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United Nations Industrial Development Organization

Inaugural Meeting for the Establishment of
an African Association of Industrial Technology
Organisations

Lagos, Nigeria, November - December 1977

REPORT OF PREPARATORY MEETING

FOR THE

ESTABLISHMENT OF THE ASSOCIATION OF

AFRICAN INDUSTRIAL TECHNOLOGY ORGANIZATIONS (AAITO) 1/

Lagos, Nigeria, 23 - 27 May 1977

Prepared by

UNIDO Secretariat

in collaboration with the

Federal Institute of Industrial Research (FIIR), Lagos

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I - INTRODUCTION

1. Background

One of the resolutions from the Joint Consultation on the Promotion of Industrial Research and Services in Africa sponsored by United Nations Industrial Development Organisation (UNIDO) in co-operation with the Government of Nigeria through the Federal Institute of Industrial Research (FIIR) Oshodi and the World Association of Industrial and Technological Research Organisations involved with Industrial & Technological research. Organisations (WAITRO) in Lagos, Nigeria in September, 1975 called for the establishment of an African Association of Organisations involved with Industrial & Technological research. FIIR was given the mandate to undertake the follow-up action, with UNIDO's assistance, for the full establishment of the Association for the purposes of:-

"promoting contact and exchange of experience capabilities, and facilities among African organisations;
meeting annually on a regional or sub-regional level on general and selected technical aspects of industrial research;
establishing links and collaboration between Universities and organised industrial sector;
and the representation of Africa's point of view where a joint action is required on industrial and technological matters."

2. Follow-up Action by FIIR

In accordance with the mandate conferred to it the FIIR has served as the coordinating centre for the compilation of views and ideas from the various African countries on the aims and objectives of the proposed Association as well as its organisational set up. The FIIR prepared and circulated to all organisation represented at the 1975 Joint Consultation recommendations on the terms of reference of the proposed Association.

The responses and suggestions brought forth as a result of this initial set of recommendations were compiled into a final draft proposal on the formation of the Association. This was again circulated to organisations represented at the 1975 Joint Consultation.

In order that recognition and support, on a continental basis, may be accorded to the proposed Association, the FIIR wrote to the Organisation of African Unity; UNESCO, The Economic Commission for Africa and the Secretariat of the OAU/STRC to inform them about the current efforts to establish the Association.

3. Assistance by UNIDO

Following the above, UNIDO was requested to provide financial assistance towards convening the preparatory and inaugural meetings for the establishment of the Association. I am happy to report that UNIDO generously agreed to provide the sum of \$69,500 (sixty nine thousand five hundred US dollars) towards the funding of these meetings. The UNIDO contribution would help (1) to cover the Services of a Consultant to prepare the Statutes, By-laws and Rules of Procedure of the Proposed Association including their printing when adopted as well as the finalization of the reports of the Working group and inaugural meetings; (2) the services of interpreters, translators and a bilingual secretary for the two meetings (3) travel and per diem for for about 12 participants to the working group and about 25 participants to the inaugural meeting : (4) the services of UNIDO headquarter staff to advise and assist in the organisation and conduct of the working group and inaugural meetings and miscellaneous expenses.

4. Working Group Meeting

On the basis of the responses received from various Institutions to the proposals circulated by the FIIR, it selected a number of countries to be invited to nominate participants to a working group meeting. UNIDO also extended on behalf of the FIIR, official invitations to each country through the respective UNDP offices requesting the Government to designate their representative. Such invitations were sent to Egypt, Cameroon, Senegal, Nigeria, Ghana, Madagascar, Congo, Zaire, Kenya, Uganda, and Sudan. Official confirmation were received from all countries except Egypt. Due to recent ~~unforeseen~~ changes in the Ministry of Industries it is unlikely that Congo will be represented at this meeting.

On the request of the FIIR, UNIDO also extended, on FIIR's behalf, invitations to OAU, ECA, UNESCO, UNIC, UNDP, FAO, WAITRO and ACP-EEC Centre for Industrial Development to send observers to the meeting. Acceptances were received from OAU, ECA, UNDP, UNICE, UNESCO, WAITRO. No reactions were received from the ACP-EEC Centre for Industrial Development. FAO declined the invitation but requested that it be kept informed of all developments.

II ORGANIZATION OF THE WORKING GROUP

1. Participants

The Working Group Meeting on the establishment of an Association of Africa Industrial Technology Organizations (AAITTO) took place in Lagos, Nigeria from 23 to 27 May 1977. It was attended by 11 delegates representing 10 Africa countries, one consultant selected by UNIDO and observers from Cameroon, Nigeria, ECA, UNDP, UNESCO, UNIS and OAU/STRC. The participants included senior officials from industrial research institutes; public and private industry; universities; public industrial organizations,; and financing institution. They also included high Government officials involved in planning and implementing industrial research policies and programmes.

2. Opening of the Meeting

The meeting was opened by Dr. O. A. Koleoso, Acting Director of Research, currently incharge of the FIIR. Mr. Ndam also made short remarks on behalf of UNIDO.

Dr. Koleoso, in his opening address welcomed the participants to Nigeria in general and the FIIR, in particular. He briefly recalled the developments that have led to the working group meeting and thanked UNIDO, on behalf of the African countries, for its continued support towards the establishment of the proposed Association.

Dr. Koleoso stressed the importance of increasing the level of industrial research and services in Africa in view of its overall low level of technological development. He felt that the establishment of the proposed Association would add to the efforts being taken by the African Governments individually and collectively, in increasing the technological capacity of Africa which would help to cut down on the enormous exportation of agricultural and mineral raw materials at very small prices and importing finished goods at exorbitant prices. He noted that several African countries had not established industrial research institutes such as the FIIR and hoped that the proposed Association would be an instrumental in generating government action at the national and regional level to remedy the situation.

He expressed confidence in the members of the working group on which the FIIR was relying for advise in carrying out the mandate conferred to it at the 1975 Joint Consultation to undertake the necessary preparatory action for the establishment of the proposed Association. He wished all the guests a happy stay in Nigeria.

In his remarks Mr. Ndam reconfirmed UNIDO's willingness to respond within its limited resources to African requests for assistance in industrial development. The assistance being extended to the African countries by contributing towards the financing of this working group and the inaugural meeting is therefore a reflection of UNIDO's readiness to assist the African countries in their efforts to increase their industrial and technological capacities and capabilities.

UNIDO accords great importance to the proposed Association which would help to promote greater co-operation among the African countries in the field of industrial and technological research and development. He hoped that when fully established, the Association would also contribute to UNIDO's work by making available to it the experience of Africa in the industrial field. In this regard Mr. Ndam expressed UNIDO's readiness to collaborate and co-operate in any way possible in areas of mutual interest in furthering each others aims and objectives.

In a cautionary remark based on UNIDO's past experience in the establishment of a similar organization on a global basis - the World Association of Industrial and Technological Research Organisations (WAITRO) Mr. Ndam felt that the success and respect to be achieved by the proposed Association would depend, not on the statutes to be discussed at the working group meeting but on the work programme to be formulated. Such a work programme, if meaningfully designed with well defined projects, should lend itself to financial support from international organisations and other funding agencies. UNIDO was looking forward to reviewing this work programme in the light of its activities and to examining ways and means to contribute towards the implementation of the programme.

3. Election of Officers

O. A. Koleoso, leader of the host country delegation, was elected Chairman of the Working Group Meeting. P. A. Thiam (Senegal) was elected Vice-Chairman. I. H. Mohamed (Sudan) was elected Rapporteur.

4. Organisation of Discussions

The provisional "Agenda and Schedule" of work was adopted and discussions were conducted accordingly as shown in Annex II. The afternoon of the first day was left for individual participants to study the documents - draft Statutes and Rules of Procedure of the proposed Association since it had not been possible for them to be made available to each participant prior to the meeting. A small working group led by the Vice-Chairman was established to make proposals for the work programme of the proposed Association.

5. Closing of the Meeting

At its closing session on 27th May the Rapporteur, FIIR and the UNIDO secretariat were authorized to finalize the report and recommendations of the Working Group as well as the draft statutes and work programme of the proposed Association. The Vice Chairman thanked, on behalf of the African countries the F.I.I.R, for its hospitality and the work so far done for the establishment of the Association and UNIDO for its continued support. The FIIR was encouraged to continue with the same spirit, in collaboration with UNIDO and the OAU/STRC, preparations for the inaugural meeting of the proposed Association. It was agreed that a second Working Group Meeting, preferably attended by the same participants should take place a few days before the inaugural meeting to finalize the draft statutes, Rules of Procedure, Work Programme and the Provisional Agenda for inaugural meeting.

III RECOMMENDATIONS

After detailed discussions on the items of the Agenda in general and the draft Statutes, membership fees, and work programme in particular, the draft Statutes were modified as included in Annex III and an outline of "considerations for the preparation of a work programme for the Association" (Annex IV) were adopted. Recommendations emanating from the discussions include the following:-

- (1) the proposed Association should be called the "Association of African Industrial Technology Organisation".
- (2) The aims, objectives, and functions of the Association should be directed towards promoting cooperation among African organisations as well as between the Association or its members with relevant organisations in other parts of the world in industrial and technological research and development as a means of contributing towards raising the level of industrial technology in Africa in general and individual countries in particular.
- (3) Membership of the Association should consist of two categories - full members with the right to vote, nominate and be elected to the offices and permanent organs of the Association - comprising African organisations actively involved in industrial and technological research and development, and Associate members consisting of African organisations interested in promoting and/or financing industrial and technological research activities.
- (4) The permanent organs of the Association should initially be limited to the General Assembly, the Executive Committee and the Secretariat. The

General Assembly, the supreme organ of the Association, would set up a broad policy framework of the activities of the Association which will be translated into operational terms by the Executive Committee and carried out on a day-to-day basis by the Secretariat.

- (5) The Secretariat should be headed by a Secretary General appointed by the General Assembly and would be responsible for the day-to-day operations of the Secretariat, receiving and disbursing funds of the Association, acting as Secretary to the Executive Committee and the General Assembly meetings.
- (6) Although revenue will be collected from membership fees, such funds would not be sufficient for carrying out the aims and objectives of the Association. Membership fees may therefore only contribute towards the operations and maintenance cost of the Secretariat. The Association would therefore have to collaborate with funding agencies in the implementation of its work programmes.
- (7) In addition to approaching the OAU for a grant to assist the Association during its initial years of operation, a minimum of US \$500 was recommended as an annual membership fee.
- (8) The working languages of the Association was adopted to be English and French.
- (9) Since the success and credibility of the proposed Association would depend to a large extent, on its activities, the need to develop a concrete work programme was recognised and the following areas of priority were recommended:-

- (a) Establishment of the Association;
 - (b) Information;
 - (c) Cooperation between the Association or its member institutions with other organisations;
 - (d) Education and Training; and
 - (e) transfer of technology and commercialisation of industrial research and development results.
- (10) Rather than having the headquarters of the Association move with the President, it was recommended that a permanent headquarters should be established in a country of one of the full members. It was also recommended that the FIIR should, on an interim basis, act as the headquarters of the Association pending a decision on the permanent headquarters by the General Assembly.
- (11) Concerning preparations for the inaugural meeting, it was recommended that the FIIR should, in collaboration with relevant international organisations, identify the various organisations in Africa that may qualify for membership and forward the report of the working group to each of the organisations soliciting:-
- (a) their comments particularly on the draft Statutes, work programme and membership fees;
 - (b) their interest to become members of the Association;
 - (c) their recommendations of other institutions in their countries that may be considered; and
 - (d) their assistance in obtaining their governments' support on the proposal.

It was also recommended that UNIDO, in collaboration with OAU/STRC, should communicate the report of the working group through its official channels to each of the African countries recognised by the OAU soliciting the support of the African governments through the OAU for the establishment of the Association and recommendations for institutions

in their countries for membership. It was agreed to convene the inaugural meeting in late 1977 at the FIIR in Nigeria and a similar working group, preferably consisting of the participants at this one, should meet a few days before the inaugural meeting, to review the comments received from the African countries and finalise the draft Statutes, work programme and other items of the provisional Agenda for the inaugural meeting.

IV - SUMMARY OF DISCUSSIONS

Detailed discussions were held on the items of the Agenda particularly the draft Statutes, membership fees and work programmes of the Association. The results and recommendations of the discussions are detailed in Annexes III and IV and highlighted in chapter II of this report. There are however a number of issues which are worth special mention:-

A. Draft Statutes of the Association

Name of the Association

Before taking a decision on the name of the Association it was considered necessary to first discuss the aims, objectives, functions and membership of the Association. After reaching agreement on these issues several suggestions were put forward as to what the Association should be called. These included:-

- Association of African Organisations involved in Industrial and Technological Research and Development (AAOITRD)
- Association of African Industrial Research and Technological Organisation (AAIRTO)

- Association of African Industrial and Technological Research Organisation (AAITRO)
- Association of African Industrial and Technological Research and Development Organisations (AAITRDO)
- Association of African Industrial Technology Organisations (AAITO)
- Association of African Industrial Technological Organisations (AAITO)

Following extensive discussion on the merits and demerits of each proposal, it was agreed that the Association should be called "The Association of African Industrial Technology Organisation (AAITO) since this name best represented the aims, objectives and spectrum of membership of the Association.

Objectives and Functions of the Association

In determining the main objectives of the Association great care was exercised not to accord the proposed Association with terms of reference that would either duplicate the aims and objectives of other Associations or African Organisations such as the OAU/STRC or that are too ambitious making them difficult to be achieved.

The philosophy in defining the objectives and functions of the Association was to provide a common forum for organisations involved in industrial and technological and development in Africa to contribute in a collective manner towards the efforts being made by the African Governments and International Organisations at a national and regional level, in raising the level of technological

development in Africa. The role of the Association was therefore seen to be that of a catalyst identifying special issues and drawing the attention of national, regional and international organisations in order to remedy the deficiencies identified in the issues.

Membership of the Association

By defining the terms of reference of the Association which limited it to the Industrial and Technology field, it was agreed to limit its membership to those African organisations either undertaking or involved in Industrial and Technology Research and Development or interested in financing such activities. The concept of having honorary members was considered not applicable in this context. While limiting the membership, care was also taken not to exclude other African Organisations whose activities, although not directly concerned with industrial and technology research and development, are important complements.

Secretary-General

The functions of the Secretary General were seen to essentially be those of providing services to the Association. It was therefore considered more appropriate to have the Secretary-General appointed and accorded executive functions rather than to be an elected officer of the Association.

Executive Committee

It was agreed that the Executive Committee should consist of all the officers of the Association and other

ex-officio members that may be elected by the General Assembly. In this regard the area of coverage of Zonal representatives was considered. Rather than trying to define the zones at this stage it was agreed initially to adopt the OAU sub-regional groupings as the zones of the Association until the General Assembly of the Association had redefined them at a later stage.

Management of Association Finances

Although the Secretary-General is authorised to collect and disburse the funds of the Association, it was considered essential that an elected officer of the Association should oversee the financial management of the Association. Rather than elect a treasurer, it was considered preferable to accord this function to the First Vice-President of the Association.

Permanent Headquarters of the Association

Various proposals on the headquarters of the Association were discussed after which the idea to have a permanent headquarters of the Association was preferred to a roving one which would move with the location of the President. Such a permanent location would make it easier for the Secretariat to be located at the headquarters and would ease communications. It was suggested and agreed that The Federal Institute of Industrial Research should act, on interim basis, as headquarters of the Association until the General Assembly of the Association takes a decision on the permanent headquarters of the Association.

Voting

It was decided to grant each member one vote. Following considerable discussion on the extent of participation of Full and Associate members in the work of the Association, it was decided that while Associate members should be allowed full freedom to contribute in the work of the Association, they should not be granted the right to vote.

B. Work Programme and Financing

The question of funding was discussed in the context of the work programme of the Association. In line with the philosophy adopted in defining the terms of reference of the Association it was recognized that the Association would rely essentially on external sources to finance its programmes. It was therefore considered essential to develop a concrete work programme with well defined projects and priority areas.

C. Membership Fees

After considering various proposals ranging from dollars 300-1000 it was decided to initially limit the membership of the Association to a minimum of \$ 500. In deciding on this figure considerations were given to the size of the budget of the Association which was assumed to be a minimum of \$35,000 during the first year for the operation of only the Secretariat. Consideration was also given to other possible assistance from OAU.

D. Rules of the Procedure of the Association

It was decided to suspend discussion on the draft Rules of procedure of the Association prepared by the UNIDO appointed consultant who was requested to re-draft them in the light of the modification introduced in the draft Statutes. The draft Rules of procedure would then be discussed at the next meeting of the Working Group scheduled to take place a few days before inaugural meeting.

E. Preparatory Action for the Inaugural Meeting
of the Association

A number of activities need to be carried out from the end of the working group meeting in preparation for the inaugural meeting of the Association tentatively scheduled for late 1977 at the Federal Institute of Industrial Research in Nigeria. It was agreed that the FIIR should continue with its mandate in collaboration with UNIDO and the OAU/STRC to carry out all necessary action, especially on the preparation and distribution of all relevant information and documents. Relevant organisations in Africa that could be considered for membership of the Association would be identified and adequately informed by the FIIR in collaboration with relevant international organisations. The various African Governments represented on the OAU would also be informed by UNIDO, in collaboration with the OAU/STRC. In addition, comments and suggestions would be requested on matters connected with the proposed Association, especially on the draft Statutes, membership fees and outline of the work programme.

In order to make concrete preparations for the inaugural meeting it was agreed to reconvene the working group a few days before the inaugural meeting in order to finalize its draft documents and provisional agenda.

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ANNEX II

AGENDA AND SCHEDULEMonday, 23 May

- 9.00 Registration and administrative matters
- 10.00 - Opening of the meeting
 - Welcome address by the Acting Director, FIIRO
 - Introductory remarks by UNIDO
- 11.00 - Organizational arrangements
 - Election of Officers
 - (a) Chairman
 - (b) Vice Chairman
 - (c) Rapporteurs
 - Organization of the Work Programme
- 12.00 Progress report by FIIR
- 14.00 - Study of the meeting documents by participants

Tuesday, Wednesday and Thursday, 24 - 26 May

- 9.00 - Discussion of draft Statutes of the Association
- 11.00 - Discussion of draft Statutes of the Association (continued)
- 14.00 - Discussion of draft Statutes of the Association (continued)
- 16.00 - Discussion of draft Statutes of the Association (continued)

Friday, 27 May

- 9.00 - Discussion of draft Statutes of the Association (continued)
- 11.00 - Discussion of the work programme of the Association
- 15.00 - Discussion of the work programme of the Association (continued)
- 16.30 - Discussion of the membership fees of the Association
- 17.30 - Discussion of the preparatory action for the Inaugural Meeting
- 18.30 - Closing of the meeting.

DRAFT STATUTESDEFINITIONS

For the interpretation of these presents, the following words and expressions shall have the meaning hereinafter stated unless it shall be inconsistent with the object of the context:-

1. The presents mean and include the Statutes and the Rules of procedure of the Association as may be in force.
2. The "Association" means Association of African Industrial Technology Organisations (AAITTO).
3. "Industrial Technology Organisation" means institutions including governmental, public or private organisations, units of the university the organised industrial sector, financing institutions, actively involved in technological research or development for industry.
4. "Commercialization of industrial and technological research and development results" means the translation of the results of industrial and technological research into viable industrial operations of benefit to the community.
5. "Member " means a member body included in the membership of the Association.
6. "Member in good standing" means a member that has fulfilled its financial obligations to the Association and complies with the Statutes and Rules of Procedure of the Association.
7. The "President" means the person who has been elected as such under the provisions of the Statutes and Rules of Procedure of the Association and includes any other person temporarily performing the functions of the President.
8. The "Secretariat" means the registered office of the Association.
9. The "Headquarters" means the buildings, premises, structures or portions thereof which at any given time are occupied or used by the Association.
10. "Year" means the Gregorian calendar year starting 1 January and ending 31 December.
11. "Month" means the Gregorian calendar month.

12. "Annual Membership Fees" means subscription by members for one calendar year.

13. The "General Assembly" means the General Assembly of the Association convened in accordance with the Rules of Procedure.

14. The "Executive Committee" means the Committee elected by the General Assembly, under the Rules of Procedure to manage the affairs of the Association.

15. The "Chairman" and "Vice-Chairman" mean the Chairman and Vice-Chairman respectively in office of the Executive Committee of the Association and includes any other persons temporarily performing the duties of Chairman and Vice-Chairman.

16. The "Secretary-General" includes any person appointed by the General Assembly to perform the administrative functions of the Association, whether permanently or otherwise.

17. The "OAU" means the Organisation of African Unity including its Secretariat, as well as the bodies and specialised commissions already created by the Charter of the Organisation of African Unity and any other bodies, specialised agencies or commissions, which may subsequently be established under the said Charter.

18. "Zone" means a sub-region of the continent consisting of a number of countries as determined by the General Assembly of the Association.

19. "Africa" means that geographical area defined by the OAU as Africa and consisting of countries recognised by the OAU.

Article I

Name of the Association

The Association shall be called the Association of African Industrial Technology Organisations (AAITTO), hereinafter called the Association. It shall be a non-profit organisation.

Article II

Permanent Headquarters of the Association

The permanent headquarters of the Association shall be located in a country of one of the full member institutions to be determined by the General Assembly, which may also decide to change the location of the permanent headquarters if need be.

Article III

Objectives of the Association

The objectives of the Association shall be:-

1. To promote cooperation among the African countries in Industrial and Technological Research and Development through, inter alia, the establishment of links between African Institutions concerned with industrial and technological research and development for the exchange of information, experience, capabilities and facilities, as appropriate;
2. To promote cooperation between African industrial and technological research institutes, relevant departments and units of Universities and the organised industrial sectors;
3. To promote the establishment of links between the Association and similar bodies and other relevant international organisations;
4. To promote the establishment of links between member institutions, as requested, with institutions in other parts of the world.

5. To contribute towards the identification and periodic review of the needs and requirements of Africa, on a regional or sub-regional level, in industrial and technological research and development;
6. To promote and assist in defining joint industrial and technological research and development projects and help, as need be, in locating finance for such projects;
7. To contribute towards the co-ordination and planning of industrial and technological research and development in Africa;
8. To contribute towards upgrading the level of skills of personnel and the development of manpower requirements for industrial and technological research and development in Africa.
9. To provide assistance to member institutions in obtaining finance for industrial and technological research and development projects of regional or sub-regional importance;
10. To promote the establishment in Africa of new industrial and technological research and development institutions, where these do not exist, and the strengthening of existing ones as a means of upgrading the level of industrial and technological research and development in Africa;
11. To establish official recognition with the OAU and other relevant international organisations and collaborate with the OAU/STRC in expressing Africa's view point on industrial and technological research and development matters;
12. To promote the effective transfer of industrial technology, particularly the commercialization of Research and Development results.

Article IVFunctions of the Association

The Association shall carry out such activities as necessary to enable it attain its objectives. It is expected that these activities would contribute towards increasing the industrial and technological capacity of Africa as well as the effectiveness of its member institutions in the industrial and technological development of their respective countries in particular and of Africa as a whole.

These shall in particular include the following:-

1. To initiate and assist in the implementation of programmes the co-operation in industrial and technological research and development not only among its members but also between its members and other relevant institutions in Africa and other parts of the world.
2. To collect information on a regional and world wide basis relevant to the activities of the Association and disseminate it among its member institutions;
3. To prepare and publish periodically in collaboration with other international organisations, as appropriate up-dated directories on various aspects of industrial technological research and development including institutions, research programmes, facilities, information centres, training programmes and opportunities, and personnel involved in industrial and technological research and development in Africa;
4. To undertake collaboration with appropriate international organisations, studies for the identification of the needs of Africa, at a regional or sub-regional level, in general or specific aspects of industrial and technological research and development and to take follow up action with the relevant authorities at the national, regional and/or international levels for the implementation of the findings and recommendations of such studies.

5. To identify and define in collaboration with member institutions joint industrial research and development projects, especially those dealing with the commercialization of research results and of special importance to a number of African countries and to take follow-up action with funding agencies for the financing of such projects;
6. To assist in the location of training opportunities, consultants for special projects, and in the organisation of staff exchanges between member institutions;
7. To organise in collaboration with other international organisations, study tours, seminars, workshops and other meetings on a regional or sub-regional basis on general and selected aspects in industrial and technological research and development in Africa;

Article V

MEMBERSHIP OF THE ASSOCIATION

1. The membership of the Association shall consist of
Full and Associate members
 - (a) Full members shall consist of African institutions actively involved in industrial and technological research and development.
 - (b) Associate members shall consist of African institutions not actively engaged in industrial or technological research and development but interested in promoting the aims and aspirations of the Association.
2. Application for membership shall be made by each institution on the Association's application form, in accordance with its local procedures, to the Secretary General of the Association.
3. Application for membership shall be circulated by the Secretary General to all members of the Executive Committee who shall indicate their approval or disapproval of the admission of each applicant. The Secretary General shall, on the basis of unanimous positive replies received from all members of the

Executive Committee admit, on behalf of the Association, the new member. In case of any objection, the Executive Committee shall discuss the application at its next meeting and, if no positive decision is reached on the admission of the applicant, the matter shall then be referred to the next meeting of the General Assembly for final decision.

4. An institution shall be considered to have accepted membership of the Association when it indicates in writing to the Secretariat, its commitment to abide by the statutes and rules of procedures of the Association and paid its membership fees.
5. All new members admitted by the Executive committee during its term of office shall be reported to the next General Assembly.
6. The Executive Committee shall recommend the termination of the membership of an institution to the General Assembly which shall take the final decision.
7. Termination of an institution's membership shall be considered when the actions of the institution are deemed to be contrary to the aims, objectives and interests of the Association.
8. Termination of an institution's membership shall also be considered when, after reminders from the Secretariat, no indication is received from the institution of the steps taken to transmit its membership fees to the Secretariat within the stipulated time limit.

Article VI

Rights, Privileges and Duties of Members

1. Members of the Association shall:-
 - (a) propagate the aims, objectives and activities of the Association and shall abide by the decisions of the General Assembly and the Executive Committee;
 - (b) contribute towards the achievement of the aims and objectives of the Association by, inter alia, participating, as appropriate, in the work of the Association;

- (c) pay their relevant membership fees, the amount of which shall be established from time to time by the General Assembly;
 - (d) receive materials published by the Association.
2. Full members of the Association shall additionally have the right to:-
- (a) vote;
 - (b) be elected to the permanent organs and offices of the Association as appropriate; and
 - (c) nominate representatives of member institutions for election to the permanent organs and offices of the Association.

Article VII

Membership Fees

1. The amount of membership fees shall be established from time to time by the General Assembly.
2. Each member shall be required to pay its membership fee within the first three months of the commencement of the financial year of the Association.
3. All membership fees shall be paid in convertible currency.

Article VIII

Organs of the Association

1. The permanent organs of the Association shall be:-
 - (a) the General Assembly;
 - (b) the Executive Committee; and
 - (c) the Secretariat.
2. Other permanent organs of the Association may be established, as need be, by the General Assembly.
3. The General Assembly and Executive Committee may set up sub-committees of technical working groups, as need be, to assist in the execution of their functions.

Article IX

The General Assembly

1. The General Assembly shall be the supreme organ of the Association.
2. The regular meetings of the General Assembly shall be convened by the President of the Association and shall take place at least once every three years in one of the countries where members of the Association are located. The Secretary General shall be the Secretary at all meetings of the General Assembly without a voting right.

3. At least fifty percent of the members of the Association shall be required to constitute a quorum meetings of the General Assembly and its decisions shall be made by a simple majority of the members voting except as specified in article of -- ---- of this statutes. Special meetings of the General Assembly may also be convened by the President of the Association on the request of at least two-thirds of members of the Association.
4. At its regular meetings, the General Assembly shall consider the items of the agenda which shall be prepared in accordance with the rules of procedure of the General Assembly and shall take decisions accordingly.
5. The General Assembly shall, in particular,
 - (a) review and adopt the reports of the President and the Secretary-General on the activities of the Association;
 - (b) elect the officers and other members of the Executive Committee of the Association;
 - (c) appoint the Secretary-General of the Association;
 - (d) review and decide upon the recommendations of the Executive Committee on special matters including the admittance of new members into the Association amendment to the constitution and membership fees; and
 - (e) review and adopt the Association's future work programme and budget.

Article X

The Executive Committee

1. The Executive Committee shall be the permanent organ of the Association responsible for directing the activities of the Association in the interval between sessions of the General Assembly and shall have the powers of the General Assembly during this period.
2. Members of the Executive Committee shall consist of the officers of the Association as well as any other ex-officio members elected by the General Assembly.
3. The officers of the Executive Committee shall consist of:-

Chairman;
 1st Vice-Chairman; and
 2nd Vice-Chairman.

The President, first Vice-President and second Vice-President of the Association shall be the Chairman, first Vice-Chairman and second Vice-Chairman of the Executive Committee respectively.

4. The Secretary-General shall be the Secretary of the Committee without a voting right.
5. The Executive Committee shall commence its duties from the end of the General Assembly at which it is elected until a new Executive Committee is elected.
6. Regular meetings of the Executive Committee shall be convened by the Chairman at least once a year.
7. Special meetings of the Executive Committee shall also be convened by the Chairman at the request of at least two-thirds of its members.
8. Meetings of the Executive Committees shall take place with at least two-thirds of the members present and its decisions shall be made by a two-thirds majority of the members present except for the admission of new members for which a unanimous decision is required. Each member of the Executive Committee shall have one vote.
9. The Executive Committee shall establish its own rules of procedure. Such rules of procedure shall be in accordance with the guidelines established by the General Assembly.
10. At its meeting, the Executive Committee shall consider the items of the Agenda which shall be established in accordance with its rules of procedure and shall take decisions or adopt recommendations to the General Assembly accordingly.
11. The Executive Committee shall, in particular:
 - (a) Review special cases concerning the admission or re-admission of new members and the termination of the membership of a member;
 - (b) Review and adopt recommendations to the General Assembly,

concerning the appointment or termination of appointment of the Secretary General;

- (c) Review the implementation of the work programme and financial status of the Association and, on the basis of draft prepared by the Secretary General, propose future work programmes and budgets of the Association for approval by the General Assembly;
- (d) Consider proposals on the amendments of the Statutes of the Association and recommend to the General Assembly accordingly;
- (e) Provide the Secretary General with directives on special issues including actions necessary for the implementation of the activities and work programme of the Association; and
- (f) Provide overall direction and supervision of the detailed planning and implementation of the activities of the Association including the Secretariat.

Article XI

Officers of the Association

1. The officers of the Association shall consist of:-
 - (a) The President;
 - (b) The First Vice-President;
 - (c) The Second Vice-President; and
 - (d) Representatives or alternates of zones which shall be determined from time to time by the General Assembly.
2. Only representatives of full members of the Association who are in good standing shall be eligible for nominating, voting and to be elected in their individual capacities, to the offices of the Association. No more than one officer of the Association shall be elected from one country.
3. The term of office of the officers of the Association shall be the period between the regular General Assembly meeting in which they are elected and the next one, and shall expire when the new officers are elected. Each officer shall be eligible for re-election for only one more consecutive term.
4. The President shall be the head of the Association and shall represent it at all occasions. He shall convene and preside over all meetings of the General Assembly. The President of the

Association shall also be the Chairman of the Executive Committee.

5. The President shall submit reports, proposals and decisions taken by the Executive Committee to the General Assembly on the activities of the Association undertaken during his period of office.
6. In the absence of the President the first Vice-President shall exercise the powers and carry out the functions of the President. The second Vice-President shall then assume the functions of the first Vice-President. The first Vice-President shall also be responsible for ensuring that the overall management of the Association's funds are in accordance with the approved budget and the regulations established by the Executive Committee to which he shall report accordingly.
7. In the absence of the President or first Vice-President, the second Vice-President shall exercise the powers and carry out the functions of the President. In the absence of the first Vice-President, the second Vice-President shall assume his function.
8. In the case of permanent absence of the President, the first or second Vice-Presidents of the Association, the Executive Committee shall elect one of its members to fill the vacant post.
9. In the absence of the President, the first and second Vice-Presidents, of the Executive Committee shall elect one of its members to carry out the functions of the President. In the case of permanent absence, he shall then convene a special meeting of the General Assembly to elect a new President and the Vice-President.
10. In the case of permanent absence of representative or alternate of a zone, the Executive Committee shall, in consultation with the members of the zone select one member of the zone to fill the vacancy.
11. The Representatives or alternates of the Zones shall:-
 - (a) represent the President of the Association in their Zones.

- (b) act as correspondents to the Secretary General by coordinating the activities of the Association in their Zones,
- (c) represent members of their zones and reflect their collective views to the Secretary General and at meetings of the Executive Committee on all matters related to the work of the Association,
- (d) organise such activities, as deemed necessary, to propagate the aims and objectives of the Association in their Zones,
- (e) Undertake such other functions as may be assigned to them by the Executive Committee in accordance with the overall policies of the Association established by the General Assembly.

Article XII

Secretariat and Secretary General

1. The Secretariat shall be established as one of the permanent organs of the Association responsible for carrying out the day-to-day activities of the Association in accordance with the rules and regulations established by the Executive Committee.
2. The Secretariat shall consist of the Secretary General and other administrative and technical staff, appointed by the Secretary General in accordance with the terms and conditions laid down by the Executive Committee, that may be required for carrying out such duties.
3. The Secretariat shall be located at the permanent headquarters of the Association, unless otherwise decided by the General Assembly.
4. The Secretary-General shall be the chief executive officer of the Secretariat. He shall be appointed by the General Assembly and shall be eligible for re-appointment upon the expiration of his contract.
5. In case the post of Secretary-General becomes vacant before the expiration of the term of office of the incumbent, the Executive Committee shall appoint an Acting Secretary-General until the next one is appointed by the General Assembly.

6. As chief executive officer of the Secretariat, the Secretary-General shall:
- (a) report to the Executive Committee on the day-to-day work of the Association, and as Secretary to that committee he shall be responsible for preparing material, especially draft proposals for the Association's work programme and budget, for discussion at its meeting;
 - (b) report to the General Assembly at its regular meetings on the details of the activities of the Association;
 - (c) act as Secretary at the Executive Committee and General Assembly meetings and ensure that the minutes of these meetings are finalised and circulated to all members of the Association; and other interested parties, as appropriately;
 - (d) be responsible for keeping members of the Association informed of the activities of the Association;
 - (e) initiate action to ensure the implementation of the work programme of the Association;
 - (f) be authorized to collect and disburse funds, in accordance with rules and regulations established by the Executive Committee to which he shall report periodically on the financial status of the Association;
 - (g) initiate and maintain contacts at the working level with other international associations and organisations under the overall direction of the Executive Committee.
7. In the performance of his duties, the Secretary-General shall not seek nor receive instructions from any member, country or authority external to the Association except as specified in the Statutes.
8. Each member of the Association, country or organisation dealing with the Association shall respect the international character of the work of the Secretary-General and his staff and shall not seek to influence them in the despatch of their responsibilities.

Article XIIIFunding

1. Funds of the Association shall be derived from:
 - (a) Annual membership fees;
 - (b) Contributions from Governments, national and international agencies, and individuals interested in promoting the aims and objectives of the Association;
 - (c) Revenue from other sources, including the sale of publications.
2. The Executive Committee shall determine the procedure for raising, holding, investing, disbursing and administering the funds and assets, movable and immovable, of the Association in accordance with general guidelines to be established by the General Assembly.
3. The financial year of the Association shall be the Gregorian Calendar year, that is, from 1 January to 31 December of each year.

Article XIVLanguages

The working languages of the Association shall be English and French.

Article XVAmendment of the Statutes

Amendments, additions and deletions, to these statutes by a two-thirds majority decision of the General Assembly.

Article XVIWithdrawal from Membership

1. Any member may withdraw from the Association by submitting a written notification to the Secretary-General.
2. The request of a member fulfilling the above provision shall be granted after the member has fulfilled all its outstanding obligations due to the Association.

Article XVIIDissolution

1. The Association may be dissolved at any time if a decision to that effect is made by two-thirds of the full members of the Association.
2. The above decision shall provide for the discharge of all liabilities and the disposal of all funds or assets of the Association.
3. Any assets, after liquidating outstanding debts, shall be donated to an international organisation in Africa working in the field of industrial and technological research and development selected by the General Assembly.

Article XVIIIVoting

1. Only full members of the Association shall be entitled to vote.
2. Each full member shall have one vote.
3. Decisions of the Association shall be made by a simple majority of the members voting except as specified in item 4 below.
4. A two-third majority of the full members of the Association shall be required for:
 - (a) amendment of the Statutes;
 - (b) expulsion of a member;
 - (c) appointment and termination of the contract of the Secretary General; and
 - (d) dissolution of the Association.

Voting by mail shall be accepted and considered as valid at the sessions of the General Assembly concerning the above issues.

Article XIXLegal Provisions

The relevant laws of the country in which the Association has its headquarters shall apply in any case, or all cases, not specifically provided for in these Statutes.

CONSIDERATIONS FOR THE PREPARATION OF A
WORK PROGRAMME FOR THE ASSOCIATION

1. Concept, Approach and Priorities

The work programme of the Association is aimed at translating the functions of the Association into operational activities for the achievement of the aims and objectives of the Association. For such a work programme to produce effective results it needs to emphasize certain priority areas of activities to be established by the General Assembly. Each project included in the work programme needs to be clearly defined. This would enable the Association to negotiate more meaningfully with agencies which may be willing to finance such projects. This is essential since the Association would, in principle, seek the collaboration of other agencies, especially at the initial stages of its establishment, in the implementation of its activities, especially the work programme. The success of the Association to attract funds to finance its activities would, to a large extent, depend upon the work programme.

In the light of the above, the following priority areas have been identified:

- (a) establishment of the Association;
- (b) information;
- (c) co-operation between the Association or its member institutions with other organisations;
- (d) education and training;
- (e) transfer of technology and commercialisation of R and D results.

A brief outline of the aspects to be considered under each of the above priority areas is presented below:-

2. Points to be considered in establishing the priority areas.

(1) Establishment of the Association

- Registration of the Association.
- Establishment of the administrative machinery of the Secretariat including the opening of Bank Account.
- Collection and circulation of information on members of the Association
- membership drive
- Publicity of the Association

- Raising of funds to finance the Secretariat and its initial activities
- Other activities related with the establishment and operation of the Secretariat including the recruitment of staff, procurement of office equipment and facilities.

(ii) Information

- Preparation and circulation of a directory of members, personnel, consultancy organisations, and other institutions actively involved in research and development work in Africa.
- Publication of journals and bulletins containing information on research and development work being carried out in Africa.
- Preparation of studies and surveys on general and selected aspects on the present and future status of research and development work in Africa.
- Organisation of meetings or seminars on general and selected aspects of research and development work relevant in Africa on regional and sub-regional levels.
- Preparation and circulation to members information on meetings taking place in Africa and other parts of the world on industrial and technological research and development.
- Review of the activities of similar organisations and relevant international organisations to identify areas of co-operation.
- Publication of periodic bulletins on the activities of the Association.
- Establishment of a documentation and reference unit in the Secretariat.

The above activities are expected to be undertaken in collaboration with relevant interested international or funding agencies.

(iii) Co-operation between the Association and its members or its member institutions with other organisations:

- Identification of areas of co-operation between the Association and similar Associations and international organisations.

- Linkage programmes between member institutions and other relevant organisations in and outside Africa.
- Identification and definition of joint research projects including location of funds for the financing of such projects.
- Exchange of staff and facilities, as appropriate, among member institutions as well as between member institutions and other organisations in and outside Africa.
- Co-operation between research and development institutions in Africa and other organisations involved in promoting or financing research and development.

(iv) Education and Training

- Identification of the needs of Africa on regional and sub-regional levels on manpower requirement for research and development work on global and sectorial levels.
- Identification of deficiencies in existing educational systems for the development of skills and manpower for research and development as well as submission of and follow-up on proposals on ways and means to remedy the situation to relevant national, regional and international organisations.
- Identification and preparation of a directory of institutions in Africa capable of providing training opportunities for various categories of personnel involved in research and development work in Africa.
- Organisation of training workshops, group in-plant training programmes and study tours on general or selected aspects of industrial research and development on international, sub-regional or regional level.
- Identification of training opportunities outside Africa, for personnel engaged in industrial research and development for circulation to its members.
- Collaboration with national authorities and relevant international organisations in establishing industrial training centres at the national, sub-regional or regional level.

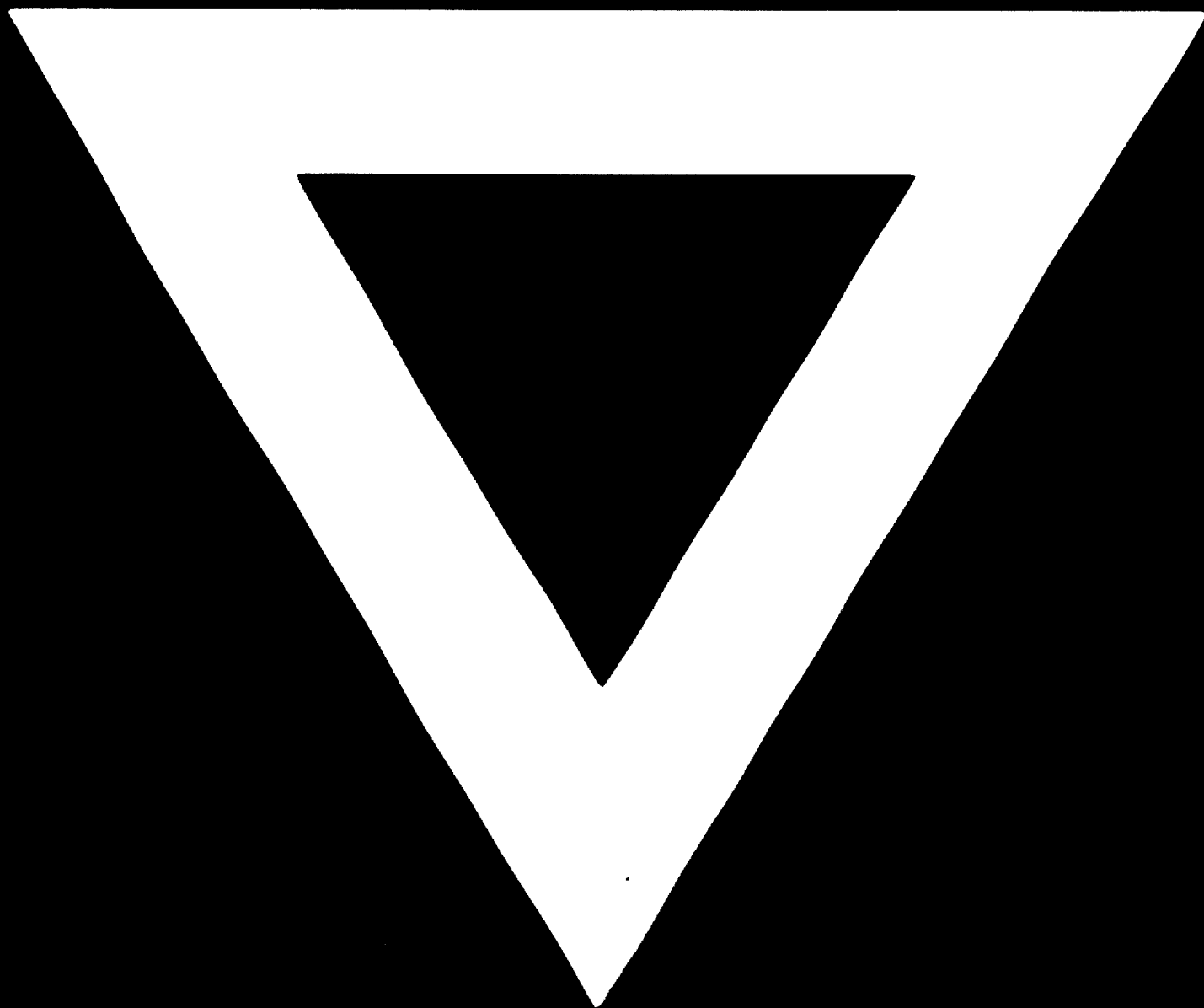
The activities are expected to be undertaken in collaboration with relevant interested international or funding agencies.

(v) Transfer of Technology and Commercialisation of Research Results

Collaboration with national authorities and relevant international organisations in the establishment of national machineries for the effective development and transfer of industrial technology.

- Identification of common national policies for the transfer of industrial technology and follow up with relevant international organisations, particularly in Africa, for their harmonisation.
- Identification and definition of joint projects dealing with the commercialisation, in two or more countries, of industrial research and development results, and assistance in locating financing.
- Collection, in collaboration with other international organisations, of information on a world wide basis, of successfully commercialised research work for circulation among its members.

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