

NOT TO BE TAKEN AWAY

ECW/CM/(1)/1



ECONOMIC COMMUNITY OF WEST AFRICAN STATES

MEETING OF THE COUNCIL OF MINISTERS

PROVISIONAL AGENDA

LAGOS, 18 - 22 JULY, 1977

NOT TO BE TAKEN AWAY

1. Adoption of the agenda
2. Consideration of the Rules of Procedure of the Council of Ministers ECW/CM/(1)/3
3. Report of the Executive Secretary ECW/CM/(1)/15
4. Manpower requirements of the Secretariat .. ECW/CM/(1)/4
5. Conditions of Service ECW/CM/(1)/5
 - a) Proposed Staff Regulations..... ECW/CM/(1)/5A
 - b) Proposed Salary Structure ECW/CM/(1)/5B
 - c) Proposed Pension Plan ECW/CM/(1)/5C
6. Delegation of Powers (Article 7 of the treaty) ECW/CM/(1)/6
7. Headquarters Agreement ECW/CM/(1)/7
8. Convention on the Privileges and Immunities by ECOWAS Member States ECW/CM/(1)/8
9. Recommendations of the Trade, Customs, Immigration, Payments and Monetary Commission ECW/CM/(1)/9
10. Recommendations of the Transport, Telecommunications and Energy Commission .. ECW/CM/(1)/10
11. General Economic Survey of Member States .. ECW/CM/(1)/11
12. Draft Financial Regulations..... ECW/CM/(1)/12
13. Draft Budget for 1977/78 ECW/CM/(1)/13
14. Contributions of Member States } the Fund
 } the Budget . ECW/CM/(1)/14
15. Any other business.

MEMORANDUM

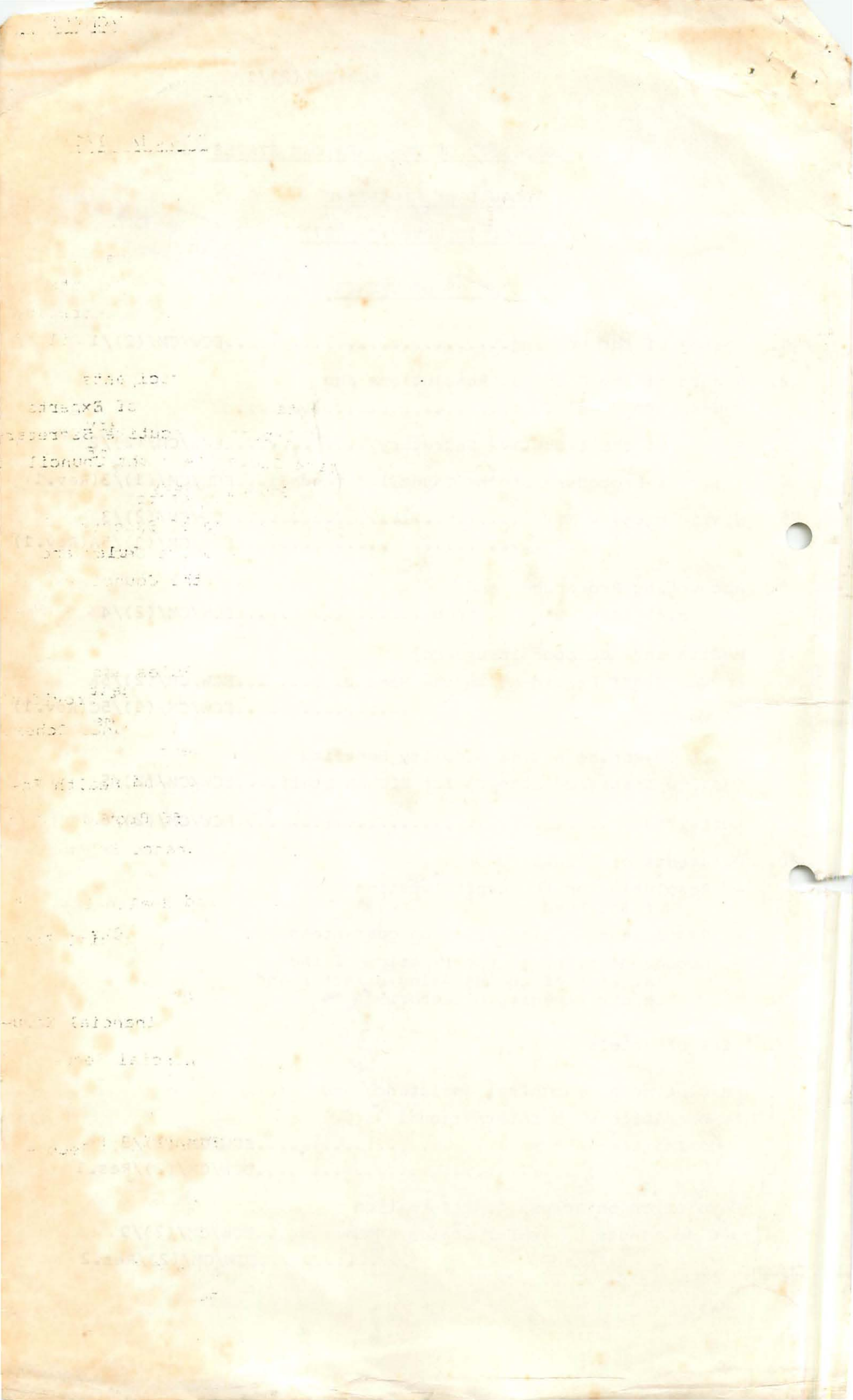
TO : THE SECRETARY

FROM : THE SECRETARY

SUBJECT : [Illegible]

DATE : [Illegible]

[The body of the memorandum contains several paragraphs of text that are extremely faint and illegible due to fading and bleed-through from the reverse side of the page. The text appears to be organized into numbered points or sections.]



- Consideration of the Staff Rules
(amended) - MemoECW/CM/(2)/3
.....ECW/CM/(1)/5A(Rev.1)
- Consideration of the Accounting
Procedures and Financial Regula-
tions (amended) - MemoECW/CM/(2)/4
.....ECW/CM/(1)/12(Rev.1)
- Consideration of Health and
Accident Insurance ECOWAS Staff
Provident Fund - MemoECW/CM/(2)/5A
.....ECW/CM/(1)/5C(Rev.1)
- Consideration of Rules Governing
Social Security Benefits (Health
Insurance Scheme) for ECOWAS
Staff.....ECW/CM/(2)/5
- Consideration of Resolution on
Technical Assistance and
Cooperation with International
Organisations - Memo.....ECW/CM/(2)/8
.....ECW/CM/(2)/Res.1
- Consideration of Resolution on
access to information and
documents on Member States -
Memo.....ECW/CM/(2)/9
.....ECW/CM/(2)/Res.2
- (iii) RecruitmentECW/CM/(2)/6
- (iv) Documents of the Fund of the
Community
- (v) Miscellaneous Items
- (vi) Date and Place of the next meeting.

5. The adopted agenda is as follows:

- (i) Approval of the agenda.....ECW/CM/(2)/1
- (ii) Consideration of the Report of
the Executive Secretary.....ECW/CM/(2)/2
 - Adoption of the Rules of
Procedure (amended).....ECW/CM/(1)/3(Rev.1)
 - Consideration of the Staff Rules
(amended) - Memo.....ECW/CM/(2)/3
.....ECW/CM/(1)/5A(Rev.1)
 - Consideration of the Accounting
Procedures and Financial Regu-
lations (amended) - Memo.....ECW/CM/(2)/4
.....ECW/CM/(1)/12(Rev.1)

- Consideration of ECOWAS Staff Health and Accident Insurance Plan and Provident Fund
MemoECW/CM/(1)/5C(Rev.1)
- Consideration of Rules Governing Social Security Benefits (Health Insurance Scheme) for ECOWAS - Memo.....ECW/CM/(2)/5
- Consideration of Resolution on Technical Assistance and Cooperation with International Organisations -
Memo.....ECW/CM/(2)/8
.....ECW/CM/(2)/Res.1
- Consideration of Resolution on access to information and documents on Member States - MemoECW/CM/(2)/9
.....ECW/CM/(2)/Res.2

- (iii) a) Problem of Recruitment
b) Political Appointees
- (iv) ECOWAS Fund and other documents
- (v) Study of the Non-Aggression Pact submitted by Nigeria
- (vi) Salary Review (paper presented by Nigeria)
- (vii) Financial Controller's Report
- (viii) Date and Place of next meeting
- (ix) Other matters.

6. The Chairman recalled that the Council meeting of July, 1977 adopted a successful method in examining the different items of the Agenda. That method consisted of considering some items in plenary session while others, necessitating a consensus, were to be examined in camera by the heads of delegations. The Council, on the recommendation of the Chairman, agreed to adopt the same procedure for the present meeting.

The Council thus decided:

- a) that the following items be examined in plenary session :

Consideration of Board Staff
Health and Welfare Insurance
and other matters

MEMO TO THE CHAIRMAN
FROM THE SECRETARY
DATE: 1/17/52

Consideration of Board
and other matters
MEMO TO THE CHAIRMAN
FROM THE SECRETARY
DATE: 1/17/52

Consideration of Board
and other matters
MEMO TO THE CHAIRMAN
FROM THE SECRETARY
DATE: 1/17/52

Consideration of Board
and other matters
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Consideration of Board
and other matters
MEMO TO THE CHAIRMAN
FROM THE SECRETARY
DATE: 1/17/52

Consideration of Board
and other matters
MEMO TO THE CHAIRMAN
FROM THE SECRETARY
DATE: 1/17/52

1) Problem of recruitment
2) Political appointments
3) Political appointments

ECOWAS Fund and other documents
ECOWAS Fund

Study of the Non-Progress Fund submitted by Nigeria
Last of 1951 by Nigeria

Salary Review (paper presented by Nigeria)
Salary Review (paper presented by Nigeria)

Financial Control Report
Financial Control Report

Date and place of next meeting
Date and place of next meeting

Other reports
Other reports

The Chairman recalled that the Council meeting of
July 1951 was held in London.

July 1951 showed a successful method in examining the
different items of the Agenda. This method consisted

of considering some items in plenary session while
others were dealt with in committee.

Other necessary arrangements were to be examined
in plenary session.

The Council, on the basis of the report, agreed to adopt the
recommendations of the Chairman.

The Chairman, in his report, agreed to adopt the
recommendations of the Chairman.

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recommendations of the Chairman.

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recommendations of the Chairman.

- Rules of Procedure of the Council
- Study of the Staff Regulations
- Study of the Accounting Manual
- Study of the Financial Regulations
- Study of the Insurance Scheme
- Study of the Draft Provident Fund
- Resolution on the Assistance and Technical Cooperation with International Organisations
- Resolution on Access to information and documents on Member States
- Draft Non-Aggression Treaty
- Policy

b) and that the under-mentioned items be examined in camera by heads of delegations:

- Report of the Executive Secretary
- ECOWAS Fund and other documents
- Recruitment
- Salary Review

7. The Council adopted the Rules of Procedure (ECW/CM/(1)/3C (Rev.1) after amendments to Rules 5, 11b and 20; the amended text was registered as Document ECW/CM/(2)/3(Rev.2).

8. Resolution on Assistance and Technical Cooperation with International Organisations (ECW/CM/(2)/8)

Before being adopted, the Resolution was amended to enable the Executive Secretary to initiate agreements with international Organisations. However, the approval of the Council would be required before finalizing such agreements. After further discussion of this item, particularly the attached Memorandum of Understanding between ECA and ECOWAS signed on 9th September, 1977

- Rules of Procedure of the Council
- Study of the Staff Regulations
- Study of the Accounting Manual
- Study of the Financial Regulations
- Study of the Finance Scheme
- Study of the Staff Provident Fund
- Resolution on the Assistance and Technical Cooperation with International Organizations
- Resolution on Access to Information and Documents on Member States
- Draft Non-Aggression Treaty
- Policy

b) and that the under-mentioned items be examined in detail by heads of delegations:

- Report of the Executive Secretary
- ECOWAS Fund and other documents
- Recruitment
- Salary Review

7. The Council adopted the Rules of Procedure (ECOWAS/1/130 (Rev.1)) after amendments to Rules 8, 11b and 20; the amended text was registered as document ECOWAS/1/130 (Rev.2).

8. Resolution on assistance and technical cooperation with international organizations (ECOWAS/1/131)

Before being adopted, the resolution was amended to enable the Executive Secretary to initiate agreements with International Organizations. However, the approval of the Council would be required before finalising such agreements. After further discussion of this item, particularly the attached Memorandum of Understanding between ECA and ECOWAS signed on 20th September, 1977

and the Project Agreement on the Transport and Communications Study, which appeared to have committed the Community financially, the Resolution on this subject was approved, on the understanding that in future prior approval of the Council would be necessary before such cooperation agreement is finalized. The Resolution is attached as Appendix II.

9. Resolution on Access to Information on Member States (ECW/CM/(2)/9) and ECW/CM/(2) (Rev.2)

Before adoption, the Resolution was amended to include : "provided that the request for such information is always communicated to the State concerned". The Resolution is attached as Appendix III.

10. Staff Regulations (ECW/CM/(1)/5A(Rev.2)

With the exception of the provisions of Articles 22(b) and 33 which were referred to the Council for decision, the Council adopted the recommendations of the meeting of Experts and approved the Staff Regulations.

- (i) As regards Article 22(b), the Council reduced to three (3) months, the maximum length of time during which an ECOWAS Staff Member could stay in a hotel at the expense of the Community, when he reports at his new duty station. After such period, the Staff Member will be required to contribute 5% of his salary toward the settlement of his hotel bills. This measure, however, shall not apply to holders of statutory posts who are entitled to free accommodation.

and the subject agreement on the framework and
Commitment on Study, which seemed to have been
the Community financially, the Resolution on this
subject was approved, on the understanding that in future
prior approval of the Council would be necessary before
such cooperation agreement is finalized. The Resolution
is attached as Appendix II.

Resolution on Access to Information on Member States

ECOV\CM\2\3) and ECW\CM\2) (Rev.2)

Before adoption, the Resolution was amended to include
"provided that the means for such information is always
communicated to the State concerned". The Resolution is
attached as Appendix III.

Staff Resolutions (ECOV\CM\1) (Rev.2)

Article 23 of the Convention of the Council for Europe
and 27 which were referred to the Council for Europe
the Council should take a recommendation of the Council of
Europe and approved the staff resolutions.
(1) As regards Article 23(b) the Council should
Article 23(b) should be amended at the
Article which an ECOWAS Staff Resolution shall be
Article of the Convention of the Council for Europe
Article of the Convention of the Council for Europe
the Staff Resolution which the Council for Europe
of this subject covering the relationship of the
Article. This measure, however, shall not apply to
the Staff Resolution which the Council for Europe
Article of the Convention of the Council for Europe

(ii) With regard to Article 33, the Council limited to four (4), the number of dependent children for whom the Community will pay return transport fares when the Staff Member reports at his new duty station and when the Staff Member returns to his home country at the end of his contract with the Community.

The Council then approved Resolution ECW/CM/(2)/Res.3 adopting the Staff Regulations as amended. The Resolution is attached as Appendix IV.

11. Consideration of Accounting Procedures and Financial Regulations (No ECW/CM/(1)/12 (Rev.1))

The Council adopted the Financial Regulations as amended by the meeting of Experts (Resolution No ECW/CM/(2)/(Res.4). The Council also decided to endorse the single document initially submitted to the meeting entitled "Manual of Accounting and Financial Regulations", while awaiting its adoption at the next meeting of the Council, to serve in the meantime as working document of the Community. It was decided that the Regulations should apply to both the Fund and the Secretariat. The relevant Resolution is attached as Appendix V.

12. Health Insurance Scheme (ECW/CM/(2)/5A)

The Council adopted the Scheme as amended by the meeting of Experts. Resolution No ECW/CM/(2)/5 is attached as Appendix VI.

13. ECOWAS Provident Fund (ECW/CM/(1)/5C (Rev.1))

The Council adopted the document as amended by the Experts (Resolution No ECW/CM/(2)/Res.2). The resolution is attached as Appendix VII.

14. Draft Non-Aggression Treaty (item 5 of the Agenda)

The Council decided to study it at its next meeting.

15. Political Appointments

The Chairman introduced to the Council the candidates for the different statutory posts nominated by the Member States concerned in accordance with the decision taken at the meeting of July, 1977.

The Chairman informed the meeting that the nominees of the four Member States approved by the last meeting had been appointed to the following posts: Deputy Executive Secretary (2); Deputy Managing Director of the Fund and the Financial Controller. The curricula vitae of the various appointees were read out by the Chairman who commended them for formal appointment. The incumbents of the aforementioned posts were duly appointed. They are:

- Dr. Diawa-Mory TRAORE, Deputy Executive Secretary
(REPUBLIC OF GUINEA)
- Dr. James NTI, Deputy Executive Secretary (REPUBLIC OF GHANA)
- Mr. Souradjou IBRAHIM, Deputy Managing Director of the ECOWAS Fund (PEOPLE'S REPUBLIC OF BENIN)
- Alhaji F.O. LAWAL, Financial Controller (FEDERAL REPUBLIC OF NIGERIA)

16. Document ECW/CM/(2)/6 on recruitment was also considered. The Council adopted Resolution ECW/CM/(2)/Res.5 revoking all recruitments at both the Secretariat and the Fund and laying down the basic principles governing recruitment of staff in the professional category. The Council also established a joint Advisory Recruitment Committee for the Secretariat and the Fund as follows:

14. Final Report (Item 2 of the Agenda)
The Council decided to study it at the next meeting.

15. Political Appointments

The Chairman introduced to the Council the candidates for the different statutory posts nominated by the Member States concerned in accordance with the decision taken at the meeting of July, 1971.

The Chairman informed the Council that the members of the four Member States approved by the last meeting had been appointed to the following posts: Deputy Executive Secretary (S), Deputy Executive Secretary of the Food and the Agricultural Organization. The candidate names of the

various appointments were read out by the Chairman who

commented that the Council should be informed of the appointment of the Deputy Executive Secretary. They are:

1. Deputy Executive Secretary
(S)

2. Deputy Executive Secretary (Regional)
(S)

3. Deputy Executive Secretary (Regional)
(S)

4. Deputy Executive Secretary (Regional)
(S)

16. Final Report (Item 3 of the Agenda)
The Council decided to study it at the next meeting.

The Chairman introduced to the Council the candidates for the different statutory posts nominated by the Member States concerned in accordance with the decision taken at the meeting of July, 1971.

The Chairman informed the Council that the members of the four Member States approved by the last meeting had been appointed to the following posts: Deputy Executive Secretary (S), Deputy Executive Secretary of the Food and the Agricultural Organization. The candidate names of the

various appointments were read out by the Chairman who

commented that the Council should be informed of the appointment of the Deputy Executive Secretary. They are:

- Deputy Executive Secretary (Administration)/Deputy
Managing Director of the Fund (depending on the
relevance of the subjects to be considered) - Chairman
- Deputy Executive Secretary (Economics) - Member
- Financial Controller - Member
- Two representatives each of Staff of the
Secretariat and the Fund, respectively - Members

The Committee shall act in an advisory capacity to both the Executive Secretary and the Managing Director of the Fund, with whom rests the final decision and who shall sign the letters of appointment, for the Secretariat and the Fund, respectively.

The above applies exclusively to the staff in the Professional category. The relevant resolution is attached as Appendix VIII.

17. ECONAS Fund and other documents

The following resolutions were considered:

- Resolution on Capitalisation
- Resolution on Limitation of Guarantees
- Recommendation on the Fixation of the Salaries of
the Managing Director and the Deputy Managing
Director of the ECONAS Fund.

The Council resolved to refer all such matters to the Board of Directors of the ECONAS Fund.

18. Report of the Executive Secretary (Document ECU/CM/(2)/2)

The Council of Ministers, after noting the progress made on various projects, approved the agreement already signed between ECA and ECONAS, noting that in the future all such studies should have the prior approval of the Council and that whenever possible, existing studies should not be duplicated.

= Deputy Executive Secretary (Administration) *Secretary*
 = Executive Director of the Fund (Secretary of the
 = Chairman of the Board to be considered
 = Deputy Executive Secretary (Economic) *Secretary*
 = Financial Secretary *Secretary*
 = Two representatives each of Staff of the
 = Secretary and the Fund, respectively *Secretary*
 The Executive Board is an advisory committee to both the
 Executive Secretary and the Executive Director of the Fund.
 The Board shall have the final decision and shall also be
 the body of appointment, for the Executive and the Fund.
 respectively.

The above article shall be in force in the
 territory of the Republic of the Congo, the Republic of the
 Republic of the Congo, the Republic of the Congo, the Republic of the Congo
 of the Republic of the Congo.

The following articles were considered:
 - Resolution on Capitalization
 - Resolution on Limitation of Loans
 - Resolution on the Fixation of the Staff of the
 the Republic of the Congo, the Republic of the Congo, the Republic of the Congo
 the Republic of the Congo, the Republic of the Congo, the Republic of the Congo

The Board, elected in accordance with the provisions of the
 of the Republic of the Congo, the Republic of the Congo, the Republic of the Congo.

() Report of the Executive Secretary (Economic Secretary)
 The Board of Directors, after noting the progress made
 on various projects, approved the agreement on the
 between the Republic of the Congo and the Republic of the Congo
 studies, should have the final approval of the Council and
 the Board, however, the Board, which should be
 respectively.

The Council, however, decided that the Executive Secretary should submit a feasibility report on the proposed West African Bilingual Institute of Management and Administration.

On the question of the functioning of the institutions of the Community, after extensive discussion, the Council of Ministers resolved to establish a Committee comprising Gambia (Chairman), Sierra Leone, Benin and Mali to investigate and report to the Council of Ministers within 30 days.

The terms of reference of the Committee are:

- (1) To examine the basis of the observations made in the report of the Executive Secretary concerning the implementation of the decisions taken by the Council and the Committee set up at the last meeting of the Council of Ministers (July 1977);
- (2) To investigate whatever institutional contradictions and inconsistencies there are in the Treaty, the Protocol, the Rules of Procedure and Regulations which hamper the smooth running of the ECOWAS system;
- (3) To examine the basis for the determination of the salaries of the Executive Secretary and the Managing Director of the FUND respectively and the consequential relativities for their staff;
- (4) To submit their findings and recommendations within 30 days to the Chairman of the Council of Ministers for consideration and appropriate action.

The Council also decided that the Chairman of the Board of Directors of the Fund should arrange for an investigation into the affairs of the Fund to be carried out and should report to the Council of Ministers.

19. Review of Salaries - Memorandum submitted by Nigeria.

The representative of Nigeria introduced the Memorandum. The Council of Ministers, having considered the Memorandum, decided to authorise the Financial Controller to prepare a more detailed report on the salaries of comparable organisations for further consideration by the Council. He could use African consultants, if necessary. Meanwhile, notification of the impending review would be issued by the Chairman to both the Secretariat and the Fund.

20. Financial Controller's Report

The report was introduced by the Financial Controller who assumed duty on 13th October, 1977. The Council of Ministers approved the report and decided that the time deposit of \$75,000, lodged with the Bank of Liberia, be transferred to the Fund at the earliest maturity date.

21. Dates and places of the next meetings of the Institutions of the Community.

The next meetings of the institutions of the Community will take place in the first quarter of 1978, tentatively at the Headquarters, in the following order:

- a) ECOWAS Fund
 - i) Meeting of the Officials
 - ii) Meeting of the Board of Directors

The Council has also been informed that the Board of Directors of the Bank of Liberia has been advised of the results of the investigation conducted by the Special Committee.

19. ~~Special Committee's Report~~

The Special Committee has been advised that the Board of Directors of the Bank of Liberia has been advised of the results of the investigation conducted by the Special Committee. The Board of Directors has also been advised that the Special Committee has been advised of the results of the investigation conducted by the Special Committee.

20. ~~Special Committee's Report~~

The Special Committee has been advised that the Board of Directors of the Bank of Liberia has been advised of the results of the investigation conducted by the Special Committee. The Board of Directors has also been advised that the Special Committee has been advised of the results of the investigation conducted by the Special Committee.

21. ~~Special Committee's Report~~

The Special Committee has been advised that the Board of Directors of the Bank of Liberia has been advised of the results of the investigation conducted by the Special Committee. The Board of Directors has also been advised that the Special Committee has been advised of the results of the investigation conducted by the Special Committee.

22. ~~Special Committee's Report~~

- (i) Meeting of the Board of Directors
- (ii) Meeting of the Board of Directors

- b) ECOWAS Council of Ministers
 - i) Meeting of the Officials
 - ii) Meeting of the Council

- c) Authority.

Invitation to host such meetings was open to any Member State.

- 22. The Council authorized the Executive Secretariat to incur further expenditure until the approval of the 1978 ~~budget~~ at its next meeting.

- 23. The Council also reaffirmed its earlier decision that respective member countries of the Community would be responsible for the payment of the hotel bills of their delegates to ECOWAS meetings.

Done in Lagos, November 19, 1977.

THE COUNCIL

ECOWAS Council of Ministers

- (i) Meeting of the Ministers
- (ii) Meeting of the Council

(c) Authority

The Council of Ministers shall be the highest authority in the Community and shall be responsible for the overall management of the Community.

The Council of Ministers shall be composed of the Ministers of the Member States and shall meet at least once a year. It shall be convened by the Chairman of the Council.

The Council of Ministers shall be the highest authority in the Community and shall be responsible for the overall management of the Community. It shall be composed of the Ministers of the Member States and shall meet at least once a year.

Article 10 of the Treaty

THE TREATY

ADDRESS BY THE CHAIRMAN OF ECOWAS COUNCIL OF MINISTERS
DR. O. ADEWOYE, DELIVERED AT THE SECOND MEETING OF
THE COUNCIL HELD IN LAGOS, 18-19 NOVEMBER, 1977

Your Excellencies,
Honourable Ministers and Commissioners,
Distinguished Guests,
Ladies and Gentlemen,

ECOWAS AND THE CHALLENGE OF NEO-COLONIALISM

Once again, we are assembled in Lagos to review the activities of our organization, the Economic Community of West African States. May I take this opportunity to welcome you formally and to thank you most sincerely for the moral and financial support which our respective countries have been giving the organization.

2. Although we are just taking the initial concrete steps in fashioning our Community, we have cause to congratulate ourselves. For I can see developing a definite sense of commitment to an ideal which we all cherish - that of one Community with one common destiny. It would be the height of hypocrisy to state that there are no problems in our efforts to realize our objectives; but of far greater importance is our determination to succeed. Equally noteworthy is your statesmanlike approach to resolving issues. May I, in this connexion, Honourable Ministers, congratulate you on the outstanding achievements of our last meeting. Not only did we at that meeting formulate rules to make up for what we considered the deficiencies of the legal instruments establishing ECOWAS; we also took measures, as befitting statesmen and builders, to ensure that the existing two chief institutions of our Community, the Secretariat and the Fund, would work in harmonious co-operation. I have no doubt in my mind that you would bring to bear on the issues before us at this meeting the same robust attitude and statesmanlike approach which characterised our last session.

REPORT BY THE CHAIRMAN OF ECONOMIC COUNCIL OF MINISTERS
ON THE WORK OF THE ECONOMIC COUNCIL OF MINISTERS
DURING THE YEAR 1954-55

Chairman of Economic Council of Ministers,
Ministry of Economic Affairs,
Government of India,
New Delhi.

THE CHAIRMAN OF ECONOMIC COUNCIL OF MINISTERS

Once again, we are assembled in order to review the activities of our organization, the Economic Community of West African States. May I take this opportunity to wish you good health and to thank you most sincerely for the part and financial support which our respective countries have been giving the organization.

Although we are just taking the initial concrete steps in fashioning our Community, we have come to certain conclusions. First, we see developing a definite sense of commitment to the ideal which we all cherish - that of the Community with one common destiny. It would be the height of hypocrisy to say that there are no problems in our efforts to realize our objectives, but for greater progress in our deliberations to succeed, especially now, we need a more systematic approach to resolving issues. In this connection, a number of initiatives, particularly in the area of trade, have been suggested. You are the outstanding achievers of our last meeting. Not only did we establish a common framework for our work, but we also considered the desirability of the legal instrument for the Community. We also took a decision, as follows: to continue our efforts, to ensure that the existing two-line structure of the Community, the Secretary-General and the Joint Secretariat be maintained. I have no doubt in my mind that you would find the part on the future course of the Community the most fruitful and interesting. I am sure that you will find the part on the future course of the Community the most fruitful and interesting.

3. At a time like this, it is fitting and proper that we should take stock of our efforts in the wider context of world economic development. I am persuaded that occasional stock-taking will not only help us tidy our affairs from time to time within the Community; more important, it will also help us to keep our bearing in relation to the laudable objectives of economic co-operation and ultimate unity, which we have set for ourselves. It is for this reason, Honourable Ministers, that I have chosen to address you on this occasion on the reality of neo-colonialism in Africa, and how ECOWAS can, and must, be our mighty fortress.

4. We are all familiar with the history of the establishment and the consequences of colonialism on our continent. By the end of the first World War, various European powers had carved out portions of Africa and consolidated them into colonies. The motives were sometimes said to be mixed, but there is no doubt that the predominant motive was economic. The Colonies were tied to the apron-strings of the so-called mother-countries, managed and exploited as private estates. Politically, we lost our Independence. Erstwhile powerful kingdoms were lumped together under one colonial power or the other, or sometimes shared between two or more colonial powers, fiercely competing one with another. We also lost control of our economies. Major economic activities - mining, large-scale commerce, plantation agriculture - became "directed at external needs", that is to say, the needs of the mother-countries and were run almost entirely in their interests.

5. Culturally, the process of colonization has left a baneful effect on our continent. Whether it was under the so-called "assimilationist" system of colonial rule of the French or the so called "Indirect" Rule system of the British, or the "assimilado" system of the Portuguese, one development has been rather outstanding: the emergence of an African educated elite employing the language, and, sometimes, the mode of thought, of their colonial masters. The result, in terms of mental development, has been uniformly disastrous: a ritualistic attitude on the part of many Africans towards things European; a kind of mental slavery which makes many Africans look upon other races as inherently superior, and regard their experiences as "wholly and automatically transferable to Africa's needs and aspirations".

6. It is common knowledge that long after most of us have regained our political Independence, we are far from being free from external economic domination. It is true that a number of African countries have taken commendable measures to control their economic destinies; but the overall picture has not changed much from what it was in the hey days of colonial rule. The pattern of economic relations is still the same. By and large, the new African states are providers of raw materials which are turned into manufactured goods by the erstwhile colonial masters for the markets of the new states. Giant oligopolies, some of which control international financial empires worth more than the total revenues of five or more of our States combined, bestride our economies like mighty colossi. If I may continue in the same vein of Shakespeare's language, our new States are being forced to
Walk under (their) huge legs, and peep about
To find ourselves dishonourable graves.

We have the outward trappings of sovereignty: a multi-coloured flag, a national anthem, an airline. But the reality of Independence, in terms of the ability to control our economic destiny - which is what really matters - still eludes us. We are, by and large, in what has been called a state of neo-colonialism, a very real, a very severe limitation on our national sovereignty.

7. What is neo-colonialism? It can be defined briefly as that state of affairs in which the nature of the economy of a nation that is nominally politically independent is determined by external forces. The "commanding heights" of the economy, including the banking system, are in the hands of foreign oligopolies, and the Government often discovers that it lacks effective power to determine economic developments in its own territory, let alone take measures to improve the lot of the masses. The position of ~~the~~ Government in a neo-colonialist state can be painfully pathetic, as one of our own leaders on the continent has indicated:

Indeed (the Government) often discovers that there is no such ^{thing} as a national economy at all!
Instead, there exist in its land various economic activities which are owned by people outside its jurisdiction, which are run in the interests of external economic powers. Further, the Government's ability to secure positive action in these fields

It is common knowledge that for a long time we have regarded our political independence as a thing that has been taken from external economic dependence. It is true that a number of African countries have taken considerable measures to control their economic activities, but the overall picture has not changed much from what it was in the days of colonial rule. The system of economic relations is still the same. By and large, the new African states are providers of raw materials which are turned into manufactured goods by the industrialized countries. In the market of the new states, they monopolize some of the main control factors. They also monopolize the foreign exchange and the foreign revenue of the new states. It is true that the economic situation of the new states is improving, but it is still a long way off from the level of the industrialized countries. It is true that the new states are taking steps to improve their economic situation, but it is still a long way off from the level of the industrialized countries. It is true that the new states are taking steps to improve their economic situation, but it is still a long way off from the level of the industrialized countries.

What is non-colonialism? It can be defined as that state of affairs in which the nature of the economy of a country is not essentially politically dependent on the economy of another country. The "commanding heights" of the economy, including the banking system, are in the hands of the local population, and the Government often discovers that it lacks effective means to distribute economic development in its own territory, let alone take measures to improve the lot of the masses. The position of the Government in a non-colonial state can be roughly parallel to one of our local states in the continent as indicated:

Indeed, the Government often discovers that there is no such thing as a national economy at all. Instead, there exist in its land various economic activities which are owned by people outside the territory, which are run by the interests of the external economic powers. Further, the Government's ability to secure positive action in these fields

does not stem from its legal supremacy; it depends entirely upon its ability to convince the effective (economic) decision-markers (outside its jurisdiction) that their own interests will be served by what the Government wishes to have done.

What greater authority can a foreign power exercise over the destiny of a nation!

8. There are diverse subtle ways by which neo-colonialism perpetuates itself, and the great leader, Kwame Nkrumah, has analysed some of them. Bilateral and multilateral so-called aid for development, crippling rates of interest on loans provided by international financial organisations, and conditions attached to such loans which facilitate the control of the projects for which the loans ^{are} taken. Cultural infiltration through films, the radio, the press, and all kinds of literature has proved effective as a means of dictating the taste and even the life-style of the indigenous population. As in the hey days of classical colonialism, religion and evangelism have been a good handmaiden of this new system of exploitation. In secular terms, they have succeeded in placing their adherents in the same cultural orbits as their former masters. There is also the role of the Invisible Government - the industrial-military complex of the capitalist world - in toppling Governments and leaders that are determined to beat independent paths to economic development.

9. But, in my view, the most effective way by which neo-colonialism is perpetuating itself on our continent and elsewhere is that it succeeds, wherever it operates, and until there are countervailing forces, in creating a new kind of economic elite interested in the perpetration of the status quo. These are the middle men, the local distributors of the manufactured products of the neo-colonialist system, the professional "partners", and the like. As a class, they are the envy of their respective societies, because they do amass considerable wealth from their economic activities. But hardly do they realize that they are really operating no more than on the periphery of an international economic system of which they can never have control. They are the latter-day-version of the old trading agents of the nineteenth century in West Africa.

10. It may be mentioned, too, that the activities of the new economic elite provide a beautiful face for neo-colonialism. Their activities result in an illusion of economic growth. Sky-scrapers in the cities, mercantile houses fully stocked with goods manufactured abroad, shinning luxurious cars on the streets, impressive outposts of well-known names in international commerce and industry - these are some aspects of the economy which give the appearance of growth. Of course, it is growth without development, motion without progress. For few of the foreign-oriented economic activities emanate from the genius of the indigenous population. They that engage in them are no more than puppets on international strings being manipulated by forces outside their control.

11. Yet, in relation to these dangers and sickening realities of neo-colonialism, ECOWAS offers at once a solution and a hope. To appreciate this point, all we need to do is to state the prerequisites for a true economic liberation in the West Africa sub-region. First, we now know that meaningful economic development is not merely a function of natural resources and the size and population of a country. There is a minimum economic size of these factors for any meaningful development.

12. Secondly, according to a Report of the United Nations Commission for Africa published in 1962, a real transformation of the African economy would entail not only doubling agricultural output, but also increasing industrial output some twenty-five times. The Report has rightly insisted (and this is now clear from empirical evidence) that industry, rather than agriculture, holds the key for the rapid economic development of the continent. Contrary to the view of the imperialist specialists who are urging us to concentrate on agriculture and postpone industrialisation, I hold that advanced rapid industrialisation is the only means of breaking the shackles of poverty and neo-colonialism in our sub-region. This is not to deny the crucial importance of agriculture in our scheme of development. But to take too seriously the advice of the neo-colonialist specialists and concentrate on agriculture to the neglect of industrialisation is to place ourselves and the generations coming after us perpetually at the mercy of the more industrialised nations.

13. But the industrialisation that would meet the challenge of neo-colonialism in West Africa is not the kind most

10. It may be recalled that the Committee of
 the Economic Commission for Africa, in its
 report of 1964, stated that the
 main obstacle to the development of
 the African continent is the
 lack of capital and technical
 personnel. It is therefore
 essential to attract foreign
 investment and to develop
 the human resources of the
 continent. This can be done
 by providing incentives to
 foreign investors and by
 training local personnel.

11. The Committee also stressed the
 need for a coordinated effort
 by all African countries to
 develop their economies and
 to improve their standards
 of living. It recommended
 that the African countries
 should work together to
 create a common market and
 to pool their resources.

12. The Committee further stated
 that the African countries
 should also pay attention to
 the development of their
 agriculture and industry.
 It recommended that the
 African countries should
 invest in these sectors and
 should attract foreign
 investment in these areas.

13. The Committee also stressed
 the need for the African
 countries to improve their
 infrastructure and to
 develop their transport and
 communication systems. It
 recommended that the
 African countries should
 invest in these sectors and
 should attract foreign
 investment in these areas.

14. The Committee further stated
 that the African countries
 should also pay attention to
 the development of their
 social services and to
 improve the standards of
 living of their people. It
 recommended that the
 African countries should
 invest in these sectors and
 should attract foreign
 investment in these areas.

African states now plan and execute on very limited scales and no what are on more than shoe-string budgets, compared with the financial resources some international oligopolies can muster. What is required would be the total mobilisation of our sub-region's resources within a large framework of planning and execution . If, in our present circumstances, this may appear rather too ambitious - I personally do not believe that it is- at least we can start with sincere and uninbited economic co-operation to prepare the ground.

14. ECOWAS also offers us an opportunity to plan our agriculture, including fishery and forestry, on a more economic, and more meaningful, scale than what obtains at the moment. With ECOWAS, we can have a united agricultural policy, making it possible for each region or state to concentrate on producing the agricultural products for which it is best suited. It is wasteful for each of us to try to be self-sufficient in rice, for instance, when Senegal's Casamance region would more than adequately supply virtually all our needs. In the same way, Mali and Upper Volta can be exporters of fresh, tinned and processec meat, while H Guinea and a number of coastal states can supply fresh, tinned and smoked fish. A unified agricultural policy would also facilitate combating many of the known obstacles to economic growth. We can mount a united attack on such enemies as locusts and tse-tse flies and animal and plant diseases which respect no polical boundaries. The advantages of o pooling our mental resources together, in the form of establishing common research centres, to combat such debilitating diseases as sleeping sickness, river blindness, or to deveop our own technology, are too obvious to require elaborate comments.

15. Transport and communications can also, on the platform of ECOWAS, be more meaningfully co-ordinated, to serve, not the interest of foreign concerns, but the needs of our own economies and of our people.

16. Even in the field of culture, ECOWAS has an answer to the problem of mental slavery to which I referred earlier. Although not polically, we are still mentally attached to our former colonial masters. I have no doubt in my mind that our coming together to mount common efforts for economic development would reinforce our Africanness, our common identity.

17. I hope I have said enough to underscore what has been obvious to our Heads of State, and to all of us, namely, that we have a definite stake in the success of ECOWAS. Against the giant industrial and financial oligopolies and their intricate interconnections; against the evil machinations of the Invisible Governments, either of the East or of the West, we cannot move singly and hope to succeed. While our separateness, (and the unnecessary, but inevitable, duplications that go with it), gives strength and undeserved advantage to the neo-colonialist forces, our combination would be too formidable to stand. If we are to survive, I can see no viable alternative to ECOWAS as a strategy for development.

18. If ECOWAS is so crucial to our development, what are our duties as Ministers in terms of nurturing the organization? The first is to let us continue employing our statesmanlike approach to all matters relating to it. Whatever are the issues being discussed, whether they concern administration or policy, please let us always remember that it is the interest of our Community that should predominate. The interest of ECOWAS should transcend partisan or personal considerations. This is the time to lay a solid foundation for the Community; tomorrow ~~may~~^{be} too late. And we surely cannot build a permanent foundation on anything other than what is true and objective.

19. Our second duty which goes beyond this meeting is to take concrete steps to spread ECOWAS-consciousness among our people in our respective countries. ECOWAS is still largely an affair of governments of the sub-region. This development is understandable, but we should ensure that our efforts are not limited to governments. It is fortunate that the present Heads of State and governments are firmly committed to ECOWAS. But who knows what would be the attitude of those that would succeed them? This is why it is highly essential that we should get our people involved in our efforts and ensure that they, too, are committed. If this is done, it would not matter who is at the head of affairs in each of our countries. He would have no choice but to think ECOWAS.

20. In this connexion, may I suggest, Honourable Ministers, that the time would soon come, if, indeed, it has not come, when we would need to set up separate ECOWAS Commissions in our respective countries. Apart from the fact that the physical structure of a separate Commission would go a long way to foster the ECOWAS-consciousness to which I have referred

earlier, this arrangement would facilitate the implementation of a number of our programmes, such as movement of people across our artificial boundaries.

21. Honourable Ministers, I cannot thank you sufficiently for your kind attention. ECOWAS is a most noble venture, a necessity for our economic liberation. Let us do everything that we can to nurture it. The eyes of the black man the world over are on us. We cannot afford to fail.

(O. ADEWOYE)
Federal Ministry of Economic
Development,
L A G O S.

...this arrangement would facilitate the implement-
tion of a number of our programmes, such as movement of
people across our artificial boundaries.

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(O. ADEWOYE)
Federal Ministry of Economic
Development,
L. A. C. O. S.

APPENDIX II

ECONOMIC COMMUNITY OF WEST AFRICAN STATES
COUNCIL OF MINISTERS

RESOLUTION ECW/CM/(2)/RES.1

CONCERNING TECHNICAL ASSISTANCE AND COOPERATION

T H E C O U N C I L O F M I N I S T E R S ,

CONSIDERING Article 8(10.d) of the Treaty;

CONVINCED of the necessity for the Executive Secretary to maintain cooperative relations with the international organizations;

AUTHORIZES the Executive Secretary to negotiate and administer technical assistance and cooperation that may be provided by the appropriate international organizations and other bodies, and to settle the terms of such assistance and cooperation.

ANNEX II

GENERAL AGREEMENT ON TRADE AND ECONOMIC COOPERATION
OF THE AMERICAN STATES
COMMITTEE OF MINISTERS

RESOLUTION XXXV (1961)

TECHNICAL ASSISTANCE AND COOPERATION

THE COMMITTEE OF MINISTERS

CONSIDERING Article III(d) of the Treaty

CONVINCED of the necessity for the Executive Secretary to

maintain cooperative relations with the international

organizations;

DESIRING the Executive Secretary to register and

administer technical assistance and cooperation that may

be provided by the specialized international organizations

and other bodies, and to settle the terms of such

assistance and cooperation.

APPENDIX III

ECONOMIC COMMUNITY OF WEST AFRICAN STATES
COUNCIL OF MINISTERS

RESOLUTION ECW/CM/(2)/RES.2

CONCERNING THE ACCESS OF THE SECRETARIAT
OF THE COMMUNITY TO THE REPORTS AND
DOCUMENTS PREPARED FOR MEMBER STATES.

T H E C O U N C I L O F M I N I S T E R S

CONSIDERING Article 8(10.d) of the Treaty;

CONVINCED of the need for the Executive Secretary to have adequate information on Member States:

1. AUTHORIZES the Executive Secretary to establish relations with international organizations (international Monetary Fund, World Bank, Specialized Agencies of the United Nations, CEAO, OCAM, etc.) with a view to obtaining information, and also empowers him to seek and receive from these organizations, reports and papers on various economic studies on Member States of ECOWAS.
2. AUTHORIZES these international organizations to release to the Secretariat of ECOWAS on request, such information and documents which he may need concerning each of the States or group of Member States of ECOWAS signatory to the present Resolution provided that the request for such information is always communicated to the State(s) concerned.

SECTION 1

CONSTITUTIONAL PROVISIONS

ARTICLE I, SECTION 8

CONGRESS SHALL HAVE THE POWER TO TAX AND BORROW MONEY ON THE CREDIT OF THE UNITED STATES TO PAY THE DEBTS AND TO PROVIDE FOR THE COMMON DEFENSE AND GENERAL WELFARE OF THE UNITED STATES

ARTICLE I, SECTION 9

NO BILL OF ATTAINMENT OR EX POST FACTO LAW SHALL PASS

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APPENDIX IV

ECONOMIC COMMUNITY OF WEST AFRICAN STATES
COUNCIL OF MINISTERS

RESOLUTION ECW/CM/(2)/RES.3 ON THE ADOPTION
OF THE STAFF REGULATIONS

WHEREAS the draft STAFF REGULATIONS submitted by the Executive Secretary to the Council of Ministers have been examined article by article by an ad hoc committee of legal, personnel and financial experts from all the Member States of ECOWAS;

WHEREAS the Experts have made the necessary amendments to the said draft Staff Regulations;

WHEREAS the Council of Ministers is satisfied with the resulting document,

NOW THEREFORE THE COUNCIL OF MINISTERS hereby RESOLVES to adopt the ECOWAS STAFF REGULATIONS.

ARTICLE IV

COMMISSION ON THE AFRICAN STATES

SECTION 1. PURPOSE AND SCOPE

Whereas the Commission on the African States was established by the Council of Ministers of the Organization of African States in 1963 to study and report on the political, economic and social conditions in the African States and to make recommendations thereon; and whereas the Commission has held several sessions and has reported to the Council of Ministers; and whereas the Commission has submitted a report to the Council of Ministers on the progress of its work; and whereas the Council of Ministers has decided to continue the work of the Commission;

WHEREAS the experts have made the necessary arrangements to the said staff regulations; and whereas the Council of Ministers has decided to continue the work of the Commission;

the Council of Ministers has decided to continue the work of the Commission; and whereas the Council of Ministers has decided to continue the work of the Commission;

APPENDIX V

ECONOMIC COMMUNITY OF WEST AFRICAN STATES
COUNCIL OF MINISTERS

RESOLUTION ECW/CM/(2)/RES.4 ON THE ADOPTION
OF THE FINANCIAL REGULATIONS

WHEREAS at its meeting in Lagos in July 1977 the Council of Ministers requested the Financial Controller to prepare Financial Regulations to govern the financial administration of the Executive Secretariat;

WHEREAS in compliance with this request the Financial Controller has submitted draft FINANCIAL REGULATIONS;

WHEREAS these draft Financial Regulations have been carefully studied by legal, personnel and financial Experts from all the Member States of ECOWAS;

WHEREAS the Experts have made the requisite amendments to these regulations; and

WHEREAS the Council is satisfied that the resulting document lays down the basis for the proper administration of the finances of the Executive Secretariat,

NOW THEREFORE THE COUNCIL OF MINISTERS hereby RESOLVES to adopt the FINANCIAL REGULATIONS.

MEMORANDUM

TO: THE SECRETARY OF FINANCE
FROM: THE CHIEF ECONOMIST

RE: THE PROPOSED FINANCIAL REGULATIONS
OF THE FINANCIAL INSTITUTIONS ACT, 1934

WHEREAS at its meeting in London on 12th March 1934 the Council of Ministers requested the Financial Controller to prepare financial regulations to govern the administration of the Executive Directorates of the Ministry of Finance in compliance with the request of the Council of Ministers; and

WHEREAS the said financial regulations have been carefully studied by legal, personnel and financial experts from all the member States of the Council of Ministers; and

WHEREAS the Council is satisfied that the resulting regulations lay down the basis for the proper administration of the Executive Directorates of the Ministry of Finance; and

FOR THESE REASONS THE COUNCIL OF MINISTERS hereby approves the said financial regulations.

APPENDIX VI

ECONOMIC COMMUNITY OF WEST AFRICAN STATES
COUNCIL OF MINISTERS

RESOLUTION ECW/CM/(2)/RES.5
ON THE ADOPTION OF THE HEALTH INSURANCE SCHEME

WHEREAS in accordance with Article 41 of the ECOWAS STAFF REGULATIONS the Executive Secretary has submitted a draft STAFF MEDICAL AND ACCIDENT INSURANCE SCHEME;

WHEREAS this draft scheme has been carefully scrutinised by legal, personnel and financial experts drawn from all Member States of ECOWAS;

WHEREAS the required amendments have been made to the draft scheme submitted; and

WHEREAS the Council considers that the scheme as amended is satisfactory,

NOW THEREFORE THE COUNCIL OF MINISTERS hereby RESOLVES to adopt the ECOWAS STAFF MEDICAL AND ACCIDENT INSURANCE SCHEME.

MINISTRY OF HEALTH
COUNCIL OF MINISTERS

RESOLUTION CONCERNING THE
ON THE ADOPTION OF THE HEALTH INSURANCE SCHEME

WHEREAS in accordance with Article 41 of the BOWEN
STATE REGULATIONS the Executive Secretary has submitted
a draft STATE MEDICAL AND ACCIDENT INSURANCE SCHEME;

WHEREAS this draft scheme has been carefully
examined by local personnel and officials and
from all proper sources of BOWEN;

WHEREAS the required amendments have been made to the
draft scheme submitted;

WHEREAS the Council considers that the scheme as
amended is satisfactory;

THEY THEREFORE THE COUNCIL OF MINISTERS HEREBY
RESOLVE to adopt the BOWEN STATE MEDICAL AND ACCIDENT
INSURANCE SCHEME.

APPENDIX VII

ECONOMIC COMMUNITY OF WEST AFRICAN STATES
COUNCIL OF MINISTERS

RESOLUTION ECW/CM/(2)/RES.6 ON THE
ADOPTION OF THE ECOWAS STAFF PROVIDENT FUND

WHEREAS in accordance with Article 41 of the ECOWAS STAFF REGULATIONS the Executive Secretary has submitted a draft scheme for establishing an ECOWAS STAFF PROVIDENT FUND;

WHEREAS the rules governing the Provident Fund have been carefully studied by an ad hoc meeting of legal personnel and financial experts drawn from all the Member States of ECOWAS;

WHEREAS the Experts have made the necessary amendments to the rules; and

WHEREAS the Council of Ministers considers that the resulting document is satisfactory,

NOW THEREFORE THE COUNCIL OF MINISTERS hereby RESOLVES:

1. to adopt the ECOWAS STAFF PROVIDENT FUND; and
2. that policies in respect of the ECOWAS STAFF PROVIDENT FUND be taken with a reputable African Insurance Company.

ECONOMIC COMMUNITY OF WEST AFRICAN STATES

RESOLUTION ON RECRUITMENT OF STAFF

CONVINCED that the continuing problem of inharmonious relations between the Secretariat and the Fund of ECOWAS, and other problems relating to the functioning of the organization emanate largely from the structural arrangements within the organization;

CONVINCED that these problems are hampering the effective working of the organization;

CONVINCED that no substantial progress would be made in terms of ECOWAS fulfilling the laudable objectives for which it was set up until these problems are resolved;

NOW the Council of Ministers at its second meeting held in Lagos, 18-19 November 1977:

1. Affirmed the position of the Founding Fathers of ECOWAS that the following order of precedence exists within the organization: The Authority, The Council of Ministers, The Board of Directors;
2. Reaffirmed that ECOWAS is one corporate body subsuming all its institutions;
3. Reaffirmed that administratively, ECOWAS has a hierarchical structure with the Executive Secretary at its head;
4. Affirmed that, following from 3 above, the Managing Director of the Fund is a subordinate officer to the Executive Secretary in matters of general administration and coordination;
5. Affirmed that as the principal executive officer of ECOWAS, the Executive Secretary, in his co-ordinating function, has the right to investigate or cause to investigate any allegations of wrong doing in any organ of the Community, and report to the Council of Ministers, if need be;
6. Affirmed that between sessions of the Council of Ministers, the current Chairman of the Council, can, on behalf of Council, and in respect of any organ of the Community, take measures appropriate to any developing situation, to ensure the implementation of the policies laid down by Council and the orderly progress of the Community as a whole;
7. Approved the establishment of the ECOWAS Appointments Promotions and Discipline Committee composed as set out hereunder:

Deputy Executive Secretary (Administration)/Deputy Managing Director of the Fund (depending on the relevance of the subjects to be considered	-	Chairman
Deputy Executive Secretary (Economics)	-	Member
Financial Controller	-	Member
Two Representatives of Staff	-	Members

ECONOMIC COMMUNITY OF WEST AFRICAN STATES

RESOLUTION ON RECRUITMENT OF STAFF

CONVINCED that the continuing problem of inter-relationships between the Secretariat and the Board of Governors and other organs relating to the functioning of the Community...

CONVINCED that the Board of Governors should be made in terms of economic planning the leading body for which it was...

NOT TO BE TAKEN AWAY

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