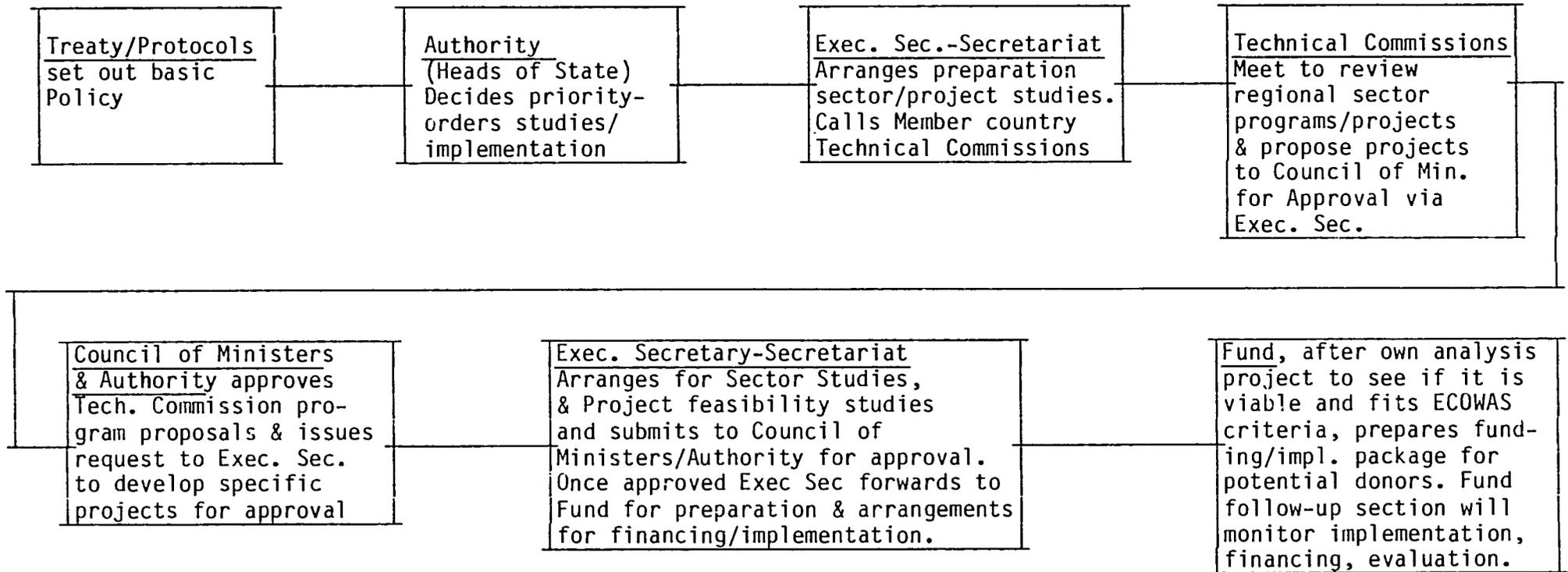
Cotton (unpicked cotton fibres or simply picked ones)

CHAPTER LVII

Other raw plant textile fibres

ECOWAS

Sector/Project Development Flow Chart



Feasibility Study

ECOWAS Seed Multiplication (Terms of Reference)

I. Project Description

This project, for which the feasibility study is proposed, seeks to increase the production of high quality cereal seed in the ECOWAS region (or sub-region as it is called locally) in order to reduce the dependency of the individual states on food imports. Imported food currently constitutes nearly one-third of all food consumption in many Sahelian states, and these imports have been growing at 9% a year since 1970. Nigeria, for example, has contracted for 1.7 million tons of wheat to be imported in 1982, up 300,000 tons since 1980.

If, as ECOWAS planners believe, food production has been stagnating, in part, because of lack of demand for local production, something must be done to reverse the trend. ECOWAS planners believe that the acceptability of cereals such as maize, corn and sorghum can be enhanced through a program of breeding for more acceptable color, larger grains, lower moisture content, etc. and we agree.

The project proposal recently approved by the ECOWAS, designates five experiment stations as seed production centers for the Community. The centers are located in Nigeria, Ivory Coast, Mali, Sierra Leone and Senegal. Locations were selected by a prefeasibility study mission who determined that these stations were adequately staffed and adequately endowed to move from their current levels of production to a magnitude much greater which would permit them to meet multi-national needs. The centers are dispersed into differing ecological zones which correspond to the environmental considerations of the production areas of surrounding countries.

The centers would utilize previously developed genetic engineering systems to produce known improved seed varieties for multiplication. All of the breeding as well as the first or R1 cycle of multiplication would be performed at one of the five centers mentioned above. Further multiplication through the R2 and R3 cycles would be done within the country of the eventual user. We would personally favor the propagation of R2 and R3 generations on privately owned farms (small) which were closely supervised by extension workers. This, as opposed to multiplication on state-owned enterprises. The objective of the project would be to provide relatively large quantities of high quality seed to farmers for the production of equally high quality maize, sorghum, and millet.

Rice, as a food commodity presents a slightly different problem than the three grains mentioned above. Rice is in chronically short supply and the local varieties are less favored than the U.S. and Asian varieties. Increasing rice production in West Africa will help alleviate or lower food imports providing that the quality is similar to imported rice. Generally the multiplication sequence would be similar to that described for the other grains, maize, sorghum and millet.

II. Feasibility Team

A five-person team is to be recruited for assignments of varying lengths (6-14 weeks) for the purpose of determining the technical feasibility of the ECOWAS proposal, and to provide detailed cost and income estimates for a five year and a ten year seed program. The team, as a unit will visit the five stations designated as regional seed multiplication centers, and in addition, will visit at least four of the sites proposed for R2 and R3 multiplication in user countries which are not the same countries as those in which the genetic engineering is being performed. The team will evaluate the adequacy of present staff, equipment and land to carry out the mission of multiplication. Not only should inadequacies in human and material requirements be catalogued, but remedial mechanisms and time-phased plans for their accomplishment be developed. Estimated costs in U.S. \$'s and local costs converted into U.S. \$'s are required.

III. Member Country Contracts and Commitments

Selected members of the team will meet with the Agricultural Development Committee(s) (ADC's) that have been designated by the ECOWAS to oversee the implementation of the project. Selected members of the team will attempt to validate the acceptability and the adaptability of the germ plasm recommendations of the ADC's for inclusion in the multiplication program.

It is assumed that technical assistance will become an important aspect of this program and the team should make detailed suggestions for the type of assistance that will be required and its duration.

Maximum emphasis should be placed on the ability of the private sector to participate in the seed multiplication process (e.g. in the R2, R3 seed multiplication cycles), the public sector having demonstrated general ineffectiveness in this area over the past twenty-odd years.

The team should seek assurances from the governments that are currently operating the five research stations that are to be the foundation of the program, that they will indeed release these institutions from their current obligations, in order that they may be used in their entirety and with full resources for the new task.

Total eventual output from each station should be calculated and agreement reached with the ADC's regarding the repartition of seed output between participating states. This calculation should take into account current consumption patterns in each country, food imports, and anticipated requirements over the next ten years.

IV. Feasibility Team/Personnel Requirements:

1. Agricultural Research Program Manager: 14 weeks

The individual should have a minimum of ten years experience as the manager of agricultural programs with both administrative and technical competence. Experience as the manager of agricultural research programs would be an ideal qualification. This person should possess the ability to be responsive to the Scientists felt needs and at the same time act in the best

interests of the financing institution. Negotiating experience with national institutions such as Ministers of Rural Development and Agriculture is required.

2. Agricultural Research Scientist: 10 weeks

This individual should be experienced in plant breeding and genetics. He will review the array of plant material that has been developed for West Africa, and in concert with the ADC's recommend the specific varieties that will be incorporated into the seed multiplication program. Varieties to be selected include: Rice for upland sites in the Savannah bas-fonds and the forest, plus at least one paddy variety; sorghum for the sudano-sahlien and savannah and forest zones. Selection criteria will include in addition to adaptability: color, moisture content at harvest, durability, taste, disease resistance and yield - more or less in that order.

3. Seed Multiplication Technician - 10 weeks

The technician should be experienced (five years minimum) in the multiplication of seed in the field to include, land preparation, planting, cultivation, fertilization, insect control, and harvesting and cleaning of certified and registered seed. He will identify the requirements in material and human resources required to attain varying levels of production. He should calculate annual operating costs of all of the factors of production to arrive at the lowest possible cost per unit of production consistent with the maintenance of acceptable standards of seed quality.

4. Seed Laboratory Technician - 6 weeks

This individual should have had several years experience working as a laboratory technician on a seed producing station. He should be familiar with the equipment required and the level of training necessary to test germination, purity, and adherence to genetic description. He will evaluate staff and equipment at five seed producing facilities in West Africa and prepare the necessary lists of needs in training and materials to meet the requirements of the multiplication program.

5. Agricultural Economist - 14 weeks

The economist will calculate projected requirements of basic cereals for each of the ECOWAS countries for the next ten years based upon population increases, income variables and hypothesized diminutions in the import of wheat and wheat products and rice. These projections will be measured against production current and anticipated in order to arrive at requirements in sorghum, millet, corn and/or rice seed over the same period. The economist will also plot and describe the institutional arrangements required within the regional organization to make the project work and prepare the projects cost and benefit studies. He will assist the Agricultural Research Program Manager prepare the financial summary of the program and assist in the overall preparation of the final feasibility study. Note: Either the Agricultural Economist or the Agricultural Research Program Manager should function as Team Leader.

Both French and English language proficiency required for all positions.

V. Illustrative Budget

Total man weeks = 54

Est Cost:

Salaries +	\$ 56,700.00
perdiem	37,800.00
travel	20,000.00
Misc	<u>5,000.00</u>
	\$120,000.00

(To this figure should be added overhead/etc. for the contracting company
--roughly 90-100%)

List of Short Term Energy Activities Approved by ECOWAS's
Energy Projects Committee submitted to REDSO/WA for
AID "Support and Cooperation" 6/23/82*

1. Natural Gas Utilization in ECOWAS.
2. Infrastructure for Photovoltaic Energy Systems
3. Solar Heat for Industry, Domestic, and Agricultural Uses
4. Alcohol Fuel Production from Agricultural Wastes
5. Training and Development of Personnel
6. Integrated Agricultural Systems
7. Electric Grid Interconnection
8. Densified Wastes and Coal as Fuel
9. Wind Energy**
10. Improved Wood in Charcoal Stoves and Fuel Plantations
11. Energy Data Management System for ECOWAS States**
12. Development of Small and Medium Hydroelectric Systems**
13. Conservation--This project has four parts which are in:**
 - a. Transportation
 - b. Industry
 - c. Buildings
 - d. Improving the electrical system efficiency.
14. Training and Development of Technical Manpower

* Letter from Dr. J. Nti, Deputy-Executive Secretary, (ECOWAS) to Gordon Evans, Director REDSO/WA June 23, 1982.

** Possible financing from Energy derivatives for Africa, Regional Project (698-0424)

ECOWAS WIND ENERGY PROJECT

I. SUMMARY

1. Objective of Project: To promote a private wind power industry that will have as a common market those ECOWAS countries which have good potential for wind energy production.

Plan: Incentives will be provided to private concerns to manufacture, finance, sell, install, service and provide parts for wind energy machines and systems (e.g. water pumping and electricity generation). These incentives will be: (1) assistance with design and production, management, sales, distribution, and operation of machines and systems, (2) provision of and assistance with financing, and (3) provision, by ECOWAS, of a common market environment for this industry in accord with ECOWAS policies.

Expected Result of Project: The result expected will be (1) a wind energy industry rendered more viable by common market size and policies, (2) less imported (petroleum) energy and improved balance of payments, (3) an increased supply of electrical energy, water, and other products, (4) demonstration of the workability of ECOWAS common market principles and policies, and (5) creation of new jobs within the ECOWAS region.

2. Financing of Project: ECOWAS will prepare a proposal and, in cooperation with the cooperating countries (Cape Verde, Senegal, Mauritania, Mali, ...), and seek a loan or grant from AID, or one of the bilateral or international donors to finance the project.
3. Model: If successful, this project might serve as a model for similar projects in the other ECOWAS approved energy technologies.

II. BACKGROUND

While, the tropics are not generally a good wind-power region, there are promising windpower regions in ECOWAS countries. These lie generally North of the 15th degree of latitude and along sea coasts. Particularly promising are the coastal regions of Senegal and Mauritania extending northward from Dakar and the Cape Verde Islands.* The northerly parts of Mali and Niger also show promise.

Both history, such as that of the Republic of Cape Verde, and recent analyses** indicate that wind power is again competitive with increasingly costly

* There was once a thriving windmill industry in the Republic of Cape Verde. Two manufacturers existed until recently in Mindelo, S. Vicente, MATOS and ONAVE Shipyard. Presumably the industry was destroyed by internal combustion engines during the era of low-priced petroleum.

** Kone. Cheret. "Mali Renewable Project Paper. Appropriate technology in Guinea."

petroleum based fuels. The uses can be varied and extensive. However, the most immediate applications appear to be water pumping and electricity generation both on and off the electrical power distribution system.

III. WIND REGIMES

In the United States one generally considers average wind speeds below 10 mph (4.5 m/s) to be too weak for cost-effective wind power production. However, in Africa many wind energy enthusiasts talk of producing power in regions having average wind speeds as low as 2.5 m/s (5.5 mph). This is mostly wishful thinking and, with the possible exception of a few special cases where one can afford high cost energy or where the wind occurs at just the right time or has an unusual spectrum, this project will not plan wind energy production in any region where average wind speeds fall below about 4 m/s.

The map of average wind speeds for West Africa as shown in Appendix A, suggests where to concentrate one's efforts. The promising regions are northern Niger, northern Mali, coastal Senegal, northern and coastal Mauritania, and the Cape Verde Islands (which are not shown on the map but have an excellent wind regime). Furthermore, the map is not detailed enough to show some very narrow coastal regions within a few kilometers of the ocean such as in southern Togo, where suitably strong winds exist.

Republic of Cape Verde: Average wind speeds of 6.5 m/s and wind power potentials of 50 to 350 W/m² are reported for the Praia airport /1/. At Praia the daily average wind speed is usually above 4 m/s (Appendix B). Average wind speeds of 7.5 m/s have been reported for Sao Vincente /1/. Financial analysis reveals that water pumping and electric power production from wind were competitive with diesel power before the large increase in petroleum prices in 1979-80 /1,2/.

These excellent wind regimes, and the existence of a thriving wind energy industry in Cape Verde, remnants of which still exist /1/, indicate that cost-effective wind energy can be produced in Cape Verde.

Senegal: The coastal region extending northward from the Cap Vert peninsula has average wind speeds above 4 m/s. Cost-effective wind energy production appears to be assured provided one does not venture too far from the coast. /3,4,5,6,7/. The Cap Vert Peninsula itself is particularly good with average wind speeds of 5 to 6 m/s. A thorough study of wind pumping was made by Bremond /4/ for the Louga region of north coastal Senegal. A considerable potential for wind powered water pumping and electricity production exists in the most populous part of the country, namely in the Dakar-Thies metropolitan area and northward to St. Louis.

Mali: Wind energy production in northern and eastern Mali should be cost-effective. However, winds in the more populous southern region are weak. In contrast to Senegal the distribution of good wind regions does not correspond with the population (and therefore energy needs) distribution. Kone /8/ has done an excellent study of wind energy potential in Mali.

Useful information can also be found in the Mali Renewable Energy Project Paper /9/, from Cheret's work /3/and, of course, from the Mali Meteorological Service Data. Recently, the Solar Energy Laboratory in Bamako, working under the AID financed Renewable Energy Project (688-0217), has set up four wind measurement stations in Mali. One of the major problems of wind energy in Mali will be determining the dividing line between acceptable and non-acceptable wind energy regions. This will require continuing and more extensive wind speed measurements, analysis and field trials.

Niger: Cheret /3/ describes in detail the wind energy situation at Tillaberry where cost-effective wind energy production appears to be possible. As in Mali the north should be a good wind energy region while the south may not.

Mauritania: Wind energy for Mauritania has been studied by Hughes /10/and Cheret /3/. Average wind speeds along the coast are excellent. (Nouahibou has over 7m/s). The northern interior parts may also be good but, as with northern Mali and Niger, few people live there.

Togo: Togo is representative of a south coastal state where good winds are limited to a narrow coastal strip. Gnininri, et al. /11/ have performed an excellent study which indicates that cost-effective wind energy can be produced along the coast. However, the average wind speeds are not extremely good lying between 4 and 5 m/s. One would expect similar wind energy possibilities along the coasts of other countries such as Ivory Coast and Liberia. However, great care must be taken in siting and good measurements should be taken for an extended period before installation. It is known that the average wind speeds fall off rapidly as one goes inland but the exact extent of good wind territory along the coast is not known.

IV. APPLICATIONS

The applications of wind power vary enormously from one region to another. Water pumping would be a major application in the northern Sahel, along the coast of Senegal, and in the Cape Verde Islands. However, there is little subterranean water to be found along the coast of Mauritania and even in Cape Verde salt water intrusion may limit water pumping. Wind driven or wind assisted desalination may be feasible in Cape Verde and in Mauritania /2/. Village or remote electrification would be feasible in all good wind locations particularly if governments provided the same subsidy to wind electrification as they currently do to diesel driven electrification.

Electrical energy can, of course, be used for all normal uses such as water pumping, grain grinding, refrigeration, lighting, communications, and driving stationary machinery. The more pressing needs are water pumping, lighting, grain grinding, medical refrigeration and, in Cape Verde and Mauritania, desalination.

Wind electric power connected into the electrical distribution system is now economically feasible as evidenced by the number of privately financed, and non-subsidized installations being constructed in the U.S. and Europe. It should be even more feasible in the Cape Verde Islands or

Dakar, because the cost of generating electricity by competitive means is higher than in the U.S. It is estimated that up to 20% of the power in an electrical system can be generated by wind machines without the need for battery storage.

Thus, the three main applications would be (1) remote water pumping, (2) remote electrical power with battery storage, and (3) grid-connected electrical power without battery storage. A thorough study of the expected market for each of these should be a part of the project planning and a continuing part of the project.

V. TYPES AND CHARACTERISTICS OF MACHINES

The various applications described in Section IV demand that, at a minimum, three different types of wind machine be considered.

1. A water pumping wind mill of the standard multi-blade type having high solidity ratio, good starting torque, and long life. This type should be available in several sizes, with several piston diameters, in order to be adaptable to a variety of well depths, wind speeds and water volumes.
2. An electric generator with battery storage for remote stand-alone electric power production. This will be a two or three-blade high speed, low solidity ratio, high efficiency type.
3. An electric generator for industrial use or for feeding power into the electrical distribution system. This will be similar to type two but larger, with no batteries and with means to synchronize and adapt to the distribution system.

It is anticipated that production will begin with type one and work up gradually to types two and three. It may occur that it would always be wiser to purchase machines of type two or three from abroad due to lower cost or small market. Decisions to this effect must be made at the appropriate times.

The windmills will have to have certain characteristics not usually built into windmills from developed countries. They must, for example have high tolerance for desert climates and for salt water. Windmills in West Africa have had problems with both of these environments.

A number of water pumping machines have been manufactured and/or developed in the ECOWAS region. ONAVES shipyard and Fabrica Favorita both of Sao Vicente Island (R.C.V.) are reported to have produced (and are still producing at a low rate) water pumpers of the Aeromotor or Dempster type /1/. The Institute Universitaire de Technologie, Dakar has designed and, in cooperation with SINAES,* manufactured and installed windmills of the Savonius type. The Solar Energy Laboratory in Bamako has designed and built a water pumper of the standard multi-blade (Dempster or Aeromotor type) but with special design features which allow it to be constructed almost entirely with locally available materials. These efforts, among others, can all contribute to the ECOWAS project.

* A semi-private company of Dakar doing business in renewable energies.

VI. INFRASTRUCTURE

This project will help to build a total wind energy infrastructure. This will be defined to include (1) analysis, engineering and design services; (2) manufacturing; (3) sales, distribution, installation, maintenance, repair and spare parts services; and (4) financing services for both the supplier and consumer. Existing infrastructure such as the wind energy industry in Cape Verde and the recent wind energy initiatives in Senegal and Mali will be aided and improved.

Experience has shown /9/ that a wind energy scheme will collapse if parts of this infrastructure function poorly or do not exist. Maintenance and repair services and spare parts availability are absolutely essential /9/. If necessary, manufacturing can be carried out in a non-ECOWAS country, but past history shows that it can be successfully done here /1/.

The infrastructure will be built, as much as possible, on private enterprise. Engineering and design, manufacturing, sales, distribution, installation, maintenance, repair and spare parts services would all be private. Planning, extension services, and financing could be private or a mixture of private and public enterprise. The common market setting would be provided by national governments and by ECOWAS*.

The project plan is essentially a plan to set up such an infrastructure in a common market environment.

VII. FINANCIAL AND ECONOMIC JUSTIFICATION

There are a variety of end uses, a number of different machines and a large number of different local conditions (wind speeds, diesel fuel prices, well depths, etc.) which must be considered. Cost and economic calculations must be made for each major component (set of different conditions) of the expected market.

One of the cost calculations needed immediately is a direct comparison of competing water pumping methods. As an example, let us consider water pumping near Praia and near Niamey by four competing methods--diesel, wind, photovoltaic and hand pumps. The present value and levelized cost of water pumping (present value of all costs over the life of the system divided by the total amount of water pumped) will be calculated.

In the following example it will be assumed that the persons and diesels will pump water 8 hours per day, 300 days per year. In the calculation of the present value of all operating costs, the discount rate is taken to be 10%, all cost escalation rates are taken to be 10% per year, except for the price of diesel fuel which is assumed to escalate at 13% per year.* The duration of the pumping project is assumed to be 15 years. All other parameter values and performance data are taken from measured data, manufacturers technical literature, engineering handbooks, and other sources of information.

* In cooperation with other international economic organizations such as CEAO.

* A "real" escalation rate of 3% per annum.

DATA: Five Pumping Techniques

1. Diesel Pump

Four horsepower diesel; pump and transmission efficiency: 50%
Installed cost: \$3000.
Five year life. Replace every five years.
Maintenance and operation cost: \$800 per year.
Fuel consumption: 3000 liters per year.
Cost of diesel fuel in 1981: \$0.70 per liter

2. Wind Pump

Six meter diameter, multi-vane, designed for low wind speeds.
Installed cost: \$15,000
Fifteen year life
Maintenance and operation cost: \$400 per year
Manufacturer's curves specify quantity of water pumped as function of average wind speed. Average wind speed: 2.8 m/s, Niamey; 6.5 m/s, Praia

3. Photovoltaic Pump

One kilowatt (peak), no battery storage, pump efficiency: 50%.
Installed cost: \$40,000
Fifteen year life.
Maintenance and operation cost: \$400 per year.
Insolation: 6 KWh/m²/day.

4. One Person with Hand Pump

One Person; work output of 50 watts over 8 hour day.
Pump: High quality, long life. Installed cost: \$1000.
Life of pump: 15 years
Pump efficiency over cycle: 50%
Maintenance of pump: \$50 per year.
Wages: \$2 per day.

The amount of water raised by each method is calculated using the data above and using manufacturers specifications. The present value of all costs is calculated from the above information using standard methods. The results are given in Appendix C.

Wind water pumping, under these conditions and assumptions, is the cheapest method in Praia. However, in Niamey where wind speeds are lower it is not the cheapest. Hand pumped water could be less expensive but only if labor is paid a very low wage or none at all. Photovoltaics may become cheaper than wind in many locations with acceptable but lower wind speeds if anticipated photovoltaic cost reductions actually occur. Diesel costs will depend very strongly on the price escalation of petroleum.

This is a simple comparison of systems. The questions of present value of benefits with and without shadow prices for labor for example, must also be considered. However, in many cases water must be supplied and it is mostly a question of which is the cheapest way to pump it. In that case an analysis such as this one is pertinent. It must, of course, be done for a variety of different input parameters, discount rates and inflation rates. The discount rate to be used may have to reflect the government's estimate of the social, economic and political value of the service rendered (water supply in this case) and/or the lending interest rate of the financing available.

VIII. SOCIAL

The availability of more water at a lower cost can change the standard of living of those of the rural population living at a bare subsistence level dramatically. Some limited form of irrigation may become possible. But more likely the ability to water a larger number of cattle and grow forage for it. This in turn could reduce the need for large numbers of herders to be on the move.

More water availability for drinking (and washing) can increase the health of those affected.

To extent that areas previously without electricity are electrified, the whole life style of the village can change. Reading is easier, evening work after dark, use of power for refrigeration for medicines, ability to use certain agricultural implements that require power, use of small electrical machines, etc. While even the most remote areas have battery powered radios the availability of electrical power will make listening to the radio easier and contact with the outside world easier. (These are just a few of the advantages of rural electrification).

IX. ENVIRONMENTAL CONSIDERATIONS

Environmental impacts will depend on the location and application. Generally, the use of renewable energies reduces negative effects on the environment when compared to conventional methods such as use of fossil fuels. However, negative impacts are possible.

1. Depletion of water table. This is of concern in Cape Verde, Mauritania and Sahelian regions. In Cape Verde, Mauritania and coastal regions, one may have the additional problem of salt water intrusion which can occur as the fresh water is drawn out of an aquifer.
2. Large wind generators can have negative visual impact, a noise impact and can produce radio, television or communications interference.
3. Large watering points powered by large diesels have been denuded for a radius of many kilometers because of the large number of cattle that come to be watered. Smaller wind-powered watering points would ameliorate this negative environmental impact.

X. ROLE OF ECOWAS

Renewable energy is one of the priorities in ECOWAS's development objective. To date, wind power industries and projects in the ECOWAS region have been strictly national. The industries and projects in Mali, Senegal, and the Republic of Cape Verde have not, heretofore, interacted.

A larger market will render more viable a wind industry consisting of manufacturing, financing, sales, distribution, installation, servicing and parts supply. This is especially true for a re-emerging energy industry which is again becoming competitive with petroleum.

The constraints to such a common market are many. The money of Senegal and Mali is freely interchangeable but not with those of Mauritania and Cape Verde. Import duties would have to be reduced or eliminated, profits must be allowed to transfer across frontiers, free passage of people is desirable, etc. These are all measures which ECOWAS is promoting within the region. A wind energy industry, in which no one has an historical stake that would be jeopardized* is an ideal vehicle to demonstrate ECOWAS economic and political policy.

XI. WORK PLAN

In order to attain the objective, which is to set up a wind power industry in a common market environment, ECOWAS should take the following steps.

A. It should set up a pilot project of rural wind water pumping in a good wind energy region where water pumping is a major need. This project would require perhaps fifty wind pumps. Financing and technical assistance would be provided to the consumer.

B. It should provide financing and technical assistance to manufacturers in ECOWAS countries to supply the wind pumps and spare parts.

C. Incentives would also be provided to private organization(s) to provide sales, installation, repair, parts, and maintenance services. This might be the manufacturer, especially in the early stages of the program.

D. Planning for a "common market" environment for the wind energy industries will be undertaken and implemented sufficiently for the purposes of the pilot project places.

E. Incentives will need to be provided for a number of subsequent pump projects. These should be designed to increase the number of windmill and pump types, solve problems encountered during the first pilot project, but mainly to encourage the flourishing of the industry.

F. A pilot project to design, develop, manufacture and utilize wind electric generation should be undertaken. Financing, incentives, and technical assistance would be provided, for example, to a national or municipal electric power system to install a wind component in the system such as being done by utilities in the U.S.

G. "Common Market" planning and implementation would continue in order to meet changing conditions and needs of an evolving industry. For example, a wind farm along a north Atlantic Coast where wind regimes are good might export power to a southern neighbor (Mauritania to Senegal; Senegal to Gambia).

H. ECOWAS would continue to provide incentives and technical assistance to parts of the infrastructure in need of strengthening.

I. ECOWAS would set up a Wind Core Group consisting of wind engineers, business people, economists, and common market specialists. It would be responsible for implementing the program.

J. The program would terminate as a formal ECOWAS program when the industry can maintain itself in the "Common Market" environment provided by ECOWAS. This has been estimated here, to occur thirteen years after start-up. (See Appendix D).

XII. BUDGET

The primary components of the budget are funding of the Wind Energy Central Core Advisory Group, provision of planning services and the provision of financing under condition that provides the necessary incentives.

The budget table (attached in Annex E) represents a possible cash flow by task and by year.

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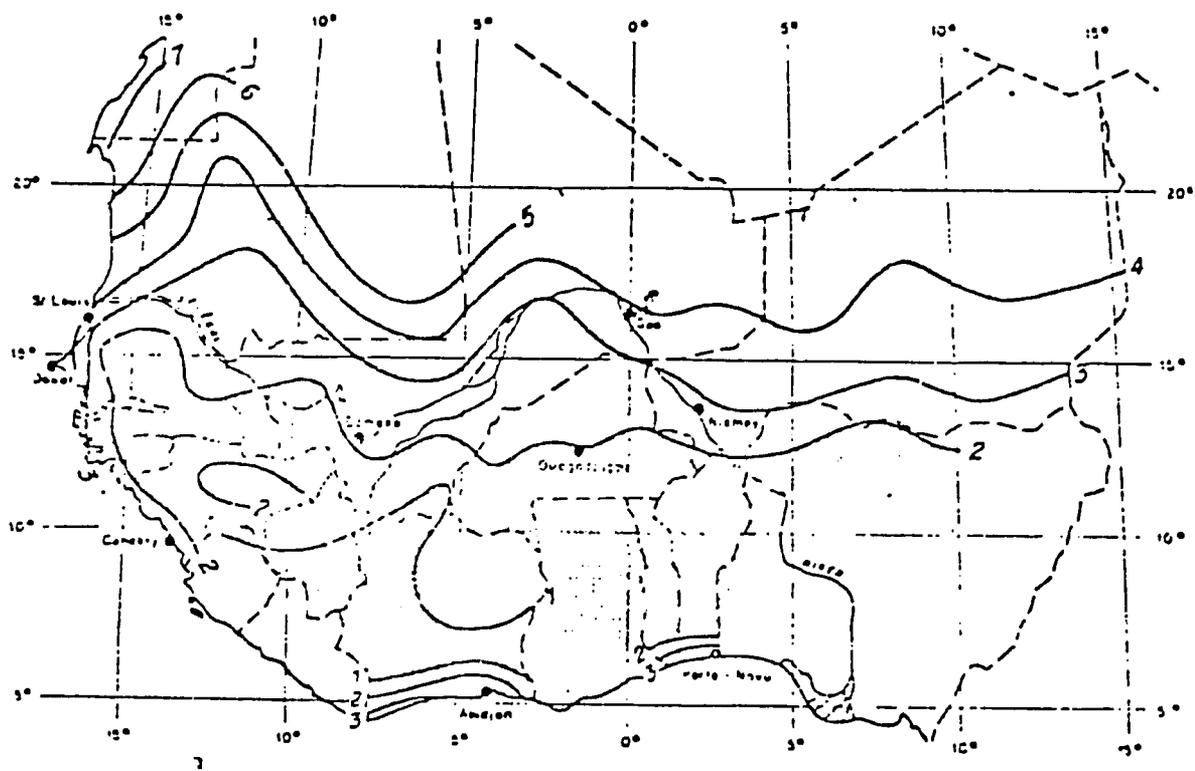
Average Wind Speeds

in West Africa

(1951-1955)

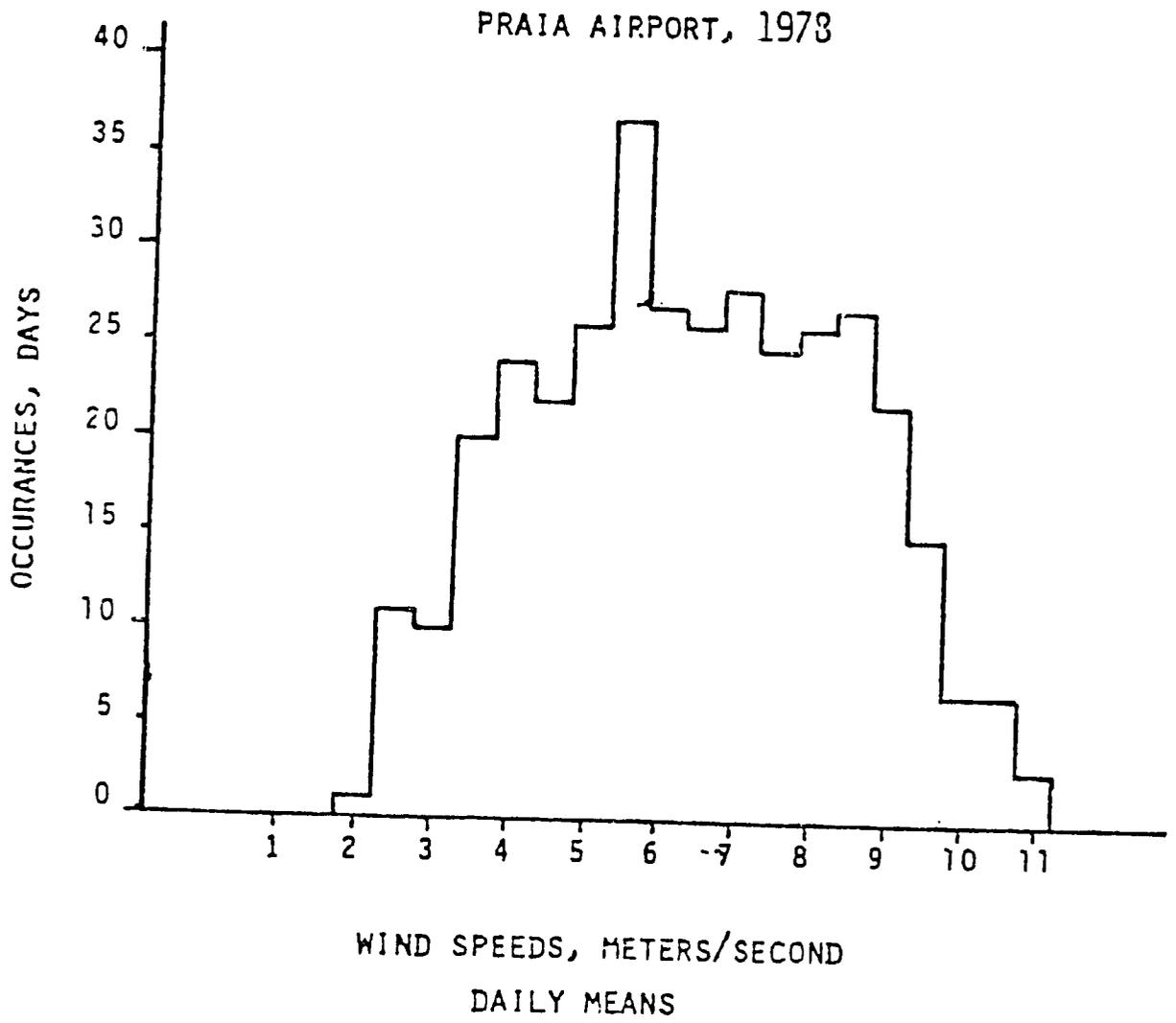
Moyennes des observations quotidiennes à 06, 12 et 18 h TU; sur la période 1951-1955

Vitesse en mètres par seconde



Frequency Distribution
Of Wind Speeds At The
Praia Airport

(Ref. 1)



FROM: VAN MEEL

Comparative Costs of Water Pumped
By Different Techniques

Amount and costs of water pumped by four different techniques;
for a thirty meter well in an environment similar to that of
Niamey and of Praia

	<u>Diesel</u>	<u>Wind</u>		<u>Photovoltaic</u>	<u>Hand pump</u>
		<u>Niamey</u>	<u>Praia</u>		
Present value of all costs (\$),	60,300.	21,000.	21,000.	46,000.	10,750.
Quantity of water pumped (cubic meters per day)	150	30	75	35	2.4
Levelized cost of pumping the water (dollars per cubic meter).	0.09	0.16	0.06	0.29	1.00

ILLUSTRATIVE BUDGET

(Thousands of US\$)

Y E A R

TASKS *	1	2	3	4	5	6	7	8	9	10	11	12	13	Tot.
WIND (Technical Assistance Core Group)	300	450	600	600	600	500	500	500	500	500	500	500	900	6,900
TASK A. (Planning & Financing)	300	300	300											900
TASK B. (Planning & Financing)	300	300	300											900
TASK C. (Planning & Financing)	50	100	300											450
TASK D. (Planning & Financing)		50												50
TASK E. (Planning & Financing)			400	400	400	400	400	400	200	200				2,800
TASK F. (Planning & Financing)			200	400	800									1,400
TASK G. (Planning & Financing)				50	500	50								600
TASK H. (Planning & Financing)				100	100	100	100	100	150	150	150	150		1,100
TASK I. (Planning & Financing)				500	500	500	500	500		1,000				3,500
TOTALS	950	1,200	2,100	2,050	2,900	1,550	1,500	1,500	850	1,850	650	650	900	
LIFE OF PROJECT TOTAL					**	\$ 18,650,000								
*TASKS ARE LISTED IN ANNEX														
**FUNDING COULD BE TRANCHEID														

Summary--Total FIVE YEARS AID supported ECOWAS Projects
(\$ 000's)

	AID	ECOWAS
Technical Assistance Only	3675	1170
Grants (before contingency and inflation) (includes TA plus Pilot proj. and other costs)	(13625)	(3190)
Grants (after contingency 10% & inflation 15% added) (includes TA plus Pilot proj. and other costs)	17032	3998
Loans	<u>45000</u>	<u>6000</u>
Grand Total for Five Years Loans and Grants*	62032*	9998
	=====	

*Given the magnitude of Loans expected to be generated by the pre feasibility and feasibility studies provided for above, AID might wish to only finance 2/3 rds of the total or \$30,000,000 over the five year period. Because of the tranching arrangements proposed this decision would not have to be made until the third year of the program.

ECOWAS SUPPORT
Illustrative Budget-(\$ 000's)-First Five Years

	1st Year		2nd Year		**	3rd Year		4th Year		5th Year	
	AID	ECOWAS	AID	ECOWAS		AID	ECOWAS	AID	ECOWAS	AID	ECOWAS
A. Personnel											
a. ECOWAS Secretariat (Long term Advisors)											
-Energy Adv.	150	50	125	50	150	50					
-Agric. Devlp. Adv.	150	50	125	50	150	50					
-Pvt. Ent. Adv.			150	50	125	50	150	50			
sub total	<u>300</u>	<u>100</u>	<u>400</u>	<u>150</u>	<u>425</u>	<u>150</u>	<u>150</u>	<u>50</u>			
b. Short Term Consult. & Feasibility Studies											
-Energy Data Bank											
-Small Hydro Elec.*											
-Wind Energy*											
-Conserv. of Energy*											
-Agric. Marketing Info System											
-Seed Multiplication											
-Animal/Plant Protect.											
-3 Eval. Studies/Pvt Sector sub reg. proj.											
-Oral Re-hydration Packets Plant(Regional)											
-Malaria Suppressant Plant(Regional) (\$12,000 per man mo. x 90 man mo's) =	1100	110									
-4 Additional Studies (\$12,000 x 40 mo's)=					500	50					
sub-total(A)	<u>1400</u>	<u>210</u>			<u>925</u>	<u>200</u>	<u>150</u>	<u>50</u>			
B. Training											
a. Short term & Seminars	100	20	200	40	200	40	200	40	100	20	
b. Related Travel		50		100		100		100		50	
sub-total(B)	<u>100</u>	<u>70</u>	<u>200</u>	<u>140</u>	<u>200</u>	<u>140</u>	<u>200</u>	<u>140</u>	<u>100</u>	<u>70</u>	
Tech. Assist.(A & B)											
non-add sub total	(1500)	(280)	(600)	(290)	(1125)	(340)	(350)	(190)	(100)	(70)	

*Possible financing from Energy Initiatives for Africa Regional Project-(#698 0424)

	1st Year		2nd Year		** 3rd Year		4th Year		5th Year	
	AID	ECOWAS	AID	ECOWAS	AID	ECOWAS	AID	ECOWAS	AID	ECOWAS
C. Other Project Costs										
a. Pilot Projects										
-Agriculture (2)			500	50	2000	200	1000	100		
-Energy (2)			500	50	2000	200	1000	100		
-Other (2)			500	50	1000	100	500	50		
sub total(non-add)			(1500)	(150)	(5000)	(500)	(2500)	(250)		
b. Informationa Systems				50		100		150		150
c. Vehicles, Maintenance,POL		25		100		200		150		100
sub total(C)		25	1500	300	5000	800	2500	550	-	250
D. Project Monitoring and Eval.										
a. Project Mon. Contracts for major projects					150	15	200	20	200	20
b. Evaluation of Projects					100	10	150	15	150	15
sub total(D)					250	25	350	35	350	35
sub total (A,B,C,D,)	1500	305	2100	590	6375	1165	3200	775	450	355
E. Contingencies: 10%	150	31	210	59	638	117	320	78	45	36
F. Inflation: 15%	225	46	315	79	956	175	480	116	68	53
<u>SubTotal(All Grants)</u>	1875	382	2625	728	7969	1475	4000	969	563	444
G. Loan Project Costs										
-Agriculture (3)	-	-	-	-	2000	400	4000	800	2000	400
-Energy (3)	-	-	-	-	6000	1200	4000	800	2000	400
-Private (3)	-	-	-	-	4500	*	6000	*	4500	*
-Other Projects (2)	-	-	-	-			5000	1000	5000	1000
sub total (Loans)					12500	1600	19000	2600	13500	1800
H. TOTAL(Loans & Grants)	1875	382	2525	690	20469	3075	23000	3569	14063	2244

*For Private Sector no ECOWAS Contribution needed.

**Program will be tranched after second year with decisions on each component made on a case by case basis after of feasibility report, co financing, private sector financing, and other possibilities.