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ECONOMIC COMMISSION FOR AFRICA
EVALUATION AND NEEDS ASSESSMENT
OF
1976-1979 GRANTS AGREEMENTS

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One America, Inc.
1625 Eye Street, N.W.
Suite 719
Washington, D.C. 20006

ECONOMIC COMMISSION FOR AFRICA

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PREFACE

The 1980 Evaluation Mission

The 1980 Evaluation Mission is an AID-funded project under ECA Grant Activity #5 for \$28,000. Because description of the Mission contains information which will lend clarity and coherence to the readers, it is here utilized as a preface to the Evaluation Report.^{1/}

PURPOSE: 1) to evaluate projects undertaken by the Economic Commission for Africa funded by AID, for efficacy, impact and relationship to the mandate of ECA; 2) to assess the needs of the projects as well as those of the total institution for renewed or extended support and 3) to recommend or project the direction and/or structure of future AID support to ECA. Twelve of the thirteen projects funded by AID between 1976-1980 are included in the evaluation.^{2/}

This project was coordinated and administered by One America, Inc., who together with AID/Washington defined the scope of work. Team members were selected on the basis of the requirements in the scope of work as follows:

Dr. William R. Rutherford	Economist/Organizational Development (Team Leader)
Dr. Cynthia Shepard Perry	Manpower Training and Staff Development (Editor, Evaluation Report)
Dr. Ermon Hogan-Kamara	Specialist, Women's Development Programmes.

^{1/} See Annex S, Background of Aid Supporting Activities

^{2/} Grant Activity #4 was specifically excluded, for cause, from the evaluation by AID.

Each team member assumed specific areas of responsibility for data-gathering, analysis and the formulation of conclusions and recommendations. Other areas requiring consultation and collaboration were the responsibility of the total team; e.g., for each substantive Division of ECA to which an AID advisor was assigned, group interviews were conducted by the total team and one-to-one interviews were conducted by individual team members thereafter. Several team meetings were held in the second and third weeks for consultation, information-sharing and integration, and compilation of the first draft of the report.

Mission Schedule.

Two team members were briefed on May 2, 1980, by the staff of AFR/RA, (the third member was already in Nairobi) prior to departure from Washington. Interviews began at ECA as scheduled, on Thursday, May 8, and continued until the team departed for Nairobi on Saturday, 24 May. One site visit was made to a local project in Ethiopia.

On Saturday evening, 24 May, the team met for debriefing in Nairobi with the Executive Secretary of ECA, Mr. Adedeji and with Mr. Essien, Chief of TACOO (Technical Assistance Coordination Office). The debriefing continued with Mr. Essien on the following Sunday. Team members also made site visits to two related projects in Nairobi.

The team returned to Washington for debriefing with AFR/RA on Thursday, 29 May, and discussion of the first draft.

On Wednesday, 5 June, the team convened at UN Headquarters, N. Y., for debriefing and consultation with the AMS team, and the director of the Administrative and Management Survey. The AMS team had just completed an administrative evaluation of ECA. Although their confidential report was not made available to the AID team, the meeting was highly informative in terms of UN regulations and procedures.

Team members then returned to Washington for a two-day period to revise the draft in preparation for final discussion of findings scheduled with AFR/RA and Mr. Essien, ECA, on 26 June, 1980.

Constraints

For contractual reasons, the team's departure from Washington was delayed and therefore the evaluation process began a week later than scheduled. The team felt that the evaluation process required at least one site-visit in Ethiopia and one in Nairobi, to AID-related projects. In addition, the Executive Secretary who left on mission shortly after the team's arrival requested that the team meet with him for debriefing in Nairobi on Saturday, May 25. AID granted the team's request for two additional days.

The team felt, however, that the time permitted by AID for the mission to Addis was too short, not allowing sufficient normal work time for the necessary in-depth process to take place, therefore requiring a seven-day work-week and night work for analysis and writing. For a mission of this type, at least 30 days on-site appears to be a reasonable minimum requirement.

Transportation provided by ECA was sufficient. Accommodations and services at the Hilton were excellent; however, food prices were extraordinarily high. The weather in Addis was excellent, although the change in altitude required a deliberately slower pacing for team members.

Executives and staffmembers of ECA and all other agencies visited by the team were most cooperative, willing to assist and open to the interviews and questions from team-members. A few key personnel of ECA were not available due to missions; some who were available at the beginning left shortly thereafter, prohibiting access of the team in some instances to the most direct sources of information. A great percentage of this problem was caused by the delay in the start of the mission.

Members especially commend the staff members of TACOO, including the administrative and secretarial staff, who provided the office space and support services for the team, which also required an extension of their responsibilities beyond normal working hours.

II. CRITICAL ISSUES

Findings of the team were generally positive with regard to individual projects evaluated. The primary purpose of AID funding, however, within the terms of the Basic Grant Agreement is to strengthen the capabilities of the ECA to provide assistance for programs and activities within one of the following described areas:

- AREA 1 Efforts which Improve Directly the Economic and/or Social Well being of Rural Populations
- AREA 2 Pilot Projects and Studies which Enhance Prospects of Utilizing Non-Conventional Sources of Energy and Intermediate Technology in Rural Areas
- AREA 3 Activities which tend to Enhance the Role of Women Particularly Rural Women, in Economic and Social Development
- AREA 4 Efforts which Stimulate Cooperation among African Countries/Organizations Considering Implementation of Regional Efforts Directed at Developing Rural Areas
- AREA 5 Training and/or Refresher Courses for Selected ECA Personnel Involved in Implementing Joint ECA/AID Activities

The major conclusion of the evaluation team, therefore, is that the funding is too low, too scattered, and the projects too poorly designed to harness the institution's collaborative potential. Consequently, the impact of the funding upon ECA constituency is limited. The major recommendations are that some projects continue to receive funding at a more effective level, that some be discontinued, and that ECA carefully plan and design in cooperation with AID an interdivisional/inter-regional project, for focused AID funding at a significantly higher level than in previous years. A skeletal proposal for such a major project is described under Sec.IV - Future Grants.

Several critical issues emerged during the evaluation process, which have tended to frustrate the successful implementation of the ECA projects; these issues are generic and should be either resolved or taken into careful consideration at the level of planning before future grant activities are approved. They are briefly described here for the information of donors and executors and to establish a basic understanding of the inherent constraints and limitations affecting project implementation.

A) Recruitment and Selection of Qualified Project Personnel

Some projects have been seriously delayed in implementation or have not begun at all, primarily due to inability to hire qualified staff persons and/or advisors, or to locate interns. The problem is caused by a number of "environmental" factors, perhaps equally weighted in their importance.

1) External Environmental Factors

The socio/economic/political factors in the Ethiopian environment surrounding ECA greatly inhibit the recruitment of qualified persons, both for regular UN posting and for AID advisor positions. Although the atmosphere is less repressive and both the city and the surrounding countryside are peaceful, external media do not reflect the change. Costs of food and housing continue to spiral while availability is rapidly declining. Most international schools have been nationalized or closed requiring that children be sent elsewhere to school, restricting the ability to recruit staffmembers with families and at age levels most favorable to UN/AID hiring priorities. (i.e., 25-35 years)

Favorable conditions in Addis are not properly publicized—climate, domestic service, relaxed pace, conditions favorable to research and publication, etc. The housing and cost-of-living differentials provided by ECA/AID are not high enough at this time to be considered sufficient incentives to offset the limitations of the external environment--for both African and non-African candidates.

2) Internal Environmental Factors

To the team, the recruitment policies and practices of the UN and ECA appear to be highly bureaucratic, restrictive and excessively slow. While ECA can recruit and appoint African nationals against regular posts up to the level of P.5, the appointments cannot exceed eleven months. All non-African candidates for professional posting must be approved by UN Headquarters before a letter of appointment can be issued. Any appointments for twelve months or more must be approved by Headquarters. This process can take up to nine months to complete by which time the candidate is no longer available. Eleven-month (short-term) hires are not entitled to certain staff benefits which make such appointments less attractive to candidates.

Advisors provided by donors are subject to the same regulations and their level of salary and staff allowances are based against comparable UN posting. For this reason among others, some donors are utilizing the non-reimbursable loan approach for the assignment of project personnel to ECA. Under this arrangement, advisors can be hired at a salary level consistent with their skills and experience and with benefits appropriately attractive for assignment in Ethiopia.

3) Priority for Africanization of Posts

The Economic Commission for Africa was mandated by the UN General Assembly the authority to Africanize its professional staff up to 75% by 1981. ECA's manning table indicates that the target has been exceeded not only through ECA's recruitment and selection procedures for regular posts, but also by promoting indigenization of donor-supported project personnel. Two of the current AID advisors, for example, are African nationals whose credentials and expertise are not here in dispute. The evaluating team questions the continued "preferred" hiring practice in light of UN hiring policies and the current level of Africanization at ECA.

Donor-supported staff provide an effective mechanism for the infusion of new ideas and concepts, different work ethics and administrative attitudes which are vitally important to the growth and development of any international organization. The evaluators feel, therefore, that African experts, when identified and recruited, should be hired as regular UN personnel; that qualified American advisors can be identified and recruited for advisory posts and AID should continue its policy limitation of providing American experts, insofar as possible, to AID-supported projects at ECA.^{1/} This action may require that AID contract a U.S.-based firm for recruitment of technical experts.

B. Support Services for Project Personnel/Overheads

A consistent complaint of project personnel is the lack of secretarial and administrative support which under the Grant Agreements is to be provided by ECA, directly from overhead generated by the grants normally at the rate of 14%. Discussions with ECA administrators failed to adequately resolve the matter which has become a serious issue among some donors to ECA projects. ECA records

^{1/}Technical assistance to be in accordance with AID Procurement Regulations.

show that in addition to provision of staff, travel and other support services, overheads have been used to fund certain priority projects of ECA, e.g., the^{2/} Cartography Project.

Consultations with UN Headquarters (AMS) clarified the position of the UN with regard to this apparent departure from UN norms and standards regarding the use of overhead.¹ Dependent upon the outcome of an AMS survey, the team anticipates that ECA will be required to limit the use of overhead for direct support of projects to establish appropriate in-house machinery for review and control of the use of such funds. This problem, therefore, may be resolved by internal regulation of the UN. The matter of adequate support services should be resolved before the next grant agreement is signed.

C. Counterpart Contributions/Other Donors

The basic grant agreement requires that ECA "make, or cause to be made by other donors, a contribution...to each specific programme or activity financed by AID..." ECA fiscal records indicate that ECA has routinely contributed 5% of total contributions from funds which it designates from the United Nations Trust Funds for African Development (UNIFAD). Since AID funds, as well as other donor contributions, are also placed in UNIFAD, some confusion exists as to whether the 5% ECA contribution may be little more than a "paper transaction."

The explanation provided by ECA officials is that AID-supported projects are only a "part" of an ECA programme in its entirety which may be funded by multiple donors, resulting in a "co-mingling" of donor funds which satisfy UN's requirement for "other donor" contribution far in excess of 5%.^{3/}

The Basic Grant Agreement (Article V. Sec. C) requires a written "description of the contribution to be made by ECA and/or other donors."

^{1/} See Annex "L", Extract on Overhead Costs, UNDP Policies and Procedures Manual.

^{2/} As of December 31, 1979, 37% of the pledged 1979-80 contributions totalling \$841,000 were deposited to this account.

^{3/} See Annex G, for a sample letter report on ECA/other donors counterpart contribution.

Because the matter of contribution may affect the timely implementation of future projects, the issue should be resolved and the requirement clarified in the new Grant Agreements.

D) Project Conceptualization and Design

1) Achieving Project Purpose

The actual project proposals submitted to AID by ECA are not included in the Grant Agreements. It is therefore difficult for evaluators, on the basis of these Agreements, to determine whether mechanisms for reaching desired ends are a part of the project design. Problems inherent in the implementation of most of the grants indicate, however, this basic flaw in design, concept and preparation which results in lack of focus, poor utilization of resources and/or failure of the project. Other weaknesses in design, as the projects appear in the Grant Agreements are the failure to state and test project assumptions, and failure to establish criteria for measurement of outputs for subsequent project evaluation.

2) Reporting and Monitoring

The recent reduction in staff at the AID Mission in Ethiopia has led to a serious absence of liaison between the ECA projects and AID administration, causing a breakdown in communication, lengthy delays in decision-making, faulty reporting, etc. Direct access to AID decision-makers by ECA project management must be a definite feature of future Grant Agreements. Areas describing conceptual flaws suggest the more basic involvement of AID personnel or AID-contracted specialists in project design and in grant administration whose services should be engaged at the initial conceptual and planning phase before submission of project proposals.

E) Level and Scope of the Grant Assistance

The scope of this funding (1977 - 1981) was very broadly defined resulting in a proliferation of ECA project proposals. AID assistance was provided, on a somewhat modest basis, to those efforts which fell within the parameters of AID-assisted guidelines, which were defensibly conceptualized and which included ECA and/or other donor support. The result was a selection of a series of unrelated

projects, so scattered within the secretariat as to discourage collaboration among the various divisions of ECA. To some extent, the scope of funding fostered jealousies and charges of favoritism and discrimination on the parts of those responsible for project approval and funding.

The assessment of the evaluation team is that although some projects were more successful than others and a meritorious service was provided by AID to the ECA effort in the Region, the scope of funding is not central to the ECA work programme nor does it impact programme priorities as understood by ECA administrators. The lack of impact is in part due to the design and selection of projects funded, and perhaps equally to confusion in the secretariat over its role as it changes from a research agency to one responsible for execution.

According to ECA's fiscal records, the U.S. ranks third, behind the non-UN Netherlands and Sweden in donor contribution. The U.S., however, is the only non-UN donor to projects in agriculture, population, and economic cooperation (MULPOC), joined by the Netherlands and Sweden in industry and by Belgium, Canada and Japan in resources development. Both the U.S. and the Netherlands support Socio-Economic Research and Manpower development. Almost all donors provide support to the Women's Centre.

The trend in external funding to ECA indicates an increase in donor support but with a more limited focus upon selected regional projects rather than scattered funding. ECA's rapid growth in personnel and operating funds has created a degree of donor speculation in terms of the institution's ability to absorb increased donor assistance; as evidence, donors cite the slow implementation and non-implementation of projects, and the resulting reservoir of unexpended funds.

Evaluation results tend to point out organizational, management and infra-structural weaknesses which can be corrected by wise utilization of donor resources. With the vastness and complexity of ECA's work programmes, funding saturation is inconceivable; therefore greater donor assistance to management of human and fiscal resources at all administrative levels of ECA is essential.

III. SUMMARY OF RECOMMENDATIONS (PROJECT RELATED)

A. RECOMMENDED FOR CONTINUED FUNDING: Please see evaluation and analysis of each project for full recommendations or revisions required for the awarding of future grants.

- | | |
|---|-------------|
| 1. Provision of Technical Assistance in Non-Conventional Energies, p. 18 | (Reserve) |
| 2. Training of Technical Experts of African Economic Cooperation Organizations, p. 20 | (Revisions) |
| 3. ECA Junior/Senior Level Staff Training, p. 25 | (Revisions) |
| 5. Assistance to the African Training and Research Centre for Women, p. 30 | (Revisions) |
| 8. Improvement of Agricultural Marketing Institutions in Food Crop Peasant Farming in Africa, p. 50 | -- |
| 10. Support of a Senior Manpower Advisor to ECA, p. 57 | (Limited) |
| 11. Support of an ECA Small-Scale Industries Advisor, p.60 | (Phase II) |

B. NOT RECOMMENDED FOR FUTURE FUNDING: Please see following section "Evaluation and Analysis" for justifications or alternative approaches for further funding.

- | | |
|--|--------------|
| 4. Integrated Internship/Graduate Training of Africans for Recruitment with ECA, p. 30 | (Resubmit) |
| 6. Provision of Officer-in-Charge of ECA's Remote Sensing Project | (Completed) |
| 7. Remote Sensing Programme Consultants | (Resubmit) |
| 9. Assistance for Annual Survey of Economical and Social Conditions in Africa, p. 54 | (Resubmit) |
| 12. MULPOC: Agriculture and Agro-Industry Survey in the Ruzizi Valley, p. 65 | (Deobligate) |

IV. RECOMMENDATIONS FOR FUTURE GRANTS

A. Scope and Nature of Activities to be Included:

In the initial interview upon arrival of the team in Addis Ababa, the Executive Secretary was asked to list the components of the ECA work programme in the order of priority for funding, which he enumerated as follows:

- 1) Food Production/Preservation/Delivery Systems
- 2) Industrial Development and Marketing
- 3) Physical Integration of Africa (Transport/Communications)
- 4) Regional Cooperation (MULPOC)
- 5) Manpower and Human Resource Development
- 6) Science and Technology
- 7) Energy

He added the necessity for continuation of traditional support to the Women's Centre and to Remote Sensing. Mr. Adedeji restated an earlier request made to the 1976 Evaluation Team regarding the need for assurances of long-term funding structured for impact rather than marginal or peripheral effect upon ECA's services to member-states.

The analysis of past AID-funding tends to point out the peripheral nature of AID assistance and the limited impact which the level of funding has had upon the development of institutional capabilities. The "shot-gun" approach, primarily through provision of training and technical experts, has served as a catalyst upon the Divisions and areas to which direct assistance has been provided, but the multiplier effect of the scattered funding is tremendously limited within the organization. The effect upon the member-states is barely measurable.

The current 1980 Evaluation Team has considered very roles, performances and effects of AID advisors provided to ECA as well as the environmental elements which tend to frustrate their productivity and potential contribution. In discussion with Chiefs of Division, other administrators and other donor agencies, it becomes evident that the need and trend for future funding is for impact, for focus and for structure, with individual donors concentrating upon selected areas rather than multi-donor over-concentration in some areas and little assistance in others.

The Lagos Plan of Action^{1/}, i.e., Plan of Action For the Implementation of the Monrovia Strategy for the Economic Development of Africa (adopted by Assembly Heads of State and Governments, OAU, Lagos 28-29 April 1980), explicitly describes the programme of work and priorities for the economic development of Africa. A concise summation of priorities is presented here as a basic policy statement upon which future AID funding may be considered:

"...Priority actions should include the development of the agricultural base in order to achieve not only self-sufficiency in food production but also production of an adequate surplus. Emphasis should in particular be given to the increased production of grain and cereals which now account for a major source of foreign exchange drain. Since currently about 30 to 40 percent of the food in African countries is wasted due to the lack of adequate handling, marketing and storage arrangements and transport facilities, there is need for an integrated programme embodying the production, processing and marketing of agricultural products along with massive investment in irrigation systems, training farmers in the use of improved techniques, price policies to ensure sufficient incentives to farmers to increase production and finally adequate transportation network. Since many African least developed countries suffer from chronic food insecurity, emphasis needs to be given to national, subregional and regional food security programmes."^{2/}

This statement for establishing a self-reliant and self-sustaining economy for the Region provides the basis for an interdisciplinary/interdivisional approach to ECA project design and implementation which meets additionally AID's priority for assistance to agricultural development and to small-scale rural and industrial development in Africa. It provides a pragmatic conceptual basis for the following proposal which is offered as a model for a collaborative project:

1) Proposal: A Strategem for Integrated Programming

Evaluation results indicate the ineffectiveness of the scattered funding characterized by current AID grants to ECA and strongly support the need for a more focused funding which would limit AID support to one development concept, or to one geographic area, or perhaps to a single regional project of greatest import to ECA's member-states. Results further indicate the necessity for

^{1/} See Annex "R"
^{2/} Lagos Plan, p.97, para. 298(a)

developing and strengthening collaborative efforts among the substantive Divisions of ECA to maximize their energies, the funding and their combined creative potential for resolving socio/economic problems in African development.

Based upon the evaluation conclusions, it is proposed that ECA planners select a subregional or multinational grouping of contiguous member-states for the development of an ECA/AID sponsored development prototype. The geographic grouping should be similar in type to the Ruzizi Valley (CEPGL), with sufficient potential for agricultural and small-scale industries development in terms of natural resources, fertile and arid land, available manpower, etc. But, it should comprise countries whose national machineries need development and/or strengthening, who may or may not be land-locked nations but should include least developed countries whose chances for developing cooperative machineries are extremely limited without the assistance of ECA. This grouping should provide inspiration for creative projects stemming from the substantive divisions of ECA ranging from initial economic and cartographic surveys (including remote sensing) to the development of village level technology and industrial entrepreneurship, to include women in development. etc.

The proposal requires that AID focus its funding upon division projects which capture the spirit and specify mechanisms for collaboration with other ECA divisions, which most clearly reflect the demands of the "Lagos Plan". AID would provide consultant/advisory assistance at conceptual, planning, implementation and evaluation phases as required by ECA. As conceived, the prototype project could require at least \$1.5 million for the first year of implementation depending upon the number of countries and projects involved, with a total costing, over a five-year period, in excess of \$10 million.

The merits of this type of broadly-conceived, collaborative model should be measured by its potential for emulation by other nation-groupings, which is central to funding priorities. [A proposal submitted by ECA to AID therefore should incorporate the following strategies as well as others yet to be developed in a think-tank or brainstorming workshop prior to proposal submission:

- a) that ECA identify the geographic area and nations for project concentration, ascertain levels of support from participating governments, and fully involve intergovernmental and national machineries in the conceptualization and planning of the prototype project.
- b) that AID provide as requested by ECA, financial assistance and technical expertise for the design and planning of projects for all the basic, infrastructural areas of agriculture, livestock, food production, small scale and rural industry, food processing, preservation and delivery systems; development of women in food production, industry and management; irrigation systems, roadbuilding, etc.
- c) that the initial proposal from ECA as well as individual projects include a clearly structured design for intergovernmental cooperation; for an ECA integrated interdivisional team approach to development of the model; for a planned multiplier effect or emulation of the model by other contiguous member-states or sub-regions, and a coherent schematic for effective management and phasing of the model in terms of its attendant projects.
- d) that individual proposals be solicited from each of the substantive divisions of ECA, focusing upon the appropriate research and development of machineries for implementation of the cooperative economic development model.
- e) that requests for advisory support staff and staff training be related to the skills, attitudes and knowledge required within the secretariat for the planning and implementation of the model project; and

f) that future training schemes, study/tour projects and workshop designed for staff members of intergovernmental agencies focus upon the training needs of persons and agencies within member-states comprising the model project, to develop an enlightened and capable intergovernmental base for the model.

2) Specific Programme Needs/Assessment

Additionally, the evaluating team identified projects within the various Divisions which merit continued funding or should be submitted for future funding. Many of these projects fit easily within the design and priorities of the proposed conceptual model. The programme scope of others, however, extends beyond the parameters of the model project, are on-going and are presented under the "Summary of Recommendations" for renewed funding.

B. Recommended Funding Mechanisms to be Employed

1. It is recommended that AID's scope of funding be consistent with the broad activities anticipated in the proposed ECA/AID model project or in a project of similar collaborative design which may incorporate those projects already in progress which are seeking continued funding. The broadened scope will require a much higher level, restricted focus, and stricter management of funds by both ECA and AID.

2. that where UN hiring procedures are prohibitive, AID experts be provided through the non-reimbursable loan arrangement, administered directly by AID or by AID's designates, who would provide to the advisors all necessary support including housing.

3) that AID assure funding up to five-years of a collaborative project submitted by ECA to AID which meets all necessary criteria and that the annual disbursement of funds be based upon receipt of comprehensive annual progress and evaluation reports.

4) that funding of certain region-wide projects be continued on the basis of need and project design, and in light of priorities of the Lagos Plan; e.g., remote sensing, energy, etc.

5) that other funding stipulations under the 1976 Basic Grant Agreement remain in force including the provision for counterpart contribution.

C. Management Responsibilities (AID and ECA)

1) It is recommended that an AID liaison officer be identified and posted at the U. S. Embassy in Addis Ababa to guide the fiscal management of the total AID contribution, to provide on-going evaluation and direction to the joint programme, and to respond more immediately to specific requests of ECA administration as needs occur.

2) Further that ECA continue to assign a special officer in TACOO (Technical Assistance Co-ordination and Operation Office) to serve as liaison within ECA for submission of integrated projects, to provide fiscal data, to facilitate administrative processes and services pertaining to project activities, to submit progress reports, to otherwise coordinate communications within ECA and to liaise between ECA and the AID officer;

3) That AID provide, as an integral part of future funding to ECA, a team of advisors in organizational development, fiscal management and project planning, to provide assistance to ECA in the formulation of its submissions for new funding; and that an AID-sponsored team visit ECA periodically for project monitoring, evaluation and training of project managers at ECA and in the field throughout the period of grant.

4) that AID provide recruitment assistance to ECA, if and where required, by formally contracting an international manpower recruiting firm to develop a cadre of qualified candidates in highly technical fields of expertise for recruitment purposes.

SUMMARY

It is believed by the Evaluation Team that these recommendations surrounding the development of an ECA/AID prototype, provide a focus and structure which will maximize AID funding, which will effectively meet the needs of ECA's programme of work in the economic development of Africa, and which can be easily monitored for programmatic or fiscal effect. A focused project would serve as a conduit for pragmatic delivery of ECA services at the country level, the impact of which will be measurable. It requires funding at a significant level for each Division of ECA binding them together in a team effort, and represents a challenge to both ECA and AID jointly to manage and monitor.

V. EVALUATION/ANALYSIS OF GRANT ACTIVITIES

A basic grant agreement was signed by representatives of AID and ECA in June 1976 which was to be implemented over a three-year period. Five activity grants, covering thirteen specific projects were concluded between June 1976 and July 1979, for a total of \$1,737,000.

Twelve of the thirteen projects have been evaluated by this team, the thirteenth having been excluded for cause by AID. Each project is presented in the following pages in the following format:

- Purpose of Grant
- Total Amount of Grant to each activity
- Results or Outputs
- Discussion
- Recommendations

1) Provision of Technical Assistance in Non-Conventional Sources of Energy

PURPOSE: to provide an energy advisor to perform a feasibility study, including project design, site selection for pilot activities and research methodology, to be contracted for an initial six months with possible extension up to 3 years. AID agreed to assist ECA in identifying a suitable candidate for advisor who, when in place, would select an African counterpart eligible for training and regular employment with ECA. Funds were to be used for the advisor's salary, travel and allowances, while ECA was to provide office space and support services.

Activity Grant #1	\$40,000
Activity Grant #2	<u>80,000</u>
	\$120,000

OUTPUTS

An energy advisor has not been hired as of this date, although at least three candidates have been identified. For lack of advisor, a counterpart has not been sought and the project has not been implemented.

DISCUSSION

Efforts to identify and to successfully recruit a qualified candidate were hampered in the extreme by environmental constraints described in the Preface to this evaluation report. The following details were provided by Division staff:

- 1) Three applicants listed in order of preference were found acceptable on whom bio-data was provided by AID:
 - a) Malcolm Lilywnite - who reportedly could not be located by the UN Personnel Office.
 - b) Jack Allison - no response from UN Personnel Office.
 - c) Clarence Kooi - No response from UN Personnel Office

2) Since the advisor is being recruited for project posting at D.1 level (equivalent to GS 18-20), UN Headquarters is responsible for approval and appointment of candidates. The total operation is in limbo, due to "bottlenecks" inherent in the bureaucracy of the UN.

3) Division staff referred to the grant stipulation that AID would provide assistance to ECA in the recruitment of the energy advisor. requesting that AID recruit the advisor on a personal services - contract, non-reimbursable loan or means available to AID, whose total contract would be handled by AID to avoid further bureaucratic delay.

Although ECA requested a diversion of the funds into first a wind energy pilot project and then secondly into solar-energy training, they agree with AID's refusal to change the original concept of the grant agreement.

They expressed concern that this vital project be activated as soon as possible due to priorities established for member-states in the Lagos Plan.

RECOMMENDATIONS

It is recommended that:

1) AID recruit and select an energy advisor to be assigned to the ECA project by whatever contractual means consistent with AID policies and practices.

2) further, that the level of contract be sufficient to attract the highest qualified candidate possible on initial short-term basis with the same provisions for extensions as stated in the basic grant agreement.

3) that ECA submit to AID a new project proposal reflecting these changes, for immediate action to take place.

2. TRAINING OF TECHNICAL EXPERTS OF AFRICAN ECONOMIC COOPERATION ORGANIZATIONS

PURPOSE: Funds have been provided to ECA to sponsor study/tour groups of persons under current employ by the secretariats of African regional agencies for the specific purpose of fostering economic cooperation. These funds are to cover travel, per diem and interpreter services (where required) for the participants. The projected number per tour by ECA was ten (10), although the original grant did not specify number of participants. The scope of the agreement was to develop study groups around issues of vital interest to the region, and following orientation seminars at the ECA Secretariat, the groups were to tour other appropriate organizations and related institutions in South America, Western Europe and Asia. Appropriations were as follows:

Activity Grant #1	\$50,000
Activity Grant #2	55,000
Activity Grant #3	<u>35,000</u>
	<u>\$140,000</u>

RESULTS OBTAINED:

Three study tours were arranged by ECA for a total of 14 staff members of African intergovernmental agencies and 4 ECA tour leaders, for a duration of approximately six weeks, as follows:

1. Topic: Economic Cooperation and Integration - Apr/May 1977

<u>No.</u>	<u>Participating Countries/Agencies</u>	<u>Countries Visited</u>	<u>Organizations</u>
5	Tanzania	Chile	ECLA
	Central Af. Rep.	Uruguay	LAFTA
	Liberia	Argentina	INTAL
	Kenya	Guyana	CARICOM
	Senegal	Guatemala	SIECA
	ECA Tour Leader	USA (NYC)	UN HQS
		Switzerland	ECE
		Belgium	EEC

Participants represented the Bureau of East African Affairs, the Central African Customs Cooperation Union, the Ministry of Planning (Liberia), Ministry of Foreign Affairs (Kenya) and Organization for Development of the Senegal River (OMVS).

2. Topic: African Economic Cooperation (for West African Clearing House Official) - Sept. 1977

<u>No. of Part.</u>	<u>Participating Countries/Agencies</u>	<u>Countries Visited</u>	and	<u>Organizations Visited</u>
6	Senega	Iran		Asian Clearing House
	Nigeria	Honduras		Cent. Amer. Cl. House
	Mali	Peru		Latin Amer. Free Tra.
	Liberia	Mexico		Cent. for Latin Amer. Monetary Studies
	Sierra Leone (2)	Costa Rica		Cent. Amer. Monetary Council
	ECA Tour Leaders (2)	Brazil		Cent. Amer. Bank for Economic Integration

Participants represented the Bank of Sierra Leone, the West African Clearing House, the National Bank of Liberia, the Central Bank of Nigeria and the Director of Financial Operations BCEAO-Paris.

3. Topic: Preferential Trade and Common Market Agreements - Sept. 1979

<u>No. of Part.</u>	<u>Participating Countries/Agencies</u>	<u>Countries Visited</u>	<u>Organizations Visited</u>
3	West African Economic Community - Sierra Leone (CEAO)	Jakarta (Indonesia)	ASEAN-Association of South & East Asian Nations (Jakarta)
	Economic Community of Great Lakes Countries (ECGLC) Rwanda	Venezuela	SELA - Latin Amer. Economic System (Venezuela)
	Mano River Union Upper Volta	Central Africa	UDEAC - Central African Customs and Economic Union (Central Africa)
	ECA Team Leader	Peru	ACM - Andean Common Market - Lima

<u>No. Part.</u>	<u>Participating Countries/Agencies</u>	<u>Countries Visited</u>	<u>and</u>	<u>Organizations Visited</u>
5	UNCTAD Co-leader (UN Conference of Trade and Development)	Guatemala		CACM - Central Amer. Common Market Guatemala
		Panama		SELA-(Latin American Econ. System) for Cottage Industries.

The total appropriation was expended at a per trainee cost of approximately \$7,000. Each of the ECA team leaders wrote descriptive and evaluative reports of the tour, now on file at ECA, and all participants assisted in the preparation of the final mission documents for their respective organizations.

DISCUSSION

Review of project reports, participant evaluations and interviews indicate that in each of the countries/regions visited, substantive interaction occurred between team members and officials of the host organizations. The African participants returned to their own countries and organizations with a much clearer view of opportunities and alternatives for solving particular national and regional problems through economic cooperation and with a better understanding of how the secretariat of their agency should be organized for greatest efficiency.

Evaluations further indicate that on each tour:

- 1) too many regions and nations were visited, limiting the degree of exposure to concepts and practical applications to little more than superficial;
- 2) most site visits represented initial visits for ECA tour leaders as well, who were not as effective therefore in resolving cultural, financial, accommodation problems as they may have been if a prior planning trip had been conducted. Arrangements which were made through UNDP representatives or the host organizations were often inadequate, too expensive or in some cases not done at all.

- 3) insufficient time was given to preparation of advance information papers for participants on nations and organizations to be visited, which limited the scope of exchange from the African team.
- 4) the most basic problem of all, the selection of candidates by participating African organizations appeared to be done haphazardly and with insufficient screening of applicants for appropriate background knowledge, language efficiency and experience with the organization represented.

RECOMMENDATIONS FOR FUTURE FUNDING

This particular training programme has significance for inter-governmental economic cooperation as specified by the "Lagos Plan." It is felt by the evaluators, however, that the impact of the study/tour upon participant organizations could be maximized by elimination or reduction of problem areas listed above, primarily the selection of suitable applicants.

- 1) It is recommended that this training programme be funded at a higher level to allow for a larger participation of representative inter-governmental agencies within the African Region, with appropriate planning as suggested below:
 - a) that ECA planners design tours around topics or concepts of greatest common interest to African national and continental development, allowing participant agencies to select tours based upon area of greatest interest.
 - b) that each tour be designed and coordinated by a substantive team leader, together with an administrative coordinator who should make at least one prior trip to make travel accommodation and visitation arrangements, the final itinerary to be determined by his, her pre-tour analysis.

- c) that UNDP offices throughout the Region be requested to identify agencies and to promote the tours with all substantial inter-governmental agencies for economic cooperation within their areas; and that all potential participants selected by these African agencies be screened by UNDP for subsequent referral to the ECA team leader.
 - d) that the length of tour and number of sites to be visited be determined by travel requirements, time changes, language requirements as well as the concept under study, reflecting completion of the pre-tour by the ECA coordinator; that each tour be limited to countries and agencies in only one other region together with countries in the African Region.
- 2) It is recommended, further, that to encourage the creation and/or strengthening of inter-regional agencies, participation in the tours should be extended to national governments and local organizations, especially among the least developed countries of Africa.

3. SUPPORT TO ECA SENIOR-LEVEL STAFF TRAINING PROGRAMME

PURPOSE: Support was originally provided in 1976 to ECA for short-term senior staff to refresh and update their specialized knowledge and to exchange experiences and ideas with leading experts and scholars in their fields. The training was restricted to "Professional" staff with "senior" being interpreted by ECA as UN classification P.5 and above, with an apparent interpretation of "senior" by AID as longevity of service to the ECA Secretariat. The terminology was amended in Grant Agreement #5 to include "junior levels" in terms of post classification with length of service and relationship to the ECA work programme as prime determinants for selection. This grant also specified duration of training to 3-6 months, which was limited to the United States and Africa. ECA agreed to continue the salaries of personnel while in training and AID furnished funds to cover travel, per diem, tuition and related costs. The funding has been expended with the remainder encumbered for the staffmember currently being trained in the U.S.

Grant Activity #1	\$14,000
Grant Activity #3	14,000
Grant Activity #5	<u>40,000</u>
Total.....	\$68,000

RESULTS OBTAINED

Since the original funding in 1976, five (5) professional staff members have received short-term training under this grant agreement, one of whom is currently in training. All have utilized the experience in support of their performance outlined by the ECA Work Programme, several having received promotions and/or salary increases as a direct result of their heightened knowledge, their contributions to new projects and their general participation and leadership within their units. Each has submitted a training report on file at ECA describing both merits and shortcomings of the training. The participants are as follows:

<u>Year</u>	<u>Years of Service</u>	<u>Name</u>	<u>Post</u>	<u>Host Institution</u>	<u>Duration</u>
1978	11	Jonathan Chileshe (International Economics)	P/4	University of So. Cal.	3 months
1978	5	Akiwumi Cummings-Palmer (Statistics)	P/3	US Dept. of Commerce	2 months
1979	8	Daria Tesha (non-Formal Education)	P/3	University of Massachusetts	6 months
1979	5	Gibson Mandishona (Data Processing of Census and Surveys)	P/3	US Bureau of Census	6 months
1980	2½	Crispin Grey-Johnson (Manpower and Educational Planning)	P/2	Geo. Washington University	12 months

The per trainee cost is approximately \$13,000. Three of the staff members were available for interview regarding the relevance of the training to current job assignments.

In the short time since his return, Mandishona has gone on field mission to Libya and is receiving several requests from member-states for three-week staff-training programmes in computer programming. Because of Mandishona's new skills, Zambia is sending their survey data for programming on ECA's computer; also Mandishona is currently assisting the new government of Zimbabwe in developing a manpower survey.

Tesha felt that her training was too short and too academic, and should have been extended another six months, allowing more extensive field work and completion of the doctoral programme. She feels adequately prepared to apply evaluation procedures to materials development for the Women's Centre, however and also has been able to transfer much of her new knowledge to other women in the Centre in a very short time. She stated that a doctoral degree is an invaluable asset and a key to career advancement and perhaps could be pursued at a later date under a less prohibitive donor arrangement.

Chileshe, who is the Chief of Trade and Financial Relations with Third World Countries, states that he found his training most useful. It acquainted him with the lack of information and interest in the United States regarding Third World problems. This new awareness and training has made him more determined as well as more capable in assisting Third World nations toward economic independence and self-reliance.

DISCUSSION

To some degree, both the spirit and the letter of this training agreement have been violated due to the basic interpretation in the administration of the grant. For example, the basic intent of the grant as stated is to expose long-term employees to new ideas, concepts and attitudes; yet no senior staff persons at P/5 and above and no Division Chiefs were ever selected for training, although the language of the basic grant would indicate this population as prime target.

Secondly, the short-term training is not meant to be an academic degree programme, assuming that a "professional" has met requirements, and if academic up-grading is required, the applicant would qualify for other donor programmes. The selection of one particular participant, Crispen Grey-Johnson, violates the limitation of 3-6 months duration of training in the revised agreement. His selection is also questionable in terms of his relatively short experience with the organization.

Several assumptions are operative, which lead to misinterpretation of the grant and thereby tend to limit the scope and intent of the training. Much of the problem lies in the interpretation of terminology used by the two agencies, AID and ECA, which should be clarified in future grants. One unresolved issue, for example, is the term "professional" staff, (a UN classification for professional rather than general services posting). Several "professionals" (an American classification for persons with a university degree and professional experience) are high level general services personnel, GS8-9. Several of these staff members also hold responsible positions, and also require "refresher" training and up-grading of knowledge, especially in technical areas of performance.

It should be noted that the language of the grant agreement does not make a distinction of classification but this operating assumption may preclude the retooling under AID funding of infrastructural staff who are of great importance to the ECA work programme.

The selection procedure initiated by ECA is that the Chief of Division recommends staff members for training in the US (sites are usually specified) and provides the rationale for both the training and the choice of trainee in terms of the Division's work programme. The case is then presented to the ECA Staff Training Committee¹ which may select the best qualified or refer all applicants to AID, who will make the final decision regarding the suitability of the candidates for training.

It was suggested in discussions with the Manpower Section that only those persons who meet requirements for training, whose specified tasks or assignments fit the training desired and whose retraining is expressly mandated by the needs of the work programme, be submitted to AID for funding. AID should not be required to make the final judgment regarding suitability of candidates. As it happens, when an unqualified candidate's application is refused, he/she is advised by ECA that "AID" turned it down. While AID is responsible for the fiscal management of this grant, the selection of suitable candidates is ECA's prerogative, with the concurrence of AID.

RECOMMENDATIONS

1) It is recommended that this activity be funded at a significantly higher level. To facilitate the training of larger numbers and levels of key personnel on this grant, the following proposals are made:

- a) that the language of future grants to "staff training" be explicitly stated to reflect both the intent and the limitations of the funding, in a manner satisfactory to both AID and ECA.

¹ECA Staff Training and Fellowship Committee

b) that the specified duration of short-term training be modified to read "up to six months" to provide short-term experiences allowing less expendable staff to take greater advantage of this training opportunity.

3) that in order to maximize training opportunities where a significant number of staff members require the same specific area of expertise or up-grading, an expert or a team of experts provide the training on site, whether at ECA or another location in Africa.

4) INTEGRATED INTERNSHIP/GRADUATE TRAINING OF AFRICANS FOR
RECRUITMENT WITH ECA

PURPOSE: The primary purpose of this funding is to provide the ECA secretariat with highly trained African manpower to fill existing post vacancies at junior officer levels (P1/2), especially in highly technical fields. The funding supports an advanced-degree training programme for African candidates, who upon completion of training will be hired for ECA regular posts. It covers fellowships for travel, subsistence allowance, tuition, field trip expenses and book allowances. The stated recruitment priority is for Africanization of professional posts, especially from under-represented or non-represented countries including least developed, land-locked or island nations. AID added a request that ECA recruit African trainees as future replacements for long-time advisors in energy and remote sensing and a subsequent allocation was made for a trainee in remote sensing. Phasing of the programme is 1) a 12-month internship at ECA, followed by 2) a 12-21 month graduate study programme in Africa or the USA, followed by 3) a 5-month field assignment on an African development project, culminating in 4) guaranteed employment by ECA in a post consistent with the trainee's level and area of training.

ECA is responsible for programme promotion, recruitment, and selection of candidates; and for follow-up during the total training phase. AID is responsible for fiscal management and administration of the training phase in the United States. The initial grant (1976) projects the training of four (4) applicants per year. The AID funding is as follows:

1976	Activity Grant #1	\$25,000
1979	Activity Grant #5	<u>27,000</u>
		<u>\$52,300</u>

RESULTS OBTAINED

No interns were placed in training under the initial grant; several were contacted and recruited but none ever began or completed the phased training. In December 1978, Mr. Halidou Ouedraogo, Upper Volta, was successfully recruited as an intern in remote sensing and completed Phase I of his training at ECA in December 1979. His programme of training was adjusted by mutual decision of ECA and AID to continue six months longer at ECA to allow field participation in regional meetings on Remote Sensing.

Mr. Ouedraogo is currently on mission in Costa Rica and therefore not available for interview. He is scheduled, however, to begin his training programme in the United States on July 1, 1980. He is under official recruitment process by ECA, and upon completion of training will be the first African staff member hired in a regular ECA post as a result of this grant.

Although ECA recently requested additional funding for Mr. Ouedraogo, it has now been ascertained that the second grant of \$27,300 is sufficient to cover costs incurred through the completion of his field assignment, June 1, 1980. The internship phase in the US will be funded and administered by AID.

DISCUSSION

The same conditions which promoted this funding still exist; e.g. need to reduce the number of staff vacancies at ECA, to supply new expertise and competence at junior professional levels, and to further ECA's goal for representation from all African member states. Long-term experts in technical areas, who currently have no qualified counterparts will also require replacements in the near future.

The training programme, therefore, has continued validity and merit for funding, especially in response to goals outlined in the "Lagos Plan of Action." The question has arisen, however, as to whether ECA may have already attained its goal for Africanization of professional posts, approved by the UN General Assembly, at 75-80%. The current ECA manning table indicates that over 90% of the regular ECA posts are filled by African nationals. This justification for the internship program, therefore, no longer appears to be relevant in light of standard UN hiring practices.

Further, two basic assumptions underlying this activity appear to be invalid:

1) that ECA as an institution has the necessary internal and external environmental conditions to recruit and maintain worthy African candidates; and 2) that ECA has the authority to reserve professional posts for the guaranteed hire of trainees upon completion of their programmes. The fact that there has been only one successful recruitment since initial funding in 1976 attests to significant problems in these areas.

In certain instances, especially with regard to external conditions, ECA may require professional assistance in recruiting suitable candidates for training, and such assistance should be provided by AID as is done by other donors.

In the matter of guaranteed posts the evaluation team was advised that, by United Nations directive, ECA is at zero-growth both in terms of new posts and budget. Vacancies, which currently exist, cannot be reserved and guaranteed for interns who may or may not be the best candidates for those particular posts upon completion of training. In addition, vacancies cannot be transferred from one division to another, except by special permission from UN Headquarters, and then for short periods only. The availability, therefore, of intern posts is limited to current vacancies and new vacancies created by normal attrition: transfer, retirements, deaths, etc. The problem could be handled through careful personnel management of the attrition process. It has been pointed out by personnel, for example, that attrition occurs most frequently at the upper professional levels. This points very strongly to the need for upgrading current staff for promotion which will create new vacancies at levels P.1-3.

RECOMMENDATIONS

- 1) Funding for this training programme as currently designed should not be renewed.
- 2) The project should be redesigned to facilitate the upgrading of current staff (both professional and general service) with basic degrees and outstanding potential for training in technical fields.
- 3) New recruits who would have otherwise qualified for "intern" training should first encumber existing post vacancies and then receive training under "up-grading of junior staff."

5. ASSISTANCE TO THE AFRICAN TRAINING AND RESEARCH CENTRE
FOR WOMEN

PURPOSE: A block grant was provided by AID to ATRCW to undertake evaluation of itinerant workshops, seminars of national commissions and follow-up national workshops in specialized fields, consultancy services, study tours and field missions for project development and research, with special emphasis on employment and training opportunities for women. Additional funding was provided by the AID's Office of Labor Affairs to continue development of ATRCW publications.

AID also provided funds for specific project personnel; e.g., salary and support services for a village technology officer and for employment of a research assistant for the Centre.

Activity Grant #1	\$ 25,000
Activity Grant #2	100,000
Activity Grant #3	140,000
Activity Grant #5	<u>105,000</u>
	<u>\$370,000</u>

Results Obtained

The African Training and Research Centre for Women achieved the following outputs during the period of the AID grant (1976-1980):

1. Establishment and Strengthening of National Machineries
 - (a) Conducting seminars on National Commissions in Mauritania (June 1977) and Mali (Sept. 1977), Burundi (1978);
 - (b) Holding workshops on Project Planning in Ivory Coast and Mali;
 - (c) Planning and implementing a seminar on women and co-operatives with Cameroun, with participants from Burundi, Chad and Congo (Nov. 1977);

- (d) Fielding project identification and formulation missions to Guinea (Feb. 1977) Upper Volta (Oct. 1977) Guinea Bissau (Oct. 1977) and Senegal (December 1977);
- (e) Providing a loan to National Council of Women of Ghana in support of the Palm Oil Processing Pilot Project (from the Pilot Loan Fund for Rural Women - \$5,000.00)

2. Organizing and Strengthening Regional and Subregional Machinery

- (a) Establishing the Subregional Committee of the Niamey MULPOC (27-29 November 1978);
- (b) Conducting two subregional workshops (Lusaka and Niamey MULPOCS) on preparation and implementation of project proposals for 16 member States;
- (c) Financing the first meeting of the African Regional Co-ordinating Committee for the Integration of Women in Development, in Rabat, (14-16 March 1979);
- (d) Conducting a Review Mission to evaluate the work of ATRCW (7-24 March 1978).

3. PUBLICATION OF DOCUMENTS FOR DISSEMINATION:

Newsletters

1. Rural Progress Quarterly Bulletin
2. Update Newsletter (quarterly)

Reports

1. Regional Conference in Mauritania
2. Mauritania National Seminar
3. Mali National Seminar

4. Naimey MULPOC Meeting
5. Lusaka MULPOC Meeting

Translations (English to French)

1. Appropriate Technology for African Women
2. Manual of Child Development, Family Life, and Nutrition

4. RECRUITMENT OF PROJECT PERSONNEL

- 1) A research assistant was employed in 1977 who now serves as an administrative/research assistant to Centre activities. She is currently attending a training course at UN Headquarters and was therefore not available for interview.
- 2) The selected candidate for the Village Technology Officer died before she could assume her post. Another candidate has been located and is currently under recruitment by ECA.

DISCUSSION:

The ATRCW was established in 1975 with the mandate to assist member-states of the Economic Commission for Africa in promoting and integrating African women in socio/economic processes of African development; its primary mission was to develop and strengthen appropriate machineries and administrative methodologies to achieve this goal. The support provided by AID was essentially a block grant, broadly defined with a great deal of flexibility to complement staff resources provided by other donors for implementation of project activities and goals. Consequently, the bulk of AID funds were for major programmatic thrusts i.e., establishing and/or strengthening national machineries, increasing the publications output, and improving the life of rural women at the village level.

In order to evaluate the impact of AID assistance, it is necessary to assess the impact of ATRCW's broad programmes and objectives as a single unit as well as an integral feature of ECA's total work program. Structural and administrative issues both within ECA and in the Centre which tend to frustrate the Centre's ability to function effectively must also be addressed.

The discussion, therefore, is divided into the four broad output categories established by AID in its statement of work for the evaluation team, i.e.

- (1) Integration of ATRCW programme into overall ECA work programme;
- (2) Contribution of ATRCW to establishment of national machineries for the integration of women in development;
- (3) Success of ATRCW in improving living/working conditions of African women at the village level and
- (4) Appropriateness of ATRCW publications to needs of women in ECA member States.

Inasmuch as definitions for evaluative terms such as "success" and "appropriateness" were not given in the scope of work, the evaluation team has been placed in the awkward position of translating these judgmental characteristics into quantifiable terms.

A. INTEGRATION OF ATRCW PROGRAM INTO OVERALL ECA WORK PROGRAM

Although significant studies have been made toward the integration of successful ATRCW programmes into the work programmes of the substantive divisions of ECA, the degree of acceptance and integration is minimal. The review of papers and proposals prepared by Centre staff¹ indicates an admirable level of

¹Interrelationship between the Work of ATRCW and that of Other Divisions/Sections of the ECA Secretariat, Working Paper Prepared by ATRCW staff, 1979.

interaction between the Centre and other units of the Secretariat; these range from cooperative ventures such as joint field missions and shared research/workshop activities to direct substantive and technical input to ATRCW programmes by some divisions.

Actual integration has been frustrated by several inhibiting factors, most of which concentrate on the placement of the Women's Centre in the organizational structure. Examination of the questions of programme effectiveness and degree of integration from the perspective of these factors is instructive.

1. ATRCW is not an autonomous unit. It is a section of a Division of the Secretariat which reportedly does not effectively interface with other Divisions; i.e., Social Development Division. As a section, it lacks the ability to interact at an appropriate level and to affect ECA policy with regard to women in development.

Divisional status has been recommended by several constituent bodies of member-states and also by the ECA Council of Ministers (1979). Consultation with the Executive Secretary, however, indicated that the Centre does not meet established UN Criteria² for divisional status. He suggested to the team that ATRCW should be extracted from the Social Development Division and placed as a semi-autonomous unit directly under the Office and under the supervision of the Executive Secretary.

Consultation with Administrative Management Services (UN Headquarters) confirmed the ineligibility of ATRCW for divisional status in light of the structure of the United Nations Organization. The AMS team also indicated strong support for the placement of ATRCW under the Office of the Executive Secretary stating their concerns for the autonomy of the unit under the new placement which ostensibly would be equal to "divisional" status. In this position, ATRCW could participate in policy-making and could more easily integrate its activities and concerns into the total ECA Work programme.

²See Appendices Q for "Fifth Committee Agenda 100" for Divisional Criteria.

It should be noted, further, that the Chief of the Social Development Division agrees that ATRCW should be removed from the Division. The Chief and staff members of ATRCW are in agreement with the proposed change in organizational placement. It is anticipated that the proposed change will take place if and when such recommendation is made by AMS and endorsed by the Secretary-General.

The team concludes from the foregoing information that divisional status is not possible at this time--although not completely ruled out by AMS for the future--but that integration of ATRCW's programmes will be effected if the proposed change in placement in ECA's organizational structure does occur.

2. Extrabudgetary Funding of Centre Staff and Program Activities

Only two of the Centre's fifteen professional staff members are currently supported by ECA regular posting and budget. The Chief of the Section is also on "soft" money; two staff members are higher salaried and posted than the Chief; and an inordinate amount of juggling is required to maintain the post of the Chief as well as other personnel. The lack of security created by the budgeting is reflected in the administrative and personnel procedures and in the Centre morale.

The Executive Secretary, during consultation with the team, expressed his awareness of this particular problem and his hope to have, at the earliest possible time, additional regular ECA posts assigned to the Centre. Consultation with AMS, UN Headquarters, indicated a possible recommendation for the assignment of three regular posts to ATRCW at levels P/5, P/4 and P/2, allowing the elevation of the Chief's post to equal that of other Chiefs of Section and increasing security for core staff of the Centre. It is anticipated that this action will be reflected in the AMS report and if approved, will take place soon thereafter.

By the same token, the Centre's programme activities are totally dependent upon donor support, and the continuity of programmes is not guaranteed because of the unstable nature of extrabudgetary dependence. This heavy reliance inhibits long-range planning and delays the delivery of services to member-states. The major programmatic thrust, for example, envisioned by the Centre in future planning is its role as a regional information/communication Centre. The AMS evaluators indicated strong support for this activity as a major programmatic thrust for the Centre. No action can take place, however, until a donor has been identified.

The sizable extra-budgetary funding, however, allows a desirable degree of autonomy and flexibility that could not occur under regular budgeting. A better balance is desirable.

3. Limited Support Services

Fiscal reports and consultations reveal that the Centre received over six million dollars as of December 1978 from several donors, nearly 16% of which was contributed by AID. Fourteen percent of these funds were to be used for administrative overhead to provide such support services as fiscal accounting, personnel management, secretarial support; printing and reproduction, etc.^{3/} Considering the sizable amount of overhead generated, the Centre has apparently received limited support, requiring that the Centre hire special staff to carry out vital support functions; e.g., an accountant responsible for donor reporting. Centre staff report that very rarely are their requests for support services granted from administrative overhead.

Team members concluded from briefings with AMS that recommendations for ECA operation will include adherence to the norms and standards of UN fiscal policies which require that machinery be established to govern the use of overhead and to ensure its use for project support rather than unduly taxing the regular UN budget.

^{3/} See Annex "J" and Annex "M".

B. CONTRIBUTION OF ATRCW TO ESTABLISHMENT OF NATIONAL MACHINERIES FOR THE INTEGRATION OF WOMEN IN DEVELOPMENT:

This area represents the major accomplishment of the African Training and Research Centre for Women during the grant period; i.e., identifying or establishing and strengthening national and subregional machineries for the integration of women in development in African member-states. The Center has organized 19 subregional and national workshops in which an average of 35 leaders participated, and in which the basic structures or machineries were established for several, and strengthening activities begun for all. These were followed by staff or consultant missions and provision of appropriate publications.

AID funds supported three seminars on national commissions (Mauritania, Mali/Burundi) and publication of seminar reports; project identification and formulation missions to four West African states; (Upper Volta, Guinea, Mali and Guinea-Bissau); organization of a seminar on women and co-operatives with participants from four member-states (Cameroun, Chad, Congo and Burundi); and three project identification and implementation workshops (Ivory Coast, Mali and the Niamey MULPOC). In addition, two major regional meetings were supported (Nouakchott Conference, 1977; Rabat Africa Regional Co-ordinating Committee 1979), and the Niamey MULPOC Subregional Committee was established (1978).

Four Subregional Committees were established (Yaounde, Niamey, Lusaka and Gisenyi) and an officer placed in each center with the assistance of UNDP funds; AID funds were used to organize the Women's Committee of the Niamey MULPOC. Efforts to establish the fifth Committee (Tangiers MULPOC) have been unsuccessful at this date.

The flexible funding component of AID assistance has facilitated the establishment and work of the African Regional Co-ordinating Committee which is composed of representatives of the Subregional Committee on Women and Development, an integral part of the five MULPOC Centres. Other participating members are the Organization of African Unity (OAU), the Pan African Women's Organization (PAWO) and the Bureau of the Nouakchott Regional Conference.

C. SUCCESS OF ATRCW IN IMPROVING LIVING/WORKING CONDITIONS OF AFRICAN WOMEN AT THE VILLAGE LEVEL.

Although the ultimate goal of all ATRCW programmes is to improve the living/working conditions of women at the village level, the less direct but greater multiplier approach is utilized; i.e., establishing and/or strengthening national machineries to deal more directly with women's concerns at the village level. One example of the indirect approach is the itinerant training workshop held in 21 countries for trainers and planners from ministries and volunteer agencies working at village level.

One ATRCW unit is dealing specifically with village people in two projects in Ethiopia, concerned with handicrafts and small-scale industries; these two projects are serving as pilot projects for the proposed subregional training centers.

The ATRCW programme which is designed specifically for interaction at the village level and to improve the conditions of rural women is Appropriate Technology Unit. As explained in a previous section of this report, AID funded the hiring of an expert in village technology for this project. Unfortunately, the selected expert died before assuming the post, which required an additional period of search. A suitable candidate has now been located but whose qualifications merit an increase in salary and staff benefits. ECA has requested an increment of \$40,000 to accommodate hiring of the candidate. Two pilot projects for this unit are currently operational at village level: 1) an oil press project in Sierra Leone and 2) hand-operated grinding mills for sorghum and millet in Upper Volta.

These projects are specifically designed to introduce labor-saving devices to village women to assist food preparation. When the effectiveness of these pilots have been ascertained, more definitive statements can be made regarding ATRCW's impact upon the ultimate recipients of Centre services.

D. APPROPRIATENESS OF ATRCW PUBLICATIONS TO NEEDS OF WOMEN
IN ECA MEMBER-STATES

It should be noted that ATRCW publications are produced for use at subregional and national levels. During the period of the AID grant, over 86,000 copies of ATRCW publications were distributed to donors, planners, UN Agencies, African organizations for women, private individuals, libraries, liberation movements, etc. Over 100 titles have been produced, 64 in English and 41 in French, seven of which are directly supported by AID funds. In current production are three publications in Portuguese and three in Arabic, with consideration for translations in major regional/local African languages.

It is difficult, considering the dissemination process, to assess the "appropriateness" of the publications for use at village level, the assumption being that appropriateness is defined as 1) quality of content, 2) readability and 3) attractiveness of technical materials and 4) language. The high demand for the publications is some indication of their appropriateness at the current level of dissemination, which assumes rather sophisticated knowledge of the English and French languages.

The Centre appears to be concerned, however, that materials be designed with the ultimate consumer in mind, notwithstanding ATRCW's support to subregional and national machineries. Discussions are in progress, therefore, on the matter of the use of regional/national languages, a wider use of pictures and drawings, and the infusion of color--all of which will incur increased costs. Such materials are currently under consideration for support of the pilot projects in Sierra Leone and Upper Volta, and the appropriateness of such publications at the consumer level will be a feature of their project evaluation. Donor funding will be required.

SUMMARY AND RECOMMENDATIONS

The evaluation team concludes that ATRCW is the "ECA Secretariat in microcosm," and that in both quantitative and qualitative terms, it is perhaps the most successful program assisted by AID funding. In the five years of its operation, the Centre has managed to establish its own model, to serve the needs and to stimulate activities of a tremendously diverse target population, and to achieve an admirable measure of success in spite of the pressures and constraints outlined in this report.

The Centre exhibits, however, the same inherent programmatic and administrative weakness, which plague the total ECA work programmes and inhibit their successful implementation. Two essential areas to be strengthened are conceptualization and planning for long-term projects and project management.

The current placement of the Centre is a definite handicap which hopefully will be ameliorated by its new assignment under the Office of the Executive Secretary.

The following recommendations are made with the intent to strengthen the internal structure of the Centre as well as to facilitate the integration of its efforts into the total ECA work programme.

- 1) that ECA move immediately to grant semi-autonomous status to ATRCW under the office of the Executive Secretary.
- 2) that AID provide to ATRCW an advisor in management and organizational development:
 - a) to assist the development of the internal administrative structure of the newly placed Women's Centre under the Office of the Executive Secretary;
 - b) to assist in the conceptualization and planning of its decentralization process and the establishment of subregional women's centers and programmes;
 - c) to develop a conceptual framework for integration of women's programmes into the work plans of the substantive Divisions.

3) that AID provide the major funding support for the unsolicited proposal submitted previously to AFR/RA⁵ for the establishment of a region-wide clearinghouse, information and communication Centre of Women in Development, to include:

- a) an advisor in communications to design and establish the base for the clearinghouse, to fully conceptualize its administrative structure and programmatic thrust; and
- b) the hardware and software necessary for the planning and conceptualization phase, including a trial program of information geared toward the 20 LDC's;

4) that the flexible funding block grant approach be discontinued and that future funding be tied to specific projects and in support of specific project activities.

5) that AID provide special funding for the publication of key documents in regional African languages and the designing of special information and technical bulletins for village level consumption specific to projects in village technology.

6) that the requested increment of \$40,000 for the Village Technology Officer be provided for the hiring of the candidate.

MINORITY RECOMMENDATION (One team member)

- 1) that the Women's Centre be established as a small nucleus under the Office of the Executive Secretary, to serve as an advocacy for women's development with primary responsibility for coordination of women's programmes throughout the substantive divisions;
- 2) that the new professional posts recommended by AMS be assigned to the nucleus for the regular posting of those considered to be "core" staffing;

⁵Unsolicited proposal from ATRCW: "Clearinghouse, Communications Centre for Women" Submitted to AID for funding, 1980.

- 3) that women be given priority consideration by ECA for hire to fill vacancies as they exist or occur in the substantive divisions on the basis of joint appointment to the Division and to the Women's Centre, thereby facilitating the integration process; and
- 4) that subsequent funding of Division programmes by AID and other external donors specifically allocate funding for women experts at Division level to encourage the hiring of women throughout the institution.

6. PROVISION OF AN OFFICER-IN-CHARGE OF ECA'S REMOTE SENSING PROJECT

PURPOSE: These funds were for support of a remote sensing advisor to assist ECA in coordinating resource inputs of bilateral and multilateral donors for LANDSAT receiving stations and for the establishment of user-training facilities in Africa; and to assist ECA in establishing and initiating activities of the African Remote Sensing Council. Funds were also to be used to recruit and train an African counterpart to eventually be hired as a permanent employee of ECA. Additional funds were allocated for programme consultants, equipment, supplies and travel as needed by the advisor.

Activity Grant #1	\$131,000
Activity Grant #2	30,000
Activity Grant #3	31,000
	<u>\$192,000</u>

RESULTS OBTAINEDA) Provision of Remote Sensing Advisor

A remote-sensing advisor (Mr. Jack Palgen) was provided to ECA on contract from December 1976 - June 1979. He was unavailable, therefore, for interview but reports from his colleagues indicate that the advisor was highly productive during his tenure and contributed significantly to the development of the Remote Sensing Programme described further under DISCUSSION.

B) Training of African Counterpart

In December 1978, Mr. Halidou Ouedraogo from Upper Volta, was recruited as counterpart to the remote-sensing advisor. The counterpart has completed the first one-year phase of his training at ECA. During the first six months his training was conducted by the Advisor prior to his departure

in June 1979. Although the field experience was completed December 1979, by mutual decision of ECA and AID, the next two training phases were reversed to allow the counterpart to remain in the field six more months to allow his participation in regional and inter-regional remote sensing conferences. Mr. Ouedraogo is currently on mission to Costa Rica and therefore not available for interview. He is due to begin his formal training phase in the United States as of June 1980.

DISCUSSION

In December 1979, ECA requested additional funds for counterpart expenses to include regional travel, rent subsidy, home leave, etc. The TACOO coordinator advised the team, however, that the second grant for trainee support is sufficient to cover expenses of the field training through June 1980; the subsequent costs associated with the trainee's graduate programme in the United States will be provided and administered by AID. The completion of training and the hiring of Mr. Ouedraogo at the end of December 1980 will complete this phase of the Remote Sensing project as funded under Grants 1, 2 and 3.

ECA proudly reports, however, that development of the Remote Sensing activity including the African Remote Sensing Council has been steady and productive, notwithstanding certain promotional and funding activities. ECA established Remote Sensing as a Section under the Natural Resources Division with responsibility for coordinating promotional activities for the project and for liaison with African national remote sensing services, technical agencies and donors. The vigorous support stemming from this Division has stimulated the establishment and activities of two centers: the Ouagadougou Regional Centre and the Nairobi Centre, which operates as a national remote sensing station. Division representatives participated in the Technical Committee Meetings of each Centre.

Participation of member-states in the inaugural meeting of the African Remote Sensing Council (1978) was considered by ECA to be insufficient, with a few signing the constitution; several have sent trainees regularly to the Ouagadougou Regional Centre, indicating a high level of interest and that participation will increase when the Centre is equipped to provide technical data and assistance. The ad hoc role of ECA as the Council secretariat includes the preparation of documents for meetings as well as promotion of the meetings and activities of the Council. Continued successes depend upon selection of another advisor.

RECOMMENDATION

It is proposed that no further action be undertaken relative to this activity in the absence of an adequately designed new project with appropriate justification, etc.

REMOTE SENSING PROGRAMME CONSULTANTS

Purpose: to support an expert/adviser to carry out ECA tasks aimed at establishing and initiating activities of the African Remote Sensing Council.

Grant Activity #5 - \$72,700

Results Obtained: These funds were never expended due to the inability to recruit an expert.

Discussion: An appropriate advisor has been identified and ECA's approval of the candidate was transmitted to UN Headquarters for official recruitment; however, the UN Personnel Office has reported an inability to contact the candidate (John Weber-no address available). Because of the importance of the advisor's position to the project, ECA may require assistance from AID in locating and recruiting a qualified candidate.

The normal time lapse between obligating and disbursement of funds to the ECA account resulted in a lag in the start of related project activities. Staff members of the Division of Natural Resources indicated that the lag could be offset by 1) provision of an operating secretariat for the African Remote Sensing Council and 2) immediate placement of a remote sensing advisor at ECA to continue catalytic activities and to visit Centres and member-states.

RECOMMENDATION!!

The evaluators propose that no further action be taken regarding this activity until a thorough and adequate project proposal is prepared and approved.

8. Improvement of Agricultural Marketing Institutions in Food Crop Peasant Farming in Africa

Purpose: To provide an agricultural marketing expert/advisor to assist ECA in studies in food crop and livestock-producing African countries; and to conduct consultations with local officials and participate in designing marketing improvement programs. The advisor will also assist ECA in recruiting and training an African counterpart (with experience in farm level marketing of food crops, primary marketing institutions and marketing improvement programs) for permanent employment with ECA.

Activity Grant #2 - \$135,000

Results: After some vicissitudes (indicated under Discussion below) an advisor was identified and recruited in November 1979. During the five months of his tenure he has participated in the following briefing, promotional and sensitizing activities and has prepared appropriate reports as indicated:

<u>Date</u>	<u>Activity</u>	<u>Place</u>	<u>Prepared Report</u>
12/79	FAO Briefing	Rome	X
1/80	MULPOC Meeting	Zaire	X
1/80	MULPOC Meeting	Botswana	X
2/80	Preparation Action Plan ECA Ag Cont.	Rome	X
4-5/80	Economic Summit	Lagos	X

Discussion: A number of serious but unavoidable difficulties were encountered in filling this expert/advisor post. The candidate initially selected and recruited died unexpectedly before acceding to the post; the second acceptable candidate indicated he was "unavailable for Ethiopia assignment."

One year was spent unsuccessfully in the search for a suitable American candidate, at which time AID agreed to the recruitment of a non-American. A qualified Tanzanian was identified in London (at the British Commonwealth Office) and was recruited in a 6-month period.

According to the advisor, since joining ECA six months ago (11/79) he has received only minimal support from the organization and he outlined a number of frustrations including lack of appropriate office furniture and secretarial support; lack of assistance in locating housing and negligence in appointing what he considered to be a "qualified" counterpart.

ECA recently requested an increment of \$55,000 (for a two (2) year period) to offset increased costs in housing, travel, etc. As explained by ECA personnel, the post for this advisor was budgeted at P/3 level, with less than two (2) dependents, etc.; but the advisor, when located, was hired at P/5 level with several dependents thereby incurring increased costs in both salary and staff allowances. The requested increment appears therefore to be defensible.

A few matters, however, pertaining to this posting were not sufficiently explained to the evaluators:

1. In discussions with the advisor and members of the Division, it was stated that due to lack of funds, the advisor has been unable to travel except at ECA expense. According to the advisor, he submitted a request for travel with an important FAO team, which was denied due to lack of funds. The latest fiscal report shows an unexpended balance of \$81,664.32 in the account with an additional \$11,000 committed but unexpended travel expense (See following page).

2. Although the advisor was recruited as an AID advisor and appears on ECA's manning table as extra-budgetary staff member, consultations within the

Voucher Annex A (2)Status as of 29 February 1980

<u>EXPENDITURE CATEGORIES</u>	<u>AMOUNT OF GRANT IN US\$</u>	<u>EXPENDITURE INCURRED FOR THE PERIOD 1/9/79-29/2/80</u>	<u>CUMULATIVE EXPENDITURES TO DATE</u>	<u>UNLIQUIDATED OBLIGATIONS AND COMMIT- MENTS</u>	<u>UNEXPENDED BALANCE</u>
2. Technicians	135,000				
A. Salaries		11,202.36			
B. Fringe Benefits		873.89			
C. Allowances		7,232.70			
D. UN Pension Fund Contribution		2,208.60			
E. Intra- African Travel		4,702.93		10,536.25	
F. Administrative Support		-			
Sub-Total	<u>135,000</u>	<u>26,220.48</u>	<u>42,799.43*</u>	<u>10,536.25</u>	<u>81,664.32</u>

* The details for this total of expenditures of \$42,799.43 are not clear and no explanation was provided by the Fiscal Office.

Division revealed a degree of misunderstanding regarding his appointment and role. The conflict appears to stem in part from the fact that the advisor is African and therefore is not viewed by his colleagues as "temporary". The question raised here is since ECA's goal is to locate and hire competent, qualified African experts, why does not ECA hire him against the regular post vacancy in the Division and relinquish the advisor post?

3. The team has taken into consideration the advisor's concern regarding the suitability of his assigned counterpart, but feel that the advisor may not have been provided full background information. According to personnel, the counterpart is an Ethiopian with fluency in both French and English, with a basic degree in agricultural marketing from the National University. He is classified as a P/1 senior research assistant with 18 years of prior service at administrative assistant level with the Conference Services Division. He was recently sent by the agricultural Division to FAO/Rome for a one-month training course in Marketing and Prevention of Food Losses, jointly financed by ECA/FAO. If this information is incorrect or if over a period of time the advisor's complaint should persist, the Division should re-evaluate the suitability of this particular counterpart in light of the importance of his function.

Recommendation: It is recommended that:

1. continued funding be provided for this project at the level required for full participation of the advisor and his counterpart in carrying out their duties; and
2. that a revised project proposal be developed cooperatively by the advisor and division officers for submission to AID as a prerequisite to extended funding; such proposal should include verifiable indicators or progress, adequate liaison and monitoring procedures acceptable to AID.

9. Assistance for the Annual Survey of Economic and Social Conditions in Africa

Purpose: Provision of funds for short term consultants and ECA staff travel and per diem for country specific research/study in the preparation of the annual Survey of Economic and Social Conditions in Africa; additionally, for support of:

- a. (1977) research already underway for long range projections for Africa in preparation of the next UN development decade;
- b. (1978) study on self sufficiency in food production;
- c. (1979) study on income distribution in seven countries and long-term projections in ten countries.

Activity Grant #2	\$30,000
Activity Grant #3	\$40,000
Activity Grant #5	\$32,000
Total	\$102,000

Results: AID support has contributed to the preparation of the Survey of Economic and Social Conditions in Africa (i.e. The Survey) used in part to permit several ECA consultants to write country-specific papers on economic and social conditions in as many countries; to allow staff members to visit African countries and to provide a framework for an analysis of development trends in the second development decade of the United Nations.

Discussion: The Survey is a unique chronicling and compilation of facts and data on economic and social conditions in Africa. It is the indepth study of Africa's economy. It is widely read around the world and contributes in a special way to understanding and planning for African development. For example,

the 1977-78 Survey was presented to the Rabat ECA Conference of Ministers (March 1979) and was utilized in developing strategies and policies for Africa in the 1980s.

However, despite the merit of the publication, AID assistance continues to be viewed as short-term support, consistent with AID policy not to fund projects indefinitely. Assuming that three years is the usual term of an AID development assistance project, continued support of a basic ECA activity, i.e. the Survey, may be questionable. Substantive questions were raised with the Survey staff regarding the rationale for external donor responsibility for a regular long-term ECA organizational function. Should it not be a part of the regular ECA budget? Their additional request for \$15,000 was also questioned. Their principal response was that urgent and immediate budgetary assistance was required.

A number of alternative possibilities of AID support to the Division of Socio-Economic Research and Planning were discussed, including the following:

- a. that the US request through the UN 5th Committee that the Survey be funded in the regular UNECA budget;
- b. that AID support be shifted to another external donor or agency (e.g. Japan, Germany, CADA, SEDA, the World Bank, etc.);
- c. that AID support the Survey's supplemental projects for a fixed number of years;
- d. that AID fund studies of each of the five MULPOC subregions over a three to five year period (thus providing the Survey with its annually updated country specific data during each year of the project);
- e. that AID cease, in accordance with its usual policy, support of the Survey and instead fund a self-contained project of the Division, thus freeing other resources for the Survey.

Discussed at length with the Evaluation Team was the need and request of the twenty least developed countries (LDC's) of Africa for an indepth survey of socio/economic conditions in those countries, and for documentation basic to donor support and investment.

Recommendations:

1. In view of time constraints, it is proposed that the requested increment of \$15,000 be granted to ECA for preparation of the current Survey;
2. It is further recommended that the Survey not be included in future AID funding; and
3. That ECA submit a detailed proposal for funding to support preparation of the socio-economic survey of the twenty least developed nations of Africa.

10. SUPPORT OF A SENIOR MANPOWER ADVISOR TO ECA

PURPOSE: to support a senior manpower advisor who will promote in African nations a rational approach to manpower planning including the formulation and review of manpower policies and programs from the perspective of African development goals and strategies. Two major responsibilities are 1) to provide assistance in reforming national machinery and policies to ensure greater effectiveness and relevance and 2) to organize workshops at national or regional levels for manpower-planning staff of member-states. Funds are provided for advisor's salary, staff allowances and mission travel.

Activity Grant #3

\$79,000

OUTPUT:

A qualified manpower advisor from Ghana, Samuel Jones, was recruited and joined ECA in March 1980, only six weeks prior to this evaluation. A circular letter was sent to ECA member-countries informing them of the presence and capabilities of the advisor. In response, the Division has received a request from Sudan for the advisor's assistance to manpower planning. Mr. Jones is currently preparing a mission plan to Tanzania, Lesotho and Cameroon to review existing manpower programs at different stages of development. An additional mission is planned for Zimbabwe.

DISCUSSION:

Several months elapsed between signing of the Activity Grant and recruitment of a qualified advisor. Mr. Jones appears highly mature and qualified, having performed similar functions at a high level in other African countries notably Ghana and Botswana. He has proposed to establish a manpower prototype in one of the less developed countries, not yet identified. Planning Surveys (country profiles) being developed in the Division could serve as the basis for an overall approach to the formulation of his tasks.

The advisor displayed great enthusiasm for his work and for his assignment at ECA. He categorized the problems he encounters as follows:

- 1) The need of housing and the need for greater assistance in finding suitable accommodations at manageable cost levels.
- 2) The need for stronger secretarial support. He is accustomed to dictating work but under current arrangements, materials must be handwritten. Although tolerable at this time, when project-reporting and correspondence reach the volume anticipated he feels that present limits of secretarial support could become a serious constraint to his efficient performance.
- 3) The lack of tenure. He has been engaged for a one-year assignment with no information regarding extension. The first six months are required to gear up the program, to make contacts and to generate requests for support. When requests begin to come in, the advisor will be near the end of his one-year tenure.
- 4) The lack of a counterpart. Although no provision is made in the grant agreement for selection of a counterpart, the advisor raised the concern in light of his short tenure that none has been identified or discussed.

RECOMMENDATIONS

In review of the advisor's concerns, the most appropriate action would appear to be the hiring of Mr. Jones by ECA under regular UN procedures, which would assure him tenure, continued program funding, etc. ECA personnel, however, informed the team that no staff vacancies exist in the Manpower Division at the level of Mr. Jones' appointment (L.5), and that under "zero-growth", no new posts will be awarded to ECA at this time. The fact that Mr. Jones is a national of an "over-represented" country Ghana, also may mitigate against his regular appointment.

It is recommended therefore;

- 1) that AID extend the funding of this advisor for one additional year given his satisfactory performance after nine-months duty under the current contract;
- 2) that ECA initiate action to free a regular post for Mr. Jones as a regular ECA employee since he meets all the requirements for recruitment, is African, exhibits willingness to become regular hire and is performing a vital role toward African development.
- 3) that AID funding for this post under the current agreement be limited to one additional year, after which it should be terminated.

11. SUPPORT OF AN ECA SMALL SCALE INDUSTRIES ADVISOR

PURPOSE: Funds were provided for support of a regional advisor to ECA in the development of rural and small-scale industries in developing countries. The initial grant generally describes the responsibilities of the advisor to assist African governments in strengthening government-level policies and programmes, to establish or strengthen institutional machinery and to upgrade the skills of African entrepreneurs in the development of rural and small-scale industry. The second funding more specifically outlines the advisor's responsibilities for designing decentralized support services and institutions, and for designing training programmes for extension officers in member-states. The funding is as follows:

1978 Activity Grant #3	\$34,000
1979 Activity Grant #5	<u>35,000</u>
	\$69,000

RESULTS OBTAINED

The project has had a slow start due to inability to recruit and hire an advisor acceptable to both USAID and ECA. Mr. Richard Clark, an American, was recruited eventually by ECA with UNIDO's assistance and assumed his duties at ECA in January 1980. Mr. Clark has completed one background paper on rural and small-scale industries, representing a review of research, literature and projects in the several Regions. Two research missions were planned:

- 1) Inter-regional to India, China or Malaysia for site visits to projects which might be emulated in the Africa Region; and
- 2) the African Region comprising Morocco, Botswana, Madagascar and a fourth country yet to be determined.

The advisor has departed on the first research mission which the Division approved for India only, accompanied by his assigned counterpart, Mr. Kana K. Peki, Zaire, P/3 level with 3½ years of service to ECA, also the assigned project officer for small-scale industries in the Division to which Mr. Clark is assigned. Mr. Clark's contract will expire on 15 October 1980.

DISCUSSION

A great deal of controversy has surrounded the activities of this advisor and he has found himself at odds with his ECA colleagues and principals. A key issue was whether the advisor should travel to both India and China on the study mission or only to India. A trip to Asia was clearly called for in the advisor's terms of reference but differences of opinion regarding the necessity and selection of sites subsequently arose between him and other ECA staff and officials, with each accusing the other of bad faith. The principal official of the Division questioned the advisor's output ("hardly able to produce one memorandum in four months"). A number of memoranda initiated by Mr. Clark to Division administration and those issued in response by the Division were reviewed by the evaluation team, in which extremely negative charges were made by both. Those regarding Mr. Clark's performance and general attitude toward his assigned tasks and colleagues were found quite disturbing by the evaluation team.

The question of why the advisor should spend so much of the limited time of his appointment (one month out of nine) on over-seas travel in Asia was raised but never satisfactorily answered by anyone. The significance of the trip to ECA's work programme was also raised but not adequately answered. It is difficult for the evaluators to see the value of this trip to ECA in any tangible terms, since the activity is so vaguely and sketchily designed that its maximum outputs are not clear. A mission plan, which may have defined the benefits, was not available.

Mr. Clark was interviewed before his departure by the training member of the evaluation team and he outlined the problem areas as follows:

- 1) Initial trauma for Mr. Clark stemmed from ECA's indecisiveness to pay the agreed salary and to meet other conditions of contract. The problem was later ascertained to be an ECA Personnel error. ECA eventually agreed to pay him on a 9-month basis rather than 11-month contract in order to provide agreed salary. Mr. Clark asserts that his contract includes mission travel allowances and personal library acquisition which have never been awarded

2) He stated that the clerical support provided through a typing pool arrangement does not permit a rapid return of drafts; that generally expectations of the Division are not clear in terms of line and staff and communications structure.

3) He sees his role as providing sound professional documents as a result of field missions, stating recommendations or providing a matrix for technical approaches in Africa, with special references for countries visited on his field missions. He believes the Division wants discussions of linkages with big business, appropriate technology, transport systems, and that these expectations are too far beyond the original brief and his capabilities to provide.

4) Mr. Clark finds his assigned counterpart a "likeable chap" but one with whom he cannot effectively communicate due to low English language proficiency (although both he and Peki speak French) and due to lack of common technical background since Peki was educated in Russia. He feels Peki's lack of experience will limit technology transfer or make it virtually impossible in the brief time allowed for training.

In separate interviews, the advisor's immediate supervisors and colleagues pointed out that none can ascertain the level of Mr. Clark's degree of technical competence since he has not participated in Division endeavors, has completed only one assignment since his hire, and the document he produced had to be critiqued by Mr. Peki and rewritten before it was found acceptable by the Division. Mr. Peki has been adjudged by all to be extremely capable and knowledgeable. The two are required to draft a mission document upon their return from India which should ascertain more clearly Mr. Clark's knowledge, level of perception, skills and experience as well as to pinpoint possible collegial conflict. According to Division administration, he failed (or refused) to submit a mission plan or to do ground work for the mission to Asia. The Division will require a plan before he departs on the second mission to the African Region.

The Chief of Division expressed his firm decision not to extend Mr. Clark's contract upon expiration October 1980, primarily because the phasing of his contribution to the Division's work programme will have been completed by that time. The Division will need an advisor for the second phase (manufacturing, production activities, sub-contracting, modalities of production, etc.) which Mr. Clark is not qualified to perform. The Chief requested that recruitment begin as soon as a new AID agreement is signed. It is apparent, however, that much depends upon the documentation of Mr. Clark's mission to India, and attitudes on both parts may undergo positive change.

An additional \$30,000 of funding has been requested for this project because of increased costs imputed to inflation during the two years required to identify and recruit the advisor. The work of the Small-Scale Industry Section of the Industry Division is extremely important to the ECA work programme. The Division has a reputation for employing perhaps the most qualified and conscientious staff members in the whole of ECA and is considered the model for ECA management.

RECOMMENDATIONS

Based upon the consultations and review of Mr. Clark's current work performance and requirements of the work programme, the following recommendations are offered:

- 1) that full financial support be provided for the current small-scale industries advisor until the completion of his contract.
- 2) that Mr. Clark's contract, which expires on October 15, 1980, not be considered for extension except at the express and written request of the Chief of Division; and

3) that AID assist ECA in the recruitment and selection of a technical advisor for Phase II-Manufacturing and Production Activities, at an adequate salary level and project support funding expressly to include items such as: a) special equipment allowances, b) library acquisition allowances (to include special manufacturing profiles and technical information booklets) and any other supportive funds especially earmarked for the advisor's use in performance of his duties.

4) that future funding include sufficient travel allowances for the "counterpart" to facilitate his participation on missions with the advisor as a part of his training.

12. MULTINATIONAL PROGRAMMING AND OPERATING CENTRE (MULPOC) AGRICULTURE
AND AGRO-INDUSTRY SURVEY IN THE RUZIZI VALLEY

PURPOSE

USAID provided funds to ECA to conduct field surveys and area research on suitable agro-industries, food and export crops, etc. in the Ruzizi Valley, such studies to be conducted by a team of agro-industrial experts. The funding covered consultant fees, secretarial support, travel and per diem for the experts.

1978/79

Activity Grant #3

\$117,000

RESULTS

This project was never implemented due to the inability of ECA to secure the necessary sub-regional support from CEPGL (Economic Cooperation Programme for the Great Lakes Area) to launch Phase I of the project. CEPGL (Burundi, Rwanda and Zaire) decided that the proposed development project is a subregional concern and not within ECA's purview.

The proposed activities funded by AID, therefore, could not take place and necessary steps were taken to deobligate the funds. In December, 1979, ECA proposed a substitute project entitled "Cooperation in the Field of Agricultural Research with CEPGL for the Implementation of the Regional Programme", and proposed that the \$117,000 be utilized for the implementation of the new project. USAID delayed response until the visit of the Evaluation Team.

DISCUSSION

The Chief of the Division of Agriculture advised the team that this substitute proposal had been submitted to CEPGL and to MULPOC and the two organizations had endorsed the provisions of the proposal; i.e., ECA would conduct the basic research and feasibility studies preliminary to agricultural development. CEPGL will be responsible for the development of the recommended agricultural projects and has agreed not to proceed with the planning until the studies are performed by ECA. Actual development projects will be performed by CEPGL through the support of multiple donors including bilateral assistance from AID directly to CEPGL. The Chief assured the team that the required matching ECA/other donor contribution would be transferred from discretionary funds to the Trust Fund account to justify the use of \$117,000 for implementation of this project.

This project appears to have significant merit for funding, both in terms of ECA's programmes and AID's priorities, especially in terms of the services to be provided to an organization for sub-regional economic cooperation. A challenging question is whether AID's bilateral relationship to CEPGL conflicts with the ECA/AID relationship for the preliminary studies.

RECOMMENDATIONS

The concept of collaboration in the alternate proposal is sound and deserving of donor support. Sufficient evidence exists, however, that the proposed project requires additional conceptualization, planning and groundwork if it is to be implemented. It is recommended, therefore:

- 1) that AID proceed with the necessary action to deobligate the funds; and
- 2) that ECA submit to AID a new proposal for this project or one of similar design in collaboration with another less self-reliant sub-regional or multinational grouping.

ANNEXES

ARTICLE I-DESCRIPTION OF SERVICES

Background

AID has provided technical and financial assistance to ECA, the Economic Commission for Africa, since 1959. This United Nations Regional Organization is responsible for formulating and implementing programs which promote social and economic development of its member states. Under the Basic Grant Agreement of June 17, 1976, specific grant activities have included advisory services of experts in remote sensing, agricultural marketing, and intra-African trade promotion. AID has also supported other programs including the African Training and Research Center for Women (ATRCW), the African Remote Sensing Council, and the multinational Programming and Operational Center (MULPOC).

I. Title

Economic Commission for Africa (ECA) (698-0340)

II. Objective

The objective of this activity is to evaluate the Basic Agreement Governing Grant for the Economic Commission for Africa which was signed June 17, 1976. The implemented activities which are to be evaluated are in the following documents:

Activity Grant No. 1 - June 17, 1976
Activity Grant No. 2 - August 31, 1977
Activity Grant No. 3 - July 27, 1978
Activity Grant No. 5 - July 31, 1979

III. Statement of Work

General

An evaluation team consisting of an educational trainer, management/economist and women in development expert will review the Basic Agreement and specific Activity Grants. Each specialist will consider specific areas for evaluating the implementation of the Grant activities. However, the evaluation will be considered a joint team effort.

Specific

The Educational Trainer will review the following:

- (A) Training of Technical Experts of African Economic Cooperation Organizations

- (1) Compatibility of study tours with ECA work program
- (2) Use of training provided through study tours by technical experts upon return to their respective organizations
- (B) Staff and Intern Training
 - (1) ECA selection of candidates
 - (a) Criteria for selection
 - (b) Timeliness of selection
 - (2) AID approval/disapproval of candidates
 - (a) Criteria for approval
 - (b) Timeliness of approval/disapproval
 - (3) Use of training provided to ECA staff members upon their return to Secretariat

The management/economist is expected to evaluate the following:

- (A) Funding
 - (1) Level - adequacy of AID funding input for desired output
 - (2) Utilization - expenditure of funds by ECA for desired output
 - (3) Method/Mechanism - means by which funds are provided by AID and accounted for by ECA
 - (4) Counterpart funding - input and expenditure of funds contributed by Other Donors for Grant activities
 - (5) Survey of Economic and Social Conditions in Africa
 - (a) Reliance of this publication on extra-budgetary support
 - (b) Progress of ECA including in regular budget

The Women in Development Specialist will be responsible for the following:

- (A) African Training and Research Center for Women (ATRCW)
 - (1) Integration of ATRCW program into overall ECA work program
 - (2) Contribution of ATRCW to establishment of national machineries for the integration of women in development
 - (3) Success of ATRCW in improving living/working conditions of African women at the village level
 - (4) Appropriateness of ATRCW publications to needs of women in ECA member states

The team will jointly review the Grant Activity utilizing advisors/experts. The issues to be concerned will include:

- (A) Recruitment - identification of advisor/expert candidates by ECA and/or AID; recruitment of candidates by ECA and UN/New York
- (B) Secretarial support - adequacy of secretarial support to advisors/experts; application of 14% administrative surcharge to cost of this support
- (C) Output - contribution of advisors/experts to ECA work program including assessment of such outputs as advisory memoranda, reports, training courses, seminars

In addition to reviewing the activity grant documents, there will be consultations with ECA and AID officials who are responsible for the implementation of Grant activities. The individuals to be consulted include:

- (A) AID
 - (1) Director and/or Deputy Director, Office of Regional Affairs, AID/W
 - (2) Project Officer, Office of Regional Affairs, AID/W
 - (3) Economic and Commercial Affairs Officer, U.S. Embassy Addis Ababa
- (B) ECA
 - (1) Chief, Technical Assistance Co-ordination and Operations Office, ECA
 - (2) Chiefs of ECA Divisions responsible for implementing Grant activities

- (C) Advisors/Experts employed by ECA with support of Grant funds. Only those advisors/experts readily available in Washington and Addis Ababa will be consulted
- (D) Other Donor Representatives in Addis Ababa whose organizations provide funding assistance to ECA.

IV. Reports

The team will prepare an evaluation report after meeting with AID, ECA and other Donor officials and after reviewing the issues above. A draft of the report will be reviewed by the Executive Secretary prior to the team's departure from Addis Ababa. The evaluation report will include:

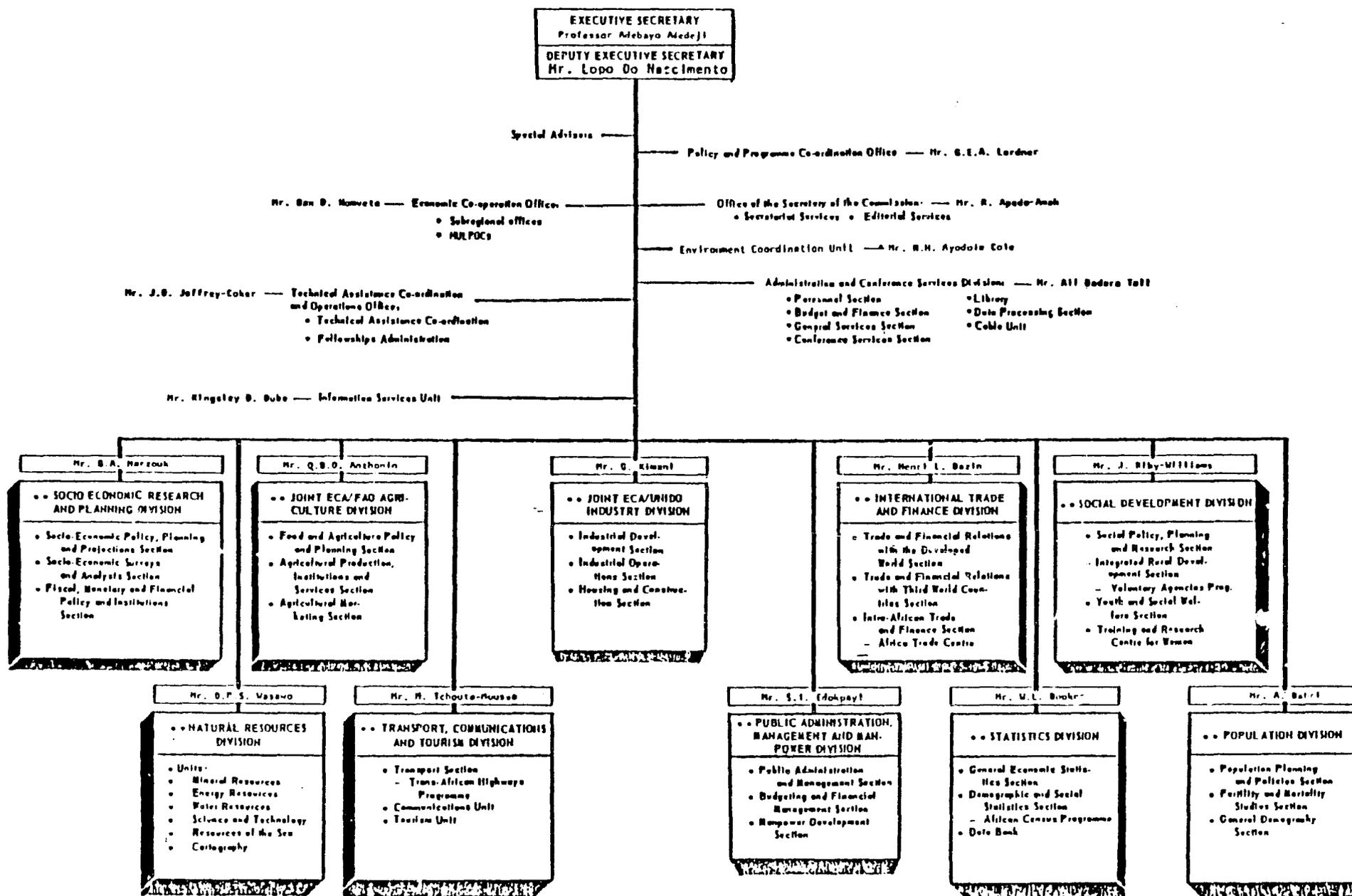
- (A) Assessment of the following:
 - (1) Effective implementation of Grant activities, including timeliness of completion of activities and expenditure of obligated funds
 - (2) Scope of the Grant's activities in view of the overall ECA work program
 - (3) Adequacy of AID and other donor funding support, given desired output
- (B) Recommendations for future Grants regarding the following:
 - (1) Scope and nature of activities to be included
 - (2) Funding of mechanisms to be employed
 - (3) Responsibilities of AID and ECA for administering activities included

Final Report: The final written report will be submitted to AID/W's office of Regional Affairs in the African Bureau (AFR/RA) within ten days after departure from Addis Ababa. At the time of submission, twenty copies of the report will be presented to AFR/RA.

V. Relationships and Responsibilities

The contractor will receive general guidance from the AFR/RA Project Officer responsible for the management of the ECA project. The evaluation team will be provided a thorough briefing by AFR/RA prior to its departure from Washington, as well as copies of relevant project documentation. At United Nations/New York and at ECA, the team will be assisted by a liaison officer from the staff of those organizations.

ORGANIZATION CHART of the ECONOMIC COMMISSION FOR AFRICA



disseminated to several areas.

Several maps have been produced, one on electrical energy, another on primary energy, and one showing the energy resources of the Lake Tanganyika basin, all of which have proved of much value.

A number of studies have been completed for subregional co-operation on energy and the feasibility of connecting electric power grids, and for the supply of electric power from Akosombo in Ghana to Ilo-Ilo and Benin.

The ECA has presented four energy co-operation projects to the African Development Bank, these deal with industrial development of the energy resources of Lake Kivu, increasing the installed capacity of the Bururu hydro-electric plant, co-operation between Cameroon and Nigeria for improved navigation on the Benue and the supply of electric energy to North-Eastern Nigeria, Northern Cameroon, South-Western Chad and the city of Nijamena, and the joint development by Ghana and Upper Volta of hydro-electric sites on the White Volta and the Black Volta to supply northern Ghana and the major consumption centres of Upper Volta.

In 1974, a Regional Conference on the Petroleum Industry and Manpower Requirements in Hydro-carbons allowed Member States to look at their petroleum resources and con-

sider future development.

Other meetings have looked at training needs and programmes for the future, and approval has been given to the preparation of an Energy Resources Atlas for Africa. Phases I and II of the Integrated Development of the Liptako Gourma areas have been completed under ECA direction, and work has started on Phase III.

WATER

Four states sharing the Senegal river basin agreed in 1963 to set out common aims for development of the basin, and in 1964 nine riparian states of the Niger basin signed treaties which set up the Niger River basin Commission for the most effective use of its waters.

Likewise, four states of the Lake Chad basin came together for joint exploitation of their water resources.

The World Meteorological Organisation, (WMO), and the United Nations Development Programme (UNDP), are assisting five countries of the Nile basin in a large-scale hydro-meteorological survey of the Lake Victoria, Lake Kyoga and Lake Albert catchments.

Assistance was given on training at a seminar on hydro-meteorological networks in Member States. ECA is giving



Apprentices learn about a mechanical drill.

and Central Africa, and North Africa, and this information has been useful to Mauritania, Zambia, Zaire, Ethiopia, Liberia and the Sudan.

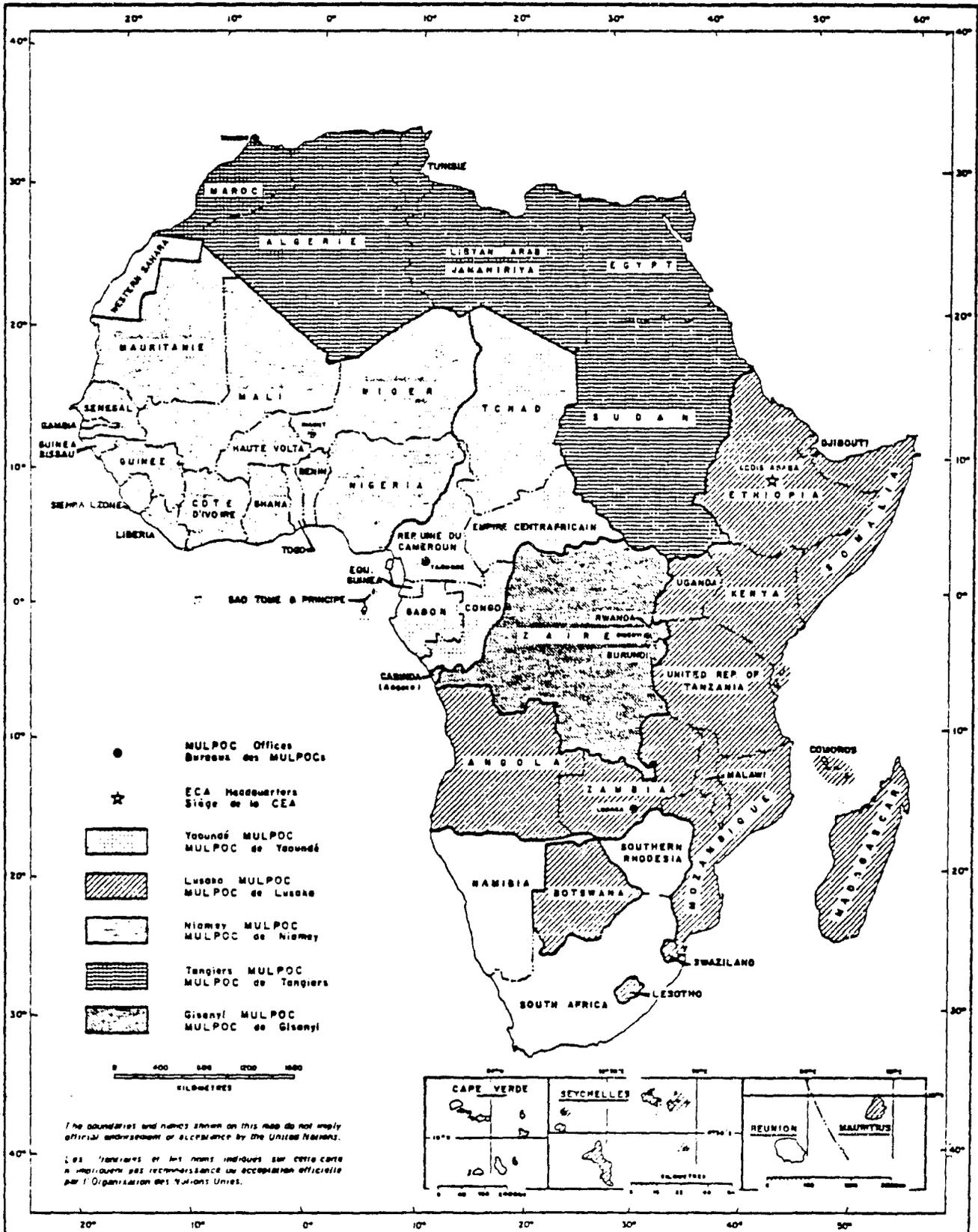
The Division has produced a coal map of Africa with detailed explanatory notes, in collaboration with the Association of African Geological Surveys. A seminar has been held to consider minor-

als and metals which have now assumed greater significance in international trade, and preparations are currently being made for a conference on mineral resources in Africa.

ENERGY

The first African Electric Power meeting was held in 1963, and looked into a wide spectrum of energy sources. Since then a comprehensive project on the development of solar energy has been developed, and information has been

MULPOC COUNTRIES PAYS DESSERVIS PAR LES MULPOCS



ECONOMIC COMMISSION FOR AFRICA

20 March 1979

ECA MULTINATIONAL PROGRAMMING AND OPERATIONAL
CENTRES (MULPOCS)1. West Africa MULPOC (Niamey)

- | | |
|------------------|------------------|
| 1. Benin | 9. Mali |
| 2. Cape Verde | 10. Mauritania |
| 3. Gambia | 11. Niger |
| 4. Ghana | 12. Nigeria |
| 5. Guinea | 13. Senegal |
| 6. Guinea-Bissau | 14. Sierra Leone |
| 7. Ivory Coast | 15. Togo |
| 8. Liberia | 16. Upper Volta |

2. East and Southern Africa MULPOC (Lusaka)

- | | |
|---------------|---------------------------------|
| 1. Angola | 10. Mauritius |
| 2. Botswana | 11. Mozambique |
| 3. Comoros | 12. Seychelles |
| 4. Djibouti | 13. Somalia |
| 5. Ethiopia | 14. Swaziland |
| 6. Kenya | 15. Uganda |
| 7. Lesotho | 16. United Republic of Tanzania |
| 8. Madagascar | 17. Zambia |
| 9. Malawi | |

3. Central Africa MULPOC (Yaoundé)

1. Cameroon
2. Central African Empire
3. Chad
4. Congo
5. Equatorial Guinea
6. Gabon
7. Sao-Tomé Principe

4. Community of the Great Lakes MULPOC (Guisenyi)

1. Burundi
2. Rwanda
3. Zaire

5. North Africa MULPOC (Tanger)

1. Algeria
2. Egypt
3. Libya
4. Morocco
5. Sudan
6. Tunisia

USAID Activity Grant Signed on 27 July 1970

Status as at 29 February 1970

<u>Funds Administered by ECA</u> <u>Type of Bilateral Technical</u> <u>Assistance</u>	<u>Amount of Grant</u> <u>in US\$</u>	<u>Expenditures</u> <u>Incurred</u>	<u>Unliquidated</u> <u>Obligations</u>	<u>Unencumbered</u> <u>Balance</u>
1. Support for ECA's Remote Sensing Project J.O. Palgen 16/02/79-16/06/79	31,000.00	30,324.34	401.00	(225.34)
2. Training of Technical Experts of African Economic Organization	35,000.00	32,917.83	1,984.00	97.17
3. Assistance to the African Training and Research Centre for Women	140,000.00	40,162.20	6,957.49	93,040.11
4. Support of a Senior Manpower Adviser to ECA	70,000.00	10,065.75	1,637.60	67,276.65
5. Support of an ECA small-Scale Industries Advisor	34,000.00	7,400.67	761.25	25,700.08
6. Assistance for the Survey of Economic and Social Conditions in Africa	40,000.00	26,637.96	14,730.25	(1,427.11)
7. Multinational Programming and Operational Centre (MULPOC) Agriculture and Agro-Industry Survey in the Ruzizi Valley	117,000.00	14,360.42	- -	102,631.50
Total	475,000.00	162,396.07	26,401.50	237,202.34

Prepared by: *S.S.P.*
Nahitha Tewfik Sherif

Approved by: *S.P. Eder*
S.P. Eder,
Finance Officer

Certified Correct by: *G. Ilboudo*
G. Ilboudo,
Personnel Officer

Voucher Annex --

Situation as at 29 February 1980

<u>Expenditure Categories</u>	<u>Amount of Grant in US\$</u>	<u>Expenditure Incurred for the period 1/9/79-29/2/80</u>	<u>Cumulative Expenditures to date</u>	<u>Unliquidated Obligations and Commitments</u>	<u>Unencumbered Balance</u>
I. <u>Technicians</u>	31,000.00				
A. Salaries		--			
B. Fringe benefits		--			
C. Allowances		624.51			
D. Travel on Repatriation		--		401.00	
E. UN Pension Fund Contribution		--			77
F. Accrued Annual Leave		--			
G. Transportation of effects		--			
H. Administrative Support		--			
Sub-Total	31,000.00	624.51	35,621.31	401.00	(22.31)
II. <u>Equipment</u>		203.03			
Grand Total	31,000.00	827.54	35,824.34	401.00	(225.34)

Prepared by: Habib Tawfik Sherif

Approved by: S.P. Eder,
Finance Officer

Certified Correct by: G. Ilboudo,
Personnel Officer

USAID Activity Grant Signed on 31 August 1977

Status as at 29 February 1980

<u>Funds Administered by ECA Type of Bilateral Technical Assistance</u>	<u>Amount of Grant in US\$</u>	<u>Expenditures Incurred</u>	<u>Unliquidated Obligations</u>	<u>Unencumbered Balance</u>
1. Support for ECA's Remote Sensing Project, J.O. Palgen	30,000.00	23,719.20	906.90	375.90*
2. Provision of Technical Assistance in Non-Conventional Sources of Energy	50,000.00	9,824.36	--	70,175.64
3. Training of Technical Experts of African Economic Co-operation Organizations	55,000.00	42,413.07	11,143.44	1,443.49
4. Assistance to the African Training Training and Research Centre for Women (\$70,000 through the AID Office of Labour Affairs and \$30,000 through the AID Bureau for Africa)	100,000.00	75,042.00	17,123.19	7,834.81
5. Improvement of Agricultural Marketing Institutions in Food Crop Peasant Farming in Africa	135,000.00	42,799.43	10,536.25	81,664.32
6. Assistance for the Survey of Economic and Social Conditions in Africa	30,000.00	24,062.65	4,469.30	1,473.55
Total	430,000.00	222,959.71	44,070.48	163,059.81

Prepared by: STH
Nawia Tewfik Sherif

Approved by: _____
S.P. Eder,
Finance Officer

Certified Correct by: G. Ilboudo
G. Ilboudo,
Personnel Officer

* Several unsettled claims of Mr. Palgen may absorb this balance.

Voucher Annex A (1)
Situation as at 29 February 1980

<u>Expenditure Categories</u>	<u>Amount of Grant in US\$</u>	<u>Expenditure Incurred for the period 1/9/79-29/2/80</u>	<u>Cumulative Expenditures to date</u>	<u>Unliquidated Obligations and Commitments</u>	<u>Unencumbered Balance</u>
1. <u>Technicians</u>	30,000.00				
A. Salaries		--			
B. Fringe Benefits		--			
C. Allowances		--			
D. UN Pension Fund Contribution		--			79
E. Intra-African Travel		736.82		906.80	
Sub-Total	30,000.000	736.82	28,718.20	906.80	375.60

USAID Activity Grant Signed on 17 June 1976

Status as at 29 February 1980

<u>Funds Administered by ECA Type of Bilateral Technical Assistance</u>	<u>Amount of Grant in US\$</u>	<u>Expenditures Incurred</u>	<u>Unliquidated Obligations</u>	<u>Unencumbered Balance</u>
1. Remote Sensing Expert J.O. Palgen 15/12/76- 30/09/78	131,000.00	126,366.64	4,636.07	(2.71)
2. Provision of Technical Ass Assistance in Non- Conventional Sources of Energy	40,000.00	4,912.28	---	35,087.72
3. Training of Technical Experts of African Economic Co-operation Organizations	50,000.00	46,536.64	3,457.33	5.03
4. Assistance to the African Training and Research Centre for Women	35,000.00	31,419.92	3,200.00	372.00
Total	246,000.00	199,235.48	11,301.45	35,463.07

81

Prepared by: *Tevfik*
Tevfik Sherif

Approved by: *S.P. Eder*
S.P. Eder,
Finance Officer

Certified Correct by: *G. Illondo*
G. Illondo,
Personnel Officer

ACTION
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ANNEX E

ACTION OFFICE AFRA-03

INFO AAAP-01 AFEM-01 AFDR-06 CH6-01 GC-01 GCAF-01 GCFL-01
FM-02 AADS-01 DSAG-02 CHS-01 AGRI-01 RELO-01 MAST-01
AFDA-01 /025 A2

INFO OCT-01 /036 W

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FM AMEMBASSY ADDIS ABABA

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UNCLAS ADDIS ABABA 1208

AIDAC

AFR/RA FOR YATES

E. O. 12065 N/A

SUBJECT: NEGOTIATIONS ON NEW AGREEMENT WITH ECA: AGRICULTURAL
MARKETING ADVISER

EMBASSY NOTIFIED TODAY (4/7/80) THAT IN UPCOMING NEGOTIATIONS
ECA PLANS TO REQUEST AN ADDITIONAL US \$55,000 FOR AGRICULTURAL
MARKETING ADVISER OVER TWO YEAR PERIOD OF PROGRAM (ACTIVITY GRANT
NO. 2). JUSTIFICATION IS THAT PROGRAM PREPARED AND APPROVED
FIVE YEARS AGO, AND AMOUNT PROJECTED IS NOT SUFFICIENT TO
COVER SUBSEQUENT INFLATION. ALSO TO BE CONSIDERED IS
THAT ADVISER WAS RECRUITED AT P-5/1 LEVEL, MUCH HIGHER
THAN ORIGINALLY ANTICIPATED. CURRENT ADVISER, EPHATA
PALLANGYO ENTERED ON DUTY IN NOVEMBER 1979.
CHAPIN

UNCLASSIFIED

UNITED NATIONS
ECONOMIC COMMISSION FOR AFRICA

BACKGROUND PAPER

"Development of Central Policies and Programmes for the
Strengthening of Small-Scale and Rural Industries

(Small-Scale and Rural Industries Development)
Bilateral USAID Project)

Field mission to selected Asian and African countries

15 May to 1 June 1980 (Mission I, Asia)
1 July to 1 August (Mission II, Africa)
(Dates to be confirmed)

by

R. E. Clark
Regional Adviser

Addis Ababa
April 1980

N.B.: The views and opinions expressed in this work document are those of the Regional Adviser and do not necessarily reflect the views of the Secretariats of ECA or UNIDO. This document has been produced without formal editing.

MEO-1376

Mission composition

The field mission to study small-scale and rural industries development, with a view to a comprehensive report including recommendations for the strengthening of institutional bases for that development is composed of the following team members:

Mr. Richard H. Clark, Team Leader
 Consultant/ECA/UNIDO Regional Adviser
 Small-scale Industries
 Joint ECA/UNIDO Industry Division
 P.O. Box 3001
 Addis Ababa, Ethiopia
 (Telephone: 44-72-00, extension 644
 Telex: 21029 ECAADDISABABA)

Mr. Kana Kwala Peki, Project Officer
 Economic Affairs Officer
 Joint ECA/UNIDO Industry Division
 P.O. Box 3001
 Addis Ababa, Ethiopia
 (Telephone: 44-72-00, extension 305
 Telex: 21029 ECAADDISABABA)

Countries to be visitedAsia

- India (selected)
- People's Republic of China
- or, Malaysia

Africa four selected countries from the following:

- Kenya
- Botswana
- Lesotho
- Madagascar
- The Gambia
- Morocco
- Benin

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INTRODUCTION

A. Definition

It is neither possible nor desirable to attempt to establish uniform international criteria to define small-scale industries.*

Definitions of small-scale industry vary considerably from country to country and sometimes differ even within the same country. A measure of uniformity and agreement should be introduced in the components of the definition. The components of employment and investment in fixed capital, either separately or in combination, are those most commonly used. Most definitions of small-scale industry identify the modern small manufacturing sector and exclude handicraft and artisan activities, as well as cottage industry.

Small-scale industry is a term generally used to describe the sector comprising small factories. Small-scale factories can usually be distinguished by the relatively small amount of capital employed and the absence of a middle management group. The term is also often applied to any small, non-factory manufacturing concern in which a relatively small amount of capital is invested. Non-factory industry may include both traditional and modern establishments.

It is important to distinguish between the small-scale manufacturer or artisan and the small-scale trader. In this latter category are to be found enterprises involved in labelling or packaging imported goods for distribution and sale in a particular market. Since the value added factor of such operations is, in most cases, insignificant they can usually be classified in the category of trading enterprises, and should not be considered small-scale industries.

A category of small-scale enterprise which deserves particular attention is the family enterprise. Such activities can best be defined as those who do not provide employment for a significant number of individuals outside the extended family. In many cases, such enterprises could become the nucleus of more broadly based activities if the entrepreneurial element inherent in the nucleus could be encouraged. For the purpose of any programme designed to develop small-scale industry, such family enterprises should not be excluded, if they can demonstrate a potential for productive growth which would lead to greater employment and investment. Small-scale enterprises in productive areas of the service sector of the economy; maintenance and repair facilities are an example, should also not be excluded from consideration as possible recipients of some forms of institutional support in any small-scale industries development programme. The case of the building and allied trades is one subject to so many variables that its eligibility for support will have to be determined in light of local circumstances.

In conclusion it is important that each country have a definition of small-scale industry based on precise and tangible criteria which will identify and distinguish from others: 1) a potential for development and growth, 2) a need for assistance.

Wherever possible it is recommended that the criteria of investment of fixed capital, together with the number of employees, be the two components used by governments to establish the working definition of small-scale industry most suitable for their own planning towards industrial and economic development.

* Report of the International Symposium on Industrial Development, Athens, 1967.

B. Background and objective of the small-scale and rural industries project

1) Background

Small-scale and rural industries play an important role in accelerating the industrial development process of almost every developing country. Thus the development of small-scale and rural industries has been given high priority by the biennial Conferences of African Ministers of Industry and by the Follow-up Committee on Industrialization in Africa. It was also approved by the Technical Committee of ECA in Kinshasa in February 1977 and the Regional Symposium on Industrial Policies and Strategies in Africa which was held in Nairobi, Kenya in September 1979.

2) Objective

The objective of this project is to determine modalities and means to assist African Governments in further developing or strengthening policies and programmes for the promotion of rural and small-scale industries, establishing or reinforcing appropriate institutional machinery, with a view to enhancing the actual implementation of projects in this field within the context of creating self-sustaining industrial development and self-reliance at national and multinational levels.

C. Tasks to be performed by the Team

a) With the above mentioned objective in mind, the project team is expected to explore the state of the situation and experiences in a number of African countries, study the experiences of other regions, and make recommendations as to what should be done to assist African Governments in:

- i) the development of central policies and programmes for the strengthening of small-scale and rural industries, particularly in the context of integrated rural development;
- ii) the design of decent support services and institutions for promoting small-scale and rural industries;
- iii) designing training programmes for rural and small-scale industry development;
- iv) recommend appropriate central policies and machinery for the development of small-scale and rural industries.

b) The final presentation of the project team shall consist of the findings and conclusions and recommendations in the form of a general document, covering the following areas:

- i) existing institutional machinery;
- ii) information on the development of small-scale industries;
- iii) financial structures;
- iv) long-term programmes required to enhance the development of small-scale industry, taking into account possibilities such as inter-sectoral linkages and other opportunities;
- v) training programmes for extension workers;
- vi) modalities for establishing contacts and practical co-operation with related undertakings or institutions, both within and outside the region.

BEST DOCUMENT AVAILABLE

- (vii) the most appropriate modalities for facilitating collaboration between ECA and Governments in the implementation of the small-scale and rural industrial development programme within the overall concept of ECDC programme.

Programme for the operation of the mission

The team will spend four months in Addis Ababa for briefing and writing outlines on small-scale industrial development in the countries to be visited.

Field visits will be organized to four selected African countries to discuss the above issues with officials from institutions involved in policy making for small and rural industries, as well as with those responsible for executing those policies including actual operating enterprises. These will wherever possible specifically include:

Ministries of Planning, Industry, Trade, Finance
 Public and private sector institutions and enterprises engaged in promotion and/or productive activities
 Indigenous small-scale centres, training units, and industrial estates
 Existing small-scale manufacturing units in the country
 International agencies in the field, engaged in the small-scale development programme
 Such other institutions and individuals as may provide valuable information, such as rural development extension services, and co-operative organizations.

Amongst the other institutions which the team will consult, where possible, while on mission include.

- International or regional organizations engaged in activities which have a significant bearing in the field of development of small-scale and rural industry
- Government ministries of

Rural Development	Economic Development
Education	Trade and Commerce
- Any bodies, governmental, para-statal, private, international, regional or others whose functions and responsibilities include such areas as:
 - Natural resource use maximization
 - Appropriate technology
 - Selection and supply of equipment
 - Organization of producers
 - Support institutions such as market research
 - Marketing
 - Co-operatives
 - Decentralization
 - Productivity
 - Extension services
 - Equipment maintenance
 - Energy supply
 - Standardization
 - Materials and production testing

Feasibility studies
 Technology transfer
 Upgrading of skills
 Upstream subcontracting linkages
 Regional co-operation
 Entrepreneurship
 Women's activities
 Industrial estates

After personal contact with the above mentioned type of institutional bodies others will doubtless be identified. It is to be anticipated that in each country experiences and approaches will be substantially different.

a) Composition of the mission

The mission will consist of:

- Team Leader with experience in the promotion, training and management of small-scale industries in developing countries
- One industrial economist, project officer

b) Country coverage

The mission will visit four selected African countries, on the basis of their potential role in the development of small-scale and rural industries.

From amongst the following countries four will be selected: Kenya, Lesotho, the Gambia, Botswana, Morocco, Benin and Madagascar.

The team will also visit not less than one developing country in Asia where small-scale industries represent an active part of economic development.

c) Duration and schedule of the mission

The mission will start in May 1980. The mission will take 60 days in the field in the selected African countries, and not exceeding 15 days in each of the other selected developing countries with flourishing small-scale industries.

d) Report of the mission

The report of the mission should be completed in Addis Ababa immediately after the field mission, and should be prepared in such a way as to outline the priority areas for the development of institutional policies and machinery in the field of small-scale industries. It should include the findings of the mission, its conclusions and recommendations.

e) Follow up

The report will be distributed to all UNDP and Government offices concerned. It will serve as the basis for further development of ECA support activities directed towards the encouragement and stimulation of economic development through small-scale and rural industry at national, sub-regional and multinational levels. Particular emphasis will be paid to the potential role of MULPOCs in the implementation of programmes to encourage the development of small-scale and rural industries on a regional basis.

SECTION I

Role of small-scale industry in industrial developmenti) Economic development

In both developing and mature economies, small-scale industries play an important role. They usually represent a large proportion of the manufacturing sector and are an important source of industrial employment. Because modern small-scale industries contribute to the strengthening and diversifying of industrial structure as well as to the acceleration of economic growth, many developing country governments provide for promotion and encouragement of the small-scale industry sector in their economic development planning policies and programmes.

ii) Social improvement as a result of development of the small-scale and rural sector

As agricultural technology improves a growing proportion of rural populations become un- or under-employed. A tendency to stagnation and lowered standards of living results, together with a tendency for population drift to larger urban centres where such increases in population cannot usually be absorbed productively. The encouragement of the development of small-scale industries, both in rural areas and in urban areas, generates employment, thereby inhibiting rural-urban drift and in general, raising purchasing power and thus generating a multiplier factor which leads to a rise in living standards.

Indigenous talent, both in terms of technical and managerial skills, is stimulated by a policy which encourages the growth of the small entrepreneurial sector. Human resources are drawn into the national economy which might otherwise not find expression or be turned into other, less productive channels.

A dynamic and well planned programme for the development of small-scale industry should have as one of its effects, the making possible of a gradual transformation of traditional artisanal skills and traditions into a useful and productive sector of the modern industrial economy. This may be accomplished by either upgrading existing skills or their transformation into related and more efficient activities.

Most small-scale industries are characterized by a low capital to labour ratio, an important factor in countries where capital is a more scarce resource than labour. Even when small-scale industry uses relatively high technology and thus a high capital to labour ratio, the absolute amount of capital is comparatively modest and can often be raised from private sources without the need for foreign investment or government equity participation. Therefore, the promotion of small-scale industries offers an effective way of mobilizing private savings and encourages initiatives.

iii) Contribution to national economic development

Small-scale production is often the only or best way of meeting limited demand in local markets. This is particularly true in rural areas. Small-scale industries also play an important role in industrial decentralization and contribute to efforts to restrain rural to urban drift.

It is recognized that many articles can be produced economically and that some can be produced more economically on a small rather than on a large scale, as well as being a substitute for imported articles.

iv) Self-reliance aspects of small-scale industries in national industrial development

Small-scale industries encourage the utilization of resources which would otherwise remain unexploited such as entrepreneurial skills, capital, natural resources and labour. They may also employ locally available materials, or by-products which are of low grade or only available in small concentrations and which would otherwise go unused. The import substitution potential of small-scale industries has been amply demonstrated and documented.

As usually neither foreign investors nor governments are interested in owning and operating small-scale industries, in order to promote their development, it is essential to promote small domestic private enterprise. That is, to encourage through guidance, training and assistance, persons with some financial resources and persons with technical or managerial abilities, to participate in the industrialization of their country.

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SECTION II

Problems and constraints facing small-scale industries

The greatest problem associated with the development of small-scale industries is probably the structural problems which make it difficult for indigenous entrepreneurial initiative to find expression. These same structural deficiencies will also contribute a relative absence of growth in those enterprises which do establish themselves. An unnecessarily high rate of failure will discourage other entrants into the field.

The most notable of these structural problems in many developing countries have been identified as a combination of at least some of the following:

- i) Possible absence of, or deficiencies in, effective government policies and institutional systems.
- ii) Lack of access to:
 - a) managerial training
 - b) technical training
 - c) appropriate technology
- iii) Difficulty in obtaining credit and other forms of financing
- iv) Difficult availability of raw materials and equipment
- v) Shortage of suitable factory premises, particularly in rural areas
- vi) Shortage of skilled manpower
- vii) Insufficient knowledge of markets, marketing techniques
- viii) Lack of awareness of quality and standards

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B. Proposed solutions

Proposed solutions will take into account the following considerations. These solutions in their various elements will be incorporated in, and elaborated on in the final report and recommendations which will result from the project study mission's two field investigations, one to Asia and the other to Africa.

a) All solutions will be related to or in line with, the expressed African policies for development of small-scale and rural industries.

b) Solutions, wherever possible, will be recommended so as to lend themselves to harmonization with existing or planned African institutional machinery for development of small-scale and rural industries in Africa.

c) In light of II B, a) and b) above, the recommended solutions embodied in the project final report will, in their basic, non country-specific sections, seek to suggest possible approaches to an integrated development programme of small-scale and rural industries in Africa. Such a programme might well be implemented under the responsibility of the Industry Division of the ECA. Such a programme would presumably incorporate recommendations for both

- i) integrated programmes at national levels
- ii) integrated programmes at subregional and regional levels
- iii) an integrated programme at interregional level incorporating co-operation between developing countries. Special attention would then be focused on TCDC programmes within the framework of the policies and programmes envisaged under the various resolutions towards the New International Economic Order.

C. Anticipated areas of concentration

For the purposes of the specific planned study missions, both in Asia and in selected African countries, particular attention and concentration must be applied to the following areas. Arising out of this concentration, using the example of countries which have been selected carefully for their diversity in terms of size, state of development, resources and economic systems, it is hoped that an overview of problems and solutions will emerge which will permit from laboratory observation, a concrete approach to the more generalized approaches anticipated in Section II, i) above. Such anticipated areas of concentration will include.

a) Government policies

In virtually every developing country, Government must assume wide ranging responsibilities to encourage the rational growth of small-scale industries. Services and facilities urgently required by the average small entrepreneur are almost always beyond his reach unless assistance is available from some agency controlling greater resources than himself.

Government's first responsibility is to establish clear and firm policies which reflect the role which small-scale industry is expected to play in the overall economic development of each country.

In light of government policy there are at least two distinct areas where government will be able to exert a positive influence on the healthy growth of the small-scale sector. Government may provide various institutional incentives and government may identify, and remove or ameliorate, existing institutional disincentives, to permit the vigorous expansion of the small-scale sector.

Towards the achievement of these goals, there are certain number of steps which can be recommended to governments which, within the parameters of each government's policy guidelines and priorities, can be recommended.

- Each country will need a definition of the small-scale industry sector which is appropriate to that country's circumstances. This definition is necessary in order to permit identification of enterprises which are to be eligible for whatever institutional support government provides.

Governments must arrive at policy determinations which decide to what extent and in what ways, small-scale industry can be encouraged to complement larger industrial concerns, whether private, expatriate, state owned, etc.

- Policy of government, as it is to be applied to the development of a well-defined small-scale industry sector, must be expressed in an integrated programme which takes into account all the areas of relevant government responsibility. As an example, it would almost certainly be counter-productive to make provision for easy access to credit unless a business advisory and extension service were not also available to analyse the financial requirements of the business and monitor the utilization of the credit.

In most developing countries where successful small-scale business promotion efforts have been established, a bureau, agency or some other organization has been established, usually under the authority of one of the principal development ministries. Such an organization does not work in isolation but is designed with functioning organic links to other relevant divisions of other concerned ministries.

b) Institutional machinery

In nearly every instance, institutional machinery, will be an expression of government policy (above a). Even where, for example, as in Morocco, an active Chamber of Commerce exists which promotes programmes directed towards the needs of small-scale industries, it will be found that government is likely to be providing some form of support or assistance to such private institutions.

The mission will concentrate on identifying in each country, whatever form it may take, the various institutions which are active in one or more of the varied activities which have been designed to assist the growth of the small-scale sector. Such institutions or bodies will be of interest both in terms of their designated areas of responsibilities and in appraisal of their degree of success in meeting their objectives.

c) Credit and finance

It is anticipated that in every country visited there will be three principal areas of concentration to be studied.

1) The availability of and degree of activity by financial institutions, both public and private

- ii) Policies of such financial institutions with regard to the needs of small-scale industry
- iii) What, if any, institutional machinery exists to assist the small-scale entrepreneur to make the best use of such financial resources as are available available.

Item c), iii) is probably the most important of these three. Its examination leads to the importance of identifying the available resource in the next area of concentration.

d) Training, managerial and technical

Any form of encouragement or incentive to small-scale enterprises is likely to be of very limited effectiveness, unless it is integrated to a co-ordinated and organized programme of public information concerning such encouragements; and to an advisory extension service which is designed to reach the entrepreneur on the work site and assist him in taking constructive advantage of the facilities which have been made available through various programmes and policies.

e) Organized policies, institutions, agencies, machinery

In addition to the above-mentioned areas of concentration (a) b), c) and d)) the following areas will be investigated where applicable in any given country context:

- 1) raw materials, natural resource utilization,
- 2) technical know how, quality and standards, productivity,
- 3) availability of equipment and maintenance facilities,
- 4) infrastructure, industrial estates, factory premises
- 5) entrepreneurship, feasibility studies, marketing, competition,
- 6) integration, organization of producers, co-operatives, regional co-operation.

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D. Proposed solutions with reference to published solutions

Given the great disparities between countries in terms of stage of economic development achieved and in terms of economic development policies there would seem to be only three main headings which are likely to be so basic as to be common to all in terms of possible solutions to problems encountered.

1) Government policy

Under this heading is likely to be included, inter alia, definition of sector information, promotion and encouragement and research.

- ii) Training and advisory assistance both management and technical.
- iii) Finance, i.e. credit, fiscal incentives, tariff protection, etc.

Published approaches to solutions to the principal problem area underlined in III, a), i), ii) and iii) above, which are of particular relevance include:

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 - IX. The impact of S.S.I. on Chinese society
 - X. Expanding knowledge and Transforming Attitudes
 - XI. Conclusion

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- A. People met
- B. Itinerary
- C. Levels of administrative control in Industry
- D. Briefing on Chinese planning
- E. Price data
- F. Notes on the production of Machinery

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 - 6) "The Economics of Rural and Urban Small-scale Industries in Sierra Leone" Carl Liedholm and Enyinna Chuta. African Rural Economy Paper No. 14, 1976
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 - 7) "The African Entrepreneur" P. Marais and A. Somerset Africans Publishing Company. New York, 1972
 - Others
 - 8) "Small Towns in African Development"
Guest Editor, A Southall
International African Institute, Vol. 49, No.3, 1979
- Appropriate Technology Magazine London
- Volumes 1-5, 1979
- "Intermediate Technology, Can It Work?"
Vol. 1, No.1
 - "Appropriate Consultancy for Small Business"
Vol. 2, No.1
 - "The Concept of Village Technology in Eastern Africa"
Vol. 2, No.2
 - "Starting a Workers Co-operative"
Vol. 2, No.3
 - "The Use of Technology to Increase Employment in Developing Countries"
Vol. 3, No.2

Checklist, State of SSI Development (country)Institutions and Persons who should be contacted:

- 1) UNDP
- 2) UNIDO Representative
- 3) Other technical assistance agency representatives
- 4) Ministries of:
 - Planning
 - Industry
 - Finance
 - Trade
 - Other
- 5) Public and Private SSI promotion agencies
- 6) Training centres
- 7) Industrial estates
- 8) Selection of SSI enterprises in the field
- 9) Co-operatives at SSI level

I. Policy

- What is Governments' public policy with regards development of SSI
- What definition of SSI is applied
- In which document, i.e. V year plan, is Government Policy made public. (Obtain copy of relevant document)
- What Ministry or public body (or combination thereof) is responsible for the implementation of Government Policy regarding SSI development
- What, if any, specific SSI development institution is functioning to implement to Government Policy
- What international technical assistance projects in SSI are:
 - planned
 - functioning
 - completed
- Government policy towards SSI with regards procurement in inventory purchase at National Level
- Can any Government policies, in other Government activities, be identified as creating a dis-incentive to SSI growth
- Production of SSI production through tarrifs, quotas etc.
- Is Government policy in separate but related areas co-ordinated with policy planning implementation and for the development of SSI, i.e. Maximisation of natural resource utilization, rural development.

Regulation of import policies regarding the distribution of equipment, parts and components.

II. Functions of existing small-scale industry development services

- Identify the SSI Development Organization(s)

Does the Organization's functions include:

A. The Market

- i) carrying out economic surveys in particular industries and areas, towards recommendations for and in response to, the needs of a development programme.
- ii) carrying out studies of various economic aspects of SSI development, on the use of improved design, appropriate machinery, new products, etc.
- iii) assisting small-scale entrepreneurs in the organization of marketing, and distribution of their products.
- iv) helping to establish contacts with main wholesale and retail outlets.
- v) obtaining through market research reactions of public and dealers to price, quality, design, availability, after sales services, etc.

B. Production

- i) Assisting SSI entrepreneurs in organizing rational production of their products in function of Market considerations.
- ii) Identification of sources of raw materials, equipment, factory sites, procurement of imported materials and equipment, etc.

C. Training

- i) Providing to small-scale entrepreneurs and potential entrepreneurs, information on successful conduct of SSI, including publications, feasibility studies, model-schemes, information services to answer inquiries, economic and commercial information.
Particular priority to identifying to potential end existing entrepreneurs priority areas of production where maximum assistance is available.
- ii) Consulting and advisory services for new and existing SSI entrepreneurs directed towards the selection of machinery, design and layout of production facilities, product design, operation of machinery and production systems.
- iii) Promotional Units for demonstration purposes of new processes and machinery based on appropriate technology and indigenous manufacture of equipment.
- iv) Organization of training courses together with work site training, consultancy in technical and managerial disciplines.

- v) Providing appropriate and purpose designed training methods for training SSI entrepreneurs in such subjects as, financial accounting, cost accounting, marketing, relevant legislation, procurement, advertising.
- vi) Encouraging the setting up of producers organizations, co-operatives, purchasing agencies etc., in order to gradually transfer some of the burden of SSI promotion and development to the entrepreneurial sector itself.

D. Financial

- What sources of financial assistance are available to SSI entrepreneur
 - 1) Investment capital
 - 2) Working Capital
 - 3) Credit
 - 4) Loans
 - 5) Tax relief
 - 6) Import duty relief
 - 7) Policy of banking sector
 - 8) Other
 - 9) Other
 - 10) Other

III. Integration

To what extent is SSI development integrated through policy and machinery to:

- Industrial self-sufficiency
- Up-stream integration with medium and large scale industry, i.e. sub-contracting incentives
- Regional industrial development policies
- Information dissemination to SSI entrepreneurs regarding policy machinery designed to encourage SSI development
- To what extent are SSI activities indigenous in character
- Organization of distribution of raw materials

IV. Related activities

Existence and functioning of related activities which may have a direct impact on the state of development of SSI, such as:

- Industrial estates
- Technology adaptation
- Testing and standardization

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- Energy resources and policies
- Marketing boards
- Market research and feasibility studies
- Availability of maintenance facilities
- State of public and other transport
- Availability of factory or workshop accommodation
- Management training
- Technical training
- Other support services
- Co-operative development

UNIVERSITY OF TORONTO

- 1) Industrial
- 2) Agricultural
- 3) Commercial
- 4) Public
- 5) Other
- 6) Other
- 7) Other
- 8) Other
- 9) Other
- 10) Other

to what extent is the development of the industrial sector in the country...

Industrial self-reliance
 The program is aimed at providing the industrial sector with the necessary financial and technical assistance to enable it to develop and expand its production capacity.

The main objectives of the program are:

- To provide financial assistance to industrial enterprises for the purchase of machinery and equipment.
- To provide technical assistance to industrial enterprises for the improvement of their production processes.
- To provide training for industrial workers and managers.

IV. Rural Development

The rural development program is aimed at improving the living standards of the rural population and promoting the development of the rural sector. The main objectives of the program are:

- To provide financial assistance to rural enterprises for the purchase of machinery and equipment.
- To provide technical assistance to rural enterprises for the improvement of their production processes.
- To provide training for rural workers and managers.

cc: Executive Secretary
Mr. Lardner
Mr. Riby-Williams
Dr. Anthonio
Mr. Kimani
Mr. Wasawo
Mr. Marzouk
Mr. Nonvete
Mr. Tall
Mr. Makhlouf
Mr. Lee/Mr. Eder
Mr. J.B. Jeffrey-Coker
Mr. Bhutani

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ANNEX G

MSE/kk

1 March 1979

Dear Mr. Penninger,

ECA/USAID Grant Agreement
Signed on 27 July 1978

Further to my letter of 27 February 1979 and our (Penninger/Bhutani) telephonic discussions on 1 March 1979, we are glad to furnish below the information requested by you regarding the counterpart contributions provided to the ECA secretariat by the other donors for the seven out of the eight under mentioned projects to be administered by ECA and for which USAID has agreed to make available to the ECA secretariat a sum of US\$ 476,000:

<u>Project Title</u>	<u>Amount of Grant in US\$</u>	<u>Counterpart contributions received from other donors</u>
1) Support for ECA's Remote Sensing Project	31,000	1,550 (representing 5% from funds made available by African Governments contributions to the United Nations Trust Fund for African development (UNTFAD))
2) Training of Technical Experts of African Economic Co-operation Organizations	35,000	1,750 (representing 5% from funds made available by African Governments contributions to the UNTFAD)
3) Assistance to the African Training and Research Centre for Women	140,000	719,598 (Sweden) 186,032 (Belgium) 50,274 (Federal Republic of Germany) 63,746 (Netherlands)

Mr. Philip E. Penninger
Economic and Commercial
Affairs Officer
American Embassy
P.O.Box 1014
Addis Ababa

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<u>Project Title</u>	<u>Amount of Grant in US\$</u>	<u>Counterpart contributions received from other donors</u>
4) Support of a Senior Manpower Adviser to ECA	79,000	3,950 (representing 5%) from funds made available by African Governments contributions to the UNTFAD
5) Support of an ECA Small-Scale Industries Adviser	34,000	1,700 (representing 5%) from funds made available by African Governments contributions to the UNTFAD
6) Assistance for the Survey of Economic and Social Conditions in Africa	40,000	81,756 (Netherlands)
7) Multinational Programming and Operational Center (MULPOC) Agriculture and Agro-Industry Survey in the Ruzizi Valley	117,000	5,850 (representing 5%) from funds made available by African Governments contributions to the UNTFAD.

In addition, the French Government is favourably inclined to continue the services of the expert in solar energy for another year beyond the expiry date of his present two-year assignment on 31 March 1979, and for this purpose have made the appropriate financial contributions.

I hope the above information will meet the requirements of USAID/Washington. Please do let me know if you need any further information which will expedite the deposit of USAID contribution under Activity Grant Agreement No. 3 into ECA Account No. 015-001501, Chemical Bank, United Nations Office, New York, N.Y. 10017.

Yours sincerely,

J.B. Jeffrey-Coker
Chief
Technical Assistance Co-ordination
and Operations Office

TABLE 13.3. REGULAR BUDGET, DIRECT COSTS: SUMMARY OF 1980-1981
REQUIREMENTS AND RATES OF REAL GROWTH, BY PROGRAMME

(In thousands of United States dollars)

* Programmes	1978-1979 appropriations	Estimated additional requirements								1980-1981 estimates	Rates of real growth
		Revaluation of 1978-1979 resource base (at revised 1979 rates)		Resource growth (at revised 1979 rates)		Inflation in 1980 and 1981		Total increase			
		\$	%	\$	%	\$	%	\$	%		
A. Policy-making organs	249.1	11.8	4.7	(29.0)	(11.6)	36.0	14.4	18.8	7.5	267.9	(11.1)
B. Executive direction and management	1 922.5	131.8	6.8	644.1	33.5	401.3	20.8	1177.2	61.2	3 099.7	31.3
C. Programme of activity											
1. Food and agriculture	673.1	49.7	7.3	95.4	14.1	124.7	18.5	269.8	40.0	942.9	13.1
2. Development issues and policies	1 784.9	127.8	7.1	(705.4)	(39.5)	183.1	10.2	(394.5)	(22.1)	1 390.4	(36.8)
3. Education and training	398.3	26.3	6.6	168.1	42.2	90.7	22.7	285.1	71.5	683.4	39.5
4. Human settlements	258.6	18.0	6.9	1.2	0.4	42.1	16.2	61.3	23.7	319.9	0.4
5. Industrial development	1 169.9	155.5	13.2	(2.1)	(0.1)	199.9	17.0	353.3	30.1	1 523.2	(0.1)
6. International trade	1 159.9	81.4	7.0	145.7	12.5	210.0	18.1	437.1	37.6	1 597.0	11.7
7. Labour, management and employment	113.1	8.8	7.7	(121.9)	-	-	-	(113.1)	-	-	-
8. Natural resources and energy	1 157.5	85.0	7.3	(99.6)	(8.6)	170.4	14.7	155.8	13.4	1 313.3	(8.0)
9. Population	171.2	12.4	7.2	(30.8)	(17.9)	23.9	13.9	5.5	3.2	176.7	(16.7)
10. Public administration and finance	463.6	31.4	6.7	13.1	2.8	76.7	16.5	121.2	26.1	584.8	2.6
11. Science and technology	323.1	19.1	5.9	(2.5)	(0.7)	52.4	16.2	69.2	21.4	392.3	(0.6)

TABLE 13.2 (continued)

Programmes	1978-1979 appropriations (1)	Non-recurrent 1978-1979 items (2)	Additional requirements						Net additional requirements (9) (8) - (2)	Total revised 1978-1979 resource base (10) (1) + (9)
			Delayed impact of 1978-1979 growth		Recasting at revised 1979 rates		Special adjustments (7)	Total (8)		
			Established posts (3)	Other objects of expenditure (4)	Established posts (5)	Other objects of expenditure (6)				
8. Natural resources and energy	1 157.5	-	-	-	81.6	3.5	(6.1)	85.0	85.0	1 242.5
9. Population	171.2	-	-	-	12.3	0.2	(0.1)	12.4	12.4	183.6
10. Public administration and finance	463.6	-	-	-	29.8	1.8	(0.2)	31.4	31.4	495.0
11. Science and technology	323.1	-	-	-	17.6	1.7	(0.2)	19.1	19.1	342.2
12. Statistics	1 163.7	-	-	-	90.8	3.2	(0.5)	93.5	93.5	1 257.2
13. Transport	1 241.9	247.9	40.3	10.9	69.1	2.3	-	122.6	125.3	1 116.6
14. Social development and humanitarian affairs	927.1	-	-	-	66.7	1.9	(0.1)	66.5	66.5	993.6
D. Programme support										
1. Conference services	2 096.5	-	-	-	174.4	13.1	(1.1)	186.4	186.4	2 282.9
2. Management of technical co- operation activities	293.0	-	-	-	20.6	-	-	20.6	20.6	313.6
3. Administration and common services	6 575.8	-	-	-	512.6	110.0	(0.8)	621.8	621.8	7 197.6
Total	22 442.8	247.9	112.2	10.9	1 586.5	166.8	(6.0)	1 870.4	1 622.5	23 765.3

TABLE 13.3 (continued)

Programmes	1978-1979 appropriations	Estimated additional requirements								1980-1981 estimates	Rates of real growth %
		Revaluation of 1978-1979 resource base (as revised 1979 rates)		Resource growth (as revised 1979 rates)		Inflation in 1980 and 1981		Total increase			
		\$	%	\$	%	\$	%	\$	%		
12. Statistics	1 163.7	93.5	8.0	(43.8)	(3.7)	183.0	15.7	232.7	19.9	1 396.4	(3.4)
13. Transport	1 241.9	(125.5)	(10.0)	55.5	4.4	177.8	14.3	108.0	8.6	1 349.9	12.2
14. Social development and humanitarian affairs	927.1	66.5	7.1	(110.3)	(11.8)	131.8	14.2	88.0	9.4	1 015.1	(11.1)
D. Programme support											
1. Conference services	2 096.5	186.4	8.8	6.0	0.2	346.4	16.5	538.8	25.6	2 635.3	0.2
2. Management of technical co-operation activities	293.0	20.6	7.0	-	-	46.7	15.9	67.3	22.9	360.3	-
3. Administration and common services	6 575.8	621.8	9.4	264.9	4.0	1 113.2	16.9	1 999.9	30.4	8 575.7	4.1
Total	22 142.8	1 622.5	7.3	248.8	1.1	3 610.1	16.3	5 481.4	24.7	27 624.2	1.5

SECTION 13. ECONOMIC COMMISSION FOR AFRICA

TABLE 13.1. ANALYSIS OF OVER-ALL COSTS

(In thousands of United States dollars)

A. DIRECT COSTS

(1) Regular budget

1978-1979 appropriation	Estimated additional requirements								1980-1981 estimate
	Revaluation of 1978-1979 resource base (at revised 1979 rates)		Resource growth (at revised 1979 rates)		Inflation in 1980 and 1981		Total ^a increase		
	\$	%	\$	%	\$	%	\$	%	
22 142.8	1 622.5	7.3	248.8	1.1	3 610.1	16.3	5 481.4	24.7	27 624.2

Analysis of real growth (at revised 1979 rates)

(1) Total revised 1978-1979 resource base	Resource growth				Rate of real growth (3) over (1)
	(2) Accrual	(3) Less non-recurrent items	(4) Plus delayed growth (new posts)	(5) Adjusted	
23 765.3	248.8	-	112.8	361.6	1.5 %

(2) Extrabudgetary resources

	1978-1979 estimated expenditures	1980-1981 estimated expenditures
(a) Substantive and administrative resources		
PAO	795.0	933.0
UNFPA	577.0	657.0
Bilateral sources	52.0	135.0
Fund of UNEP	65.0	66.0
UNDP	194.0	468.0
Reimbursement of support of technical co-operation activities	395.0	726.2
United Nations Trust Fund for African Development	98.0	101.0
Total (a)	2 215.0	3 086.2
(b) Operational projects		
PAO	173.0	210.0
UNFPA	1 676.0	1 753.0
Bilateral sources	1 499.0	2 355.0
UNDP	8 138.0	12 657.0
United Nations Trust Fund for African Development	3 481.0	4 065.0
UNICEF	580.0	523.0
Fund of UNEP	441.0	410.0
Voluntary Fund for the United Nations Decade for Women	80.0	166.0
Total (b)	16 068.0	22 199.0
Total (a) and (b)	18 283.0	25 285.2

Total, direct costs	52 909.4
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B. APPORTIONED COSTS

1 139.7

Total, direct and apportioned costs	54 049.1
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SECTORAL CLASSIFICATION OF BILATERAL
TECHNICAL COOPERATION BENEFITING ECA

ANNEX I

In 1979

<u>Field of Activity and Type of Bilateral Technical Co-operation</u>	<u>Donor Governments, Organizations</u>	<u>Amount of Grant made available in 1979 US\$</u>	<u>Total commitments incurred during 12-month period (January- December)</u>	<u>Funds administered by donor directly, ECA or another Agency</u>
<u>ADMINISTRATION</u>				
Expert Services of a Printing Expert for training ECA staff members of the Reproduction, and Typing Pool Units, in Printing, Building , Stitching and in EM Selectric Composer (new project)	Germany (Federal Republic)	6,000 ^{1/2}	6,000 ^{1/2}	Donor directly 121
<u>ECONOMIC COOPERATION</u>				
Multinational Programming and operational centre (MULPOC) Agriculture and Agro-Industry Survey in the RUZIZI Valley (new project)	United States of America	117,000	-	E.C.A.
<u>INDUSTRIAL DEVELOPMENT</u>				
(a) <u>INDUSTRY</u>				
Services of a Small-Scale Industries Consultant for six months (Phase I) (new project)	United States of America	34,000	-	E.C.A.
(b) <u>HOUSING</u>				
Assistance in the form of Expert Services to Governments of member States of the Commission in the East African sub-region, MULPOC, Lusaka for Improving human settlements (new project for one year)	Netherlands	80,242	30,321	E.C.A.

ANNEX I

III. INDUSTRIAL DEVELOPMENT (CONT'D)

(b) Assistance in the form of Expert Services to Governments of member-States of the Commission in the West African sub-region, M'POC, Niamey, for improving human settlements (new project for one year)	Netherlands	80,242	26,156	E.C.A.
Assistance in the form of Expert services to Governments of Member-States of the Commission in the East African sub-region for development of building materials and construction in industries (new project for one year)	Netherlands	80,242	3,729	E.C.A.
Services of an Expert in Housing Cooperatives for two years (new project)	Sweden	155,935	72,948	E.C.A.

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IV. NATURAL RESOURCES

Expert Services in Remote Sensing upto June 1979 (on-going project)	U.S.A.	31,000	31,000	E.C.A.
Cartographic Inventory Project for Africa (Expert Services and supporting staff) - on-going project since 1975 upto 31/3/1980)	I.D.R.C. (Canada)	85,334	70,762	E.C.A.

NATURAL RESOURCES (CONT'D)

Land and Water Resources for Irrigation (new project)	Netherlands	171,000	-	E.C.A.
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PUBLIC ADMINISTRATION, MANAGEMENT AID
EMPLOYER

Distant Education (new Project)	Netherlands	27,350	25,235	E.C.A.
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Skills Research (new project)	Netherlands	27,350	-	E.C.A.
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Survey of Skill Deficiencies and subsequent development of programmes for Trained Manpower Development (new project)	Netherlands	57,000	7,000	E.C.A.
---	-------------	--------	-------	--------

1979 Individual Programme of Training in African Institutions (sub-Projects I, II, III, V, VI AND VII) - on-going since 1973	Netherlands	171,000	171,313	E.C.A.
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Training Policies and Programmes Review and Development (new project)	Netherlands	75,000	68,752	E.C.A.
--	-------------	--------	--------	--------

Training of Technical Elements of African Economic organizations (on-going project)	USA	35,000	35,000	E.C.A.
--	-----	--------	--------	--------

Services of a Senior Manpower Adviser for one year (new project)	USA	79,000	-	E.C.A.
---	-----	--------	---	--------

Training of Africans for Recruitment into ECA (new project)	USAID	25,000	21,853	E.C.A.
--	-------	--------	--------	--------

Senior and Junior Level staff training (on-going project)	USA	14,000	14,000	donor directly
--	-----	--------	--------	----------------

VI. SOCIAL DEVELOPMENT

Information Seminar for the Formation
of National Mechanisms for Integration
of women (new project)

Belgium 53,580 8,517 E.C.A.

Skill development for out-of-school
girls through non-formal education
(new project)

Belgium 115,482 14,110 E.C.A.

Training in Tie Dye on Cooperative
Formation in Togo (new Project)

Belgium 34,630 4,882 E.C.A.

ECA/ILO Handicrafts Small-Scale
Industries Unit (on-going project
since 1977)

Sweden 205,000 - Project was sub-
contracted to
and funds are
available for
after receipt
accounts for the
1st instalment

ECA/African Women's Development Task
Force (on-going project since 1978)

Sweden 341,960 108,400 E.C.A.

Assistance to AFROD

A) Project Activity (on-going project)

U.S.A. 100,000 30,224 E.C.A.

B) Village Technology Officer
(new project)

40,000 - E.C.A.

II. SOCIO-ECONOMIC RESEARCH AND PLANNING

Implementation of Quantitative
Analysis and Projections (on-going project)

Netherlands 50,160 - E.C.A.

Assistance for Survey of Economic and Social
Conditions (on-going project)

USA 40,000 40,000 E.C.A.

TRADE

Technical cooperation in Trade Promotion with the Economic Community of West African States (ECOWAS) - Study of Import and Export Profiles, Potential and Joint Promotional Measures in ECOWAS Region (new project)

Germany
(Federal
Republic)

284,000

285,000

ECA is the Coordinating Agency, and ITC, Geneva, is the implementing Agency. Funds have therefore been transferred to ITC, Geneva.

TRANSPORT, COMMUNICATIONS AND TOURISM

Study of Broadcasting techniques for promoting the extension of coverage and improvement of mass communications (new project)

Netherlands

70,600

-

E.C.A.

125

Étude de justification de la création d'établissements de formation théorique et pratique dans le domaine de transport maritimes (new project)

Netherlands

77,305

20,554

E.C.A.

TOTAL

2,213,400

2,213,400

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The report covered was forwarded by the donor and the funds were used for the project. The donor's contribution was 77,305 and the project was completed in 1971.

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UNITED NATIONS ECONOMIC COMMISSION FOR AFRICA
AFRICAN TRAINING AND RESEARCH CENTRE FOR WOMEN

II. INCOME AND EXPENDITURE

F. ALLOTMENTS FOR OVERHEADS ON GRANTS TO ATRCW

AS AT 31 DECEMBER 1973

DONORS/PROJECTS	Amount of Grants US\$	Allotm./Share for Overheads US\$
A. <u>FILATERAL</u>		
1. <u>Federal Republic of Germany</u>		
(i) Itinerant Training Workshops for Trainers in Programme to improve quality of rural life (L11)	104,524.00	-
(ii) Subregional Women's Seminar for the promotion of handicrafts and small-scale industries through co-operative (L12)	15,600.00	1,000.00
(iii) Evaluation and follow-up of itinerant training component in the ATRCW and women's task force (L34)	150,822.00	18,522.00
2. <u>Government of Belgium</u>		
(i) Itinerant Training programme for trainers in women programme and seminar on commissions/bureaux (L09)	75,531.00	9,860.00
(ii) Contribution to women's programme (L10)	54,033.20	6,642.00
(iii) Development of production units in the Suba Centre - Sudan (L24)	23,016.04	11,423.02
(iv) Development on strengthening of national machineries on women and development and for flexible funds for ATRCW(123)	23,016.05	11,423.02
(v) Information seminars for the formation of national machineries for the integration of women in development (L03)	53,520.00	6,570.00
(vi) Skill development for out-of-school girls through non formal education (L64)	115,422.00	14,192.00
C/F (A)	755,704.38	90,541.04

DONORS/PROJECTS	Amount of Grants US\$	Allot./Charges for Overheads US\$
E/F	755,704.38	80,541.04
(vii) Training in tie-dye and co-operative formation in Togo (L65)	34,629.90	4,252.78
3. Government of Netherlands		
(i) ECA Training grant (-)	45,400.00	-
(ii) Contribution towards ATRCU (P21,2,3)	116,850.00	14,350.00
(iii) Contribution towards ATRCU (L36)	63,746.16	7,328.48
4. SIDA		
(i) An expert on economic and social advancement for women (L07)	256,423.13	35,263.73
(ii) ECA/ILO Handicrafts & Small- Scale Industries Unit (L04)	719,570.00 ^{1/}	74,790.00 ^{1/}
(iii) The African Women's Development Task Force (L25)	435,060.00	52,532.00
5. USAID		
(i) Commission/Bureau three-phased project (M6)	92,300.00	7,856.00
(ii) Development of Centre and its programme (M5)	165,000.00	20,263.00
(iii) Commission/Bureau (L06)	25,000.00	3,070.00
(iv) Assistance to ECA/ATRCU (L16)	100,000.00	12,200.00
(v) Project activities (L42)	100,000.00	12,200.00
(vi) Village Technology Officer (L50)	40,000.00	4,912.32
	2,949,697.57	330,258.95
<u>1/ LESS: ILO's share of overhead</u>		<u>74,790.00</u>
Total (A)	<u>2,740,607.57</u>	<u>255,467.85</u>
B. NON-GOVERNMENTAL ORGANIZATIONS		
1. Carnegie Corporation		
Travel/Study Tour programme for African Women (-)	47,200.00	5,000.00
2. Finnish UN Association		
Training Workshops on Communica- tions and programme planning, and co-operative workshop (P42)	17,668.13	2,236.00
C/F	54,868.13	8,036.49

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DONOR/PROJECT	Amount of Grants US\$	Allot./Charg. for Overhead US\$
R/F	64,868.13	8,036.49
3. <u>Ford Foundation</u>		
(i) Research on integration of women in development (P93)	60,000.00	7,368.48
(ii) Support to enable ATBCU conduct and publish research on women and development (L37)	100,000.00	12,290.00
4. <u>IPPF</u>		
Itinerant Training programme for training in programmes to improve the quality of rural life (L99)	19,163.00	2,354.00
5. <u>ITDG</u>		
An expert in Village Technology (-)	59,547.00	10,585.00
6. <u>Rockefeller Foundation</u>		
Agricultural component in the ATBCU (L22)	21,318.00	2,618.00
7. <u>COMET International</u>		
Component for Task Force Volunteers (F02)	100,000.00	-
Total (F)	<u>424,802.13</u>	<u>43,241.97</u>
<u>UNITED NATIONS FAMILY</u>		
1. <u>FAO/WFPA</u>		
(i) Population component with FCA/ATBCU - 1st Grant	90,700.00	-
(ii) - 2nd Grant	454,061.00	-
(iii) - 3rd Grant	210,000.00	-
2. <u>UNICEF</u>		
(i) Social/Child Welfare & V.T. Sector 1st Grant (F01)	400,000.00	16,000.00
(ii) Social/Child Welfare & V.T. Sector 2nd Grant (F03)	675,000.00	42,500.00
<u>UNESCO (CAF/75/F01)</u>		
Conference on integration of women in development Nouakchott, Mauritania	<u>20,000.00</u>	<u>-</u>
R/F	1,265,742.00	58,500.00

DONORS/PROJECTS	Amount of Grants US\$	Allocm./Charges for Overhead US\$	
4. <u>VEDW</u>	5/7	1,865,741.00	58,500.00
(1) First submission projects recommended for financing at the Second Session of the Consultative Committee on VEDW (APPENDIX I)	454,300.00	55,350.00	
(11) First Submission project recommended for financing at the FOURTH Session of the Consultative Committee on VEDW	22,000.00	2,800.00	
(111) Second Submission projects recommended for financing at the FOURTH Session of the Consultative Committee on VEDW (APPENDIX II)	475,050.00	59,230.00	
TOTAL (C)	2,810,371.00	176,300.00	
GRAND TOTAL	<u>6,193,970.70</u>	<u>475,090.32</u>	

1/ Amount handled by ILO: 274,790.00 is ILO's share of overheads.

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DATES AND ACTIVITY GRANTS CONCLUDED/FIRST PROGRAM EXPENDITURES

<u>Activity</u>	<u>Grant No.</u>	<u>Amount US\$</u>	<u>Grant Concluded Funds Authorized</u>	<u>Date on Which Funds were Deposited in UN Trust Fund</u>	<u>First Imple- mentation Expenditure</u>
1. Non-Conventional Sources of Energy	I	40,000	17/6/1976	December 1976	Recruitment of expert not yet finalized
	II	80,000	31/8/1977	25/1/1978	
2. Training of African Org. Experts	I	50,000	17/6/1976	December 1976	March/April 1977
	II	55,000	31/8/1977	25/1/1978	Aug./Sept. 1977
	III	35,000	27/7/1978	April 1979	Aug./Sept. 1979
3. ECA Staff Training	I	14,000	17/6/1976	Funds not to be deposited with ECA, since they are ad- ministered directly by USAID	Available with USAID/Washington
	III	14,000	31/8/1977		
	V	40,000	31/7/1979		
4. ECA Internship Training (Ouedrago)	I	25,000	17/6/1976	December 1976	December 1978
	V	27,300	31/7/1979	24/3/1980	January 1980
5. ATRCW	I	25,000	17/6/1976	December 1976	Jan/Feb. 1977
	II	100,000	31/8/1977	25/1/1978	March 1978
	III*	140,000	27/7/1978	April 1979	June 1979
	V	105,000	31/7/1979	24/3/1980	Implementation has not started yet

* Indicates new Activity added.

<u>Activity</u>	<u>Grant No.</u>	<u>Amount US\$</u>	<u>Grant Concluded Funds Authorized</u>	<u>Date on Which Funds were Deposited in UN Trust Fund</u>	<u>First Imple- mentation Expenditure</u>
6. Remote Sensing (Mr. Palgen for I, II & III)	I	131,000	17/6/1976	December 1976	December 1976
	II	30,000	31/8/1977	25/1/1978	June/July 1978
	III	31,000	27/7/1978	April 1979	Jan/Feb. 1979
	V	72,700	31/7/1979	24/3/1980	Consultants not identified yet
7. Agricultural Market- ing Adviser (Mr. Pallangyo)	II*	135,000	31/8/1977	25/1/1978	November 1979
8. Economic Surveys	II*	30,000	31/8/1977	25/1/1978	January 1978
	III	40,000	27/7/78	April 1979	June 1979
	V	32,000	31/7/1979	24/3/1980	Implementation has not started yet
9. Manpower Adviser (Mr. Jones)	III*	79,000	27/7/1978	April 1979	March 1980
10. Small-Scale In- dustries Adviser (Mr. Clark)	III*	34,000	27/7/1978	April 1979	January 1980
	V	35,000	31/7/79	24/3/1980	Likely to begin in June 1980

* Indicates new Activity added.

<u>Activity</u>	<u>Grant No.</u>	<u>Amount US\$</u>	<u>Grant Concluded Funds Authorized</u>	<u>Date on Which Funds were Deposited in UN Trust Fund</u>	<u>First Imple- mentation Expenditure</u>
MULPOCs (Ruzizi Valley)	III*	117,000	27/7/1978	April 1979	No expenditure incurred so far; in fact have submitted a substitute project and are still awaiting USAID's reactions
Demographic Study	IV*	192,000	21/9/1978	Funds not yet deposited by USAID	-
Evaluation	V*	28,000	31/7/1979	Funds administered directly by USAID	May 1980

* Indicates new Activity added.

UNITED NATIONS
DEVELOPMENT
PROGRAMME

POLICIES AND PROCEDURES
MANUAL

Rev.0
1 December 1975

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4310. AGENCY OVERHEAD COSTS

1.0 Definition

The term "Overhead Costs" denotes that percentage of the total project costs authorized by the Governing Council for payment to the Executing Agencies to meet part of the expenses they incur in the administration of UNDP-financed projects.

2.0 Purpose

The entitlement to overhead costs was established in order to reimburse Executing Agencies for costs incurred in the administration, technical and otherwise, of UNDP-financed projects.

3.0 Policy

1. At its 19th session in January 1975, the Governing Council approved an interim rate of 14 per cent for reimbursement of Agency overhead costs for the period 1974-1976. The rate of 14 per cent is calculated on the gross annual programme expenditures for each Agency. While this is the percentage of overhead costs reimbursed to Executing Agencies, it may not cover all overhead expenditures of the Executing Agency. This rate was arrived at by the identification of project formulation cost and an approximate cost for non-technical backstopping, which together, on the average, came to 14 per cent of programme delivery.

2. Large-scale or unusually complex projects which demonstrably require identifiable technical support services over and above the established rate of overhead, could include a provision, in the relevant project budget, for such services based on estimated actual costs. Such additional overhead is subject to the approval by the Government concerned and UNDP. Under such particular circumstances, the additional provision for technical backstopping would be limited to 5 per cent of the total project budget or amount equal to one man-year of expert services at standard cost whichever amount would result in the smaller charge to the project budget.

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3. As a rule, the same rate of overhead cost reimbursement to Executing Agencies will apply for all sources of financing, with the exception of Government Cash Counterpart Contribution. In the latter case, the rate of overhead reimbursement applicable is 3.5 per cent of the Government Cash Counterpart Contribution disbursed for project operations.

4. Under an overhead flexibility clause, smaller Executing Agencies may be reimbursed for their overhead expenditures on programme implementation over and above the level of 14 per cent as detailed above. A small Agency has been defined for this purpose as one whose annual programme expenditure from UNDP funds does not exceed US\$10 million.

4.0 Procedures

1. Agencies are requested annually to provide UNDP with an estimate of their project expenditures for the purpose of determining their yearly overhead entitlements for implementing UNDP-financed projects.

2. The larger Executing Agencies should show in their year-end audited financial statements an overhead figure equivalent to 14 per cent of their total annual programme expenditures. The smaller Executing Agencies should show in their year-end audited financial statements the 14 per cent figure of regular overhead as well as the amount approved to them under the flexibility arrangements.

3. The provisional overhead level including flexibility reimbursed for any given year may be subject to an adjustment in the subsequent year to reflect the actual overhead entitlements as reported in the Agency's year-end audited financial statement.

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UNITED NATIONS
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GOVERNING COUNCIL
INTERGOVERNMENTAL WORKING GROUP ON OVERHEAD COSTS
First meeting
January 1978

AGENCY OVERHEAD COSTS

Views of the Joint Inspection Unit

Note by the Administrator

At the request of the President of the Governing Council, the Administrator transmits herewith to the intergovernmental Working Group on Overhead Costs the text of a letter dated 7 November 1977 from the Chairman of the Joint Inspection Unit (JIU), together with the attachment containing views of the JIU on the subject of Agency Overhead Costs.

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Communication from the Chairman of the
Joint Inspection Unit to the Administrator of UNDP
dated 7 November 1972

In reply to your letter of 21 September, I have pleasure in attaching a note containing the views of the Joint Inspection Unit on the question of overhead costs. This note is for submission to the President of the Governing Council for the attention of the intergovernmental Working Group.

These views should be regarded at this stage as preliminary since JIU will deal further with the issue of overhead costs as part of its study on the role of experts in development cooperation.

/...

Views of the Joint Inspection Unit on
Overhead Costs

1. This document is a response by the JIU to the request of the Governing Council to provide for the intergovernmental Working Group on Overhead Costs "on the question of overheads including, inter alia, a clearer definition of the term 'overheads' and the cost elements involved" (1/AC.1/Rev.1, para. 348).

2. JIU confirms its previously stated view that the question of whether overheads should be reimbursed by UNDP or provided from the regular budgets of the Agencies is a policy question which can only be decided by the competent governing bodies in the light of decisions of the General Assembly. The views expressed herein are without prejudice to any decisions regarding this policy question.

3. The organizations of the United Nations system, each in its field, have over the years accumulated knowledge and experience which should permit them to make a unique contribution to technical co-operation. In addition, by their participation in technical co-operation, each Agency acquires practical experience which enhances its regular programme and thus its competence to advise developing countries on technical questions. Therefore, JIU believes that the United Nations organizations should continue to play a major role in technical co-operation and that in the future their substantive contribution should be reinforced.

4. There is no doubt that in order to play this role effectively the organizations require resources additional to those which are available in their regular budgets. However, in its report, under preparation, on the role of experts in development co-operation, JIU will suggest measures which could permit economies in both project and overhead costs aimed at increased cost effectiveness without detriment to the technical contributions of Agencies.

5. The existing formula for the reimbursement of overhead costs to Agencies, based on 14 per cent of project costs, represents a pragmatic compromise, and though in existence for some time it has no scientific basis. While having the merit of simplicity, even under traditional project execution, where a United Nations Agency provides all the international project inputs, this formula has defects. It provides the same percentage reimbursement for all projects regardless of the mix of project components. As a result, a project consisting largely of equipment or subcontracts for which Agency support is less costly may have the same overhead reimbursement as a project where experts predominate and for which Agency support is more costly. The deficiencies of the existing formula, for obvious reasons, will be accentuated if new dimensions providing greater variety in the methods of project execution, and particularly Government execution of projects, become a reality.

/...

6. Therefore, the time has come to devise a new formula for overhead costs. An outline of such a formula is presented below. Although it was devised for UNDP it could be adapted by each Agency for use in other technical co-operation work. As the work of JIU on the study on the role of experts in development co-operation proceeds with, in particular, the identification of innovative and alternative approaches to project execution, JIU might be later on in a position to make more detailed suggestions.

A. Definition of overhead costs

7. The Inspectors are aware of various definitions that have been suggested for overhead costs but note that the Governing Council feels that a clearer definition with cost elements is required. The dictionary definition of 'overhead costs' as "those the costs due to office expenses, management, interest on capital, and other general needs of a business" (Concise Oxford Dictionary) indicates that the term 'overhead costs' is not wholly appropriate in the context of reimbursement to Executing Agencies. It implies that these expenses are mainly administrative and non-technical. This is far from being true. The value of the United Nations Agencies involvement in UNDP rests upon their recognized technical competence and their contribution is both specific in relation to a particular project and broad as regards sectoral planning. Functions of the headquarters or regional offices of the Agencies are essential for the technical success of a project.

8. Other factors to be considered regarding overhead costs are:

8.1 A purely business relationship between UNDP and another organization of the United Nations family in fulfilment of their joint responsibilities under which there would be full reimbursement of costs, would be hardly appropriate.

8.2 Technical wisdom does not flow in one direction from Agencies to projects. The Agencies do not only give, they also receive. The involvement of the Agencies with projects gives them invaluable practical experience, the feedback from which increases their technical competence both to carry out their regular programmes and their role in technical co-operation.

9. Viewed in this perspective it would be fair to state that Agencies should be reimbursed more fully for expenditures directly related to the execution of projects and much less for their contributions to the programme as a whole. Furthermore, while they should be given funds needed for their role in technical co-operation they should also contribute from their own resources.

/...

10. In the light of the above analysis, the term "overhead costs" should be replaced by "support costs". Support costs may be defined as the sum total of expenses of a United Nations Agency incurred as a result of its participation in technical co-operation programmes. Support costs should be divided into two categories:

10.1 Programme support costs may be defined as that part of support costs devoted to functions of technical co-operation which are not directly related to specific projects but arise from the inherent competence and capacity of an organization in its particular field. See paragraph 11.1 for the components of programme support costs ^{1/}.

10.2 Project support costs may be defined as that part of support costs directly related to specific projects. See paragraph 11.2 for the components of project support costs.

B. Components of support costs

11. The broad component of support costs as identified by JIU are listed below. Those marked by an asterisk (*) would be fully absorbed by an Agency; others could be subject to partial reimbursement in accordance with the system outlined in Part C.

11.1 Programme support costs

- (a) Over-all direction, management and legal services;
- (b) Participation in programme planning; country programming, sectoral studies, etc.;
- (c) Research in development questions;
- (d) Technical documentation services;
- (e) Participation in intergovernmental and interagency meetings on technical co-operation activities;
- (f) Writing, translating and printing of documents not related to specific projects;
- (g) Over-all budgeting and accounting work for UNDP;
- (h) Public information on technical co-operation activities;
- (i) Office space, furniture, equipment, supplies, utilities.

^{1/} JIU notes that in many United Nations documents the term "programme support costs" has been used to mean all of the costs associated with support to UNDP.

- To be absorbed fully by Agencies.

/...

11.2 Project support costs

(a) Technical project support

- (i) Participating in project planning;
- (ii) Technical support and supervision of experts and consultants;
- (iii) Advice on training programmes;
- (iv) Advice on equipment specifications;
- (v) Technical negotiation and supervision of subcontractors;
- (vi) Technical reporting, including preparation of reports;
- (vii) Participating in project evaluation, revision and planning of follow-up.

(b) Administrative project support

- (i) Recruitment of experts and consultants;
- (ii) Personnel administration of experts and consultants;
- (iii) Equipment purchase and inventories;
- (iv) Training and fellowship administration;
- (v) Administration of subcontracting;
- (vi) Project budgeting and accounting;
- (vii) Administration of miscellaneous component.

C. Outline of a new system for support costs

12. Programme support costs would comprise three elements:

12.1 A uniform, but small, reimbursement expressed as a percentage of total project costs for each Agency to partially compensate for work on country programming and related sectoral studies and for over-all budgeting and accounting work.

12.2 A special compensation for the smaller Agencies which do not benefit from economies of scale.

/...

12.3 Partial compensation to Agencies whose headquarters are located in high cost-of-living areas.

Although all organizations now receive the same percentage of project costs for their support activities, this income can buy more services in low cost-of-living duty stations. When the cost-of-living of the duty station is high, the support costs provided by UNDP fall short of meeting requirements. Therefore, a formula is required, based on the post adjustment system, to equalize the purchasing power of income from support costs between Agencies. The application of this formula would give a plus or minus adjustment to each Agency, depending on the post adjustment at its headquarters. The net effect of applying this formula would not increase costs.

13. Project support costs would be calculated for each project and the amounts of reimbursement would vary with the mix of project components and the type of execution (traditional or Government).

14. Support costs are used by Agencies to equip their headquarters and regional establishments for participation in UNDP. This requires the maintenance of an adequate level of capability at all times for supporting UNDP activities. Any rapid downward fluctuation in support cost income would create financial and organizational crises which could only disrupt the functioning of Agencies. To avoid this it is proposed that support costs reimbursed by UNDP should not, as a rule, decline by more than 10 per cent from one year to the next.

15. If a system such as that proposed above is adopted it would be expressed in a simple table which would be used to calculate support costs. The format is given in the attached table.

16. Reimbursement percentages are omitted from the table for the time being. They could be inserted later when information JIU is seeking from Agencies is obtained and analyzed.

17. The Inspectors stress that recommendations for decentralization made in many JIU reports would have the effect of reducing support costs. This aspect will be covered again by JIU in its report on the role of experts in development co-operation.

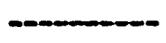
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Table for Calculation of Agency Support Costs
(Percentage figures to be inserted at a later date)

<u>Components of support costs</u>	<u>Percentage reimbursement</u>		of	<u>Project costs of part thereof</u>
	(a) Under traditional project execution	(b) Under Government execution		
<u>I. Programme support costs</u>				
(a) Participating in programme planning and over-all budgeting and finance	_____ %	_____ %	of	Project costs for all projects
(b) Smaller Agency compensation	Special formula			
(c) High cost-of-living compensation	Special formula			
<u>II. Project support costs</u>				
(a) Technical support <u>a/</u>	_____ %	_____ %	of	Total project costs
(b) Admin. support				
(i) Recruitment	_____ %	_____ %	of	Expert and Consultant component
(ii) Personnel admin.	_____ %	_____ %	of	" " "
(iii) Equipment procurement	_____ %	_____ %	of	Equipment component
(iv) Training and fellowship admin.	_____ %	_____ %	of	Training component
(v) Subcontract admin.	_____ %	_____ %	of	Subcontracting component
(vi) Budgeting and accounting	_____ %	_____ %	of	Total project costs
(vii) Miscellaneous	_____ %	_____ %	of	Miscellaneous component

a/ Includes estimates for items listed in para. 11.2(b).



LIST OF INDIVIDUALS WITH WHOM EVALUATION TEAM CONSULTED

AID/WASHINGTON

E. D. Conroy, Director
Office of Regional Affairs, State Department

Earl Yates, Project Officer
Office of Regional Affairs

Jim Dawson, Senior Programme Advisor
Office of Regional Affairs

U.S. Embassy/Addis Ababa

His Excellency Frederick Chapin
Ambassador

Owen W. Roberts,
Deputy Chief of Mission

Florence B. Tanabe,
Economic/Political Section

ECONOMIC COMMISSION FOR AFRICA/ Addis Ababa1. The Cabinet Office of the Executive Secretary

His Excellency Adebayo Adedeji
Executive Secretary

Godfrey Lardner, Chief
Programme Planning and Coordination Unit

Otto Essien, Chief
Technical Assistance Coordination Office

M. P. Mukoko-Mokeba, Special Assistant
to the Exec. Sec., Office of the Exec. Secretary

A. M. Akiwumi, Regional Advisor
Economic Cooperation Office

Ibranimi Cisse, Associate Economics Affairs Officer
Economic Cooperation Office

Samuel Ochoła, Economics Affairs Officer
Economic Cooperation office

Jeremias Rweyemamu, Programme Management
Technical Assistance Coordination Office

Office of Exec. Secretary (cont'd)

Mohinder S. Bhutani (Coordinator of Team Visit)
Assistant Programming Management Officer
Technical Assistance Coordination Office

2. Administration and Conference Services Division

Ali B. Tall, Chief
Administration and Conferences Services Division

Antoine Makhlouf, Chief
Personnel Section
Administration Division

Yau-Tat Lee, Chief
Budget and Finance Section
Administration Division

Clementine Igwebe
Assistant Training Officer
Personnel Section, Administration Division

S. P. Eder,
Budgeting and Financing Section
Administration Division

James Mwase, Personnel Officer
Personnel Section, Administration Division

Helen Beyene
Information Assistant, Information Services Unit

3. Socio-Economic Research and Planning Division

Girgis A. Marzouk, Chief
Socio-Economic Research and Planning Division

Samba Jack
Socio-Economic Research and Planning Division

Jean Thisen, Associate Economic Affairs Officer
Policy, Planning and Projection

4. Joint ECA/FAO Agricultural Division

Quirino B. Anthonio, Chief
ECA/FAO Agriculture Division

Ephata Pallangyo, AID Expert/Advisor
Agricultural Marketing Section

5. Joint ECA/UNIDO Industry Division

George Kimani, Chief
Joint ECA/UNIDO Industry Division

Alemayehu Makonnen, Chief, Industrial Operations Section
Joint Industry Division

Francis W. Rutaiwa, Economic Affairs Officer
Joint Industrial Division

Richard Clark, AID Expert/Advisor
Small-Scale Industries

Max Falade (interviewed while on mission) Chief
Housing, Construction and Physical Planning
Joint Industrial Division

Teador Filimon, Chief, Energy Resources Unit
Natural Resources Division

6. International Trade and Finance Division

Henri C. Bazin, Chief
International Trade and Finance Division

Jonathan Chileshe, Chief
Trade and Financial Relations with
Third World Countries

Felix Masha, Economic Affairs Officer
African Trade Centre
International Trade and Finance Division

Jean-Marie Ndimbira, Assoc. E. O. A.
International Trade and Finance Division

7. Social Development Division

James Riby-Williams, Chief
Social Development Division

Mary Tadesse, Chief Technical Co-ordinator
Africa Training and Research Centre for Women

Daria Tesha
Social Affairs Officer, ATRCW

Nancy Hafkin, Advisor, National and Regional Publication
Publications Officer, ATRCW

Catherine Kromstedt, Textile Promotion Expert
ATRCW

Rose Dakowah, Rural Technology Advisor
ATRCW

J. Dhamija, Head, Handicrafts and
Small-Scale Industries, ATRCW

Mellie Okello
Programme Officer, ATRCW

Agnes Aidoo
Task Force Officer, ATRCW

Sorie Bangura
Information/Training Officer, ATRCW

8. Natural Resources Division

Funso H. Olujohungbe, Chief
Cartography Unit

9. Public Admini., Management & Manpower Division

S.I. Edokpayi, Chief
Public Administration, Management and
Manpower Division

Barbara Walker, Programme Mgt. Officer
Manpower Development Section

Samuel Jones, AID Expert/Advisor
Manpower Development Section

10. Population Division

Gibson Mandishona, Demographer
Fertility & Mortality Studies Section

OTHER DONORS

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UNITED NATIONS HEADQUARTERS

Nicky Beredjick, Director
AMS, UN Headquarters

France Owarish
Team Leader/Evaluation Team
AMS

Peter Gillis
Team Member/Evaluation Team
AMS

SITE VISIT TO WOMEN'S BUREAU
MINISTRY OF HOUSING AND SOCIAL SERVICES,
NAIROBI, KENYA

In order to better understand ATRCW's work in establishing and/or strengthening national machineries for women, a site visit was made to Kenya's Women's Bureau in the Ministry of Housing and Social Services. The Kenyan national machinery was one of the first established in Africa. It is considered by ATRCW to be the most stable and well-organized machinery in Africa.

The relationship between Kenya's Women's Bureau and ATRCW is essentially a mutually supportive one. Both institutions are young and are learning by doing. ATRCW was established in 1975 as an outgrowth of the women's program in the Social Development Division. The Women's Bureau was established in 1977 after two (2) years of deliberation by the Kenyan government. Both institutions have been a resource to one another as described below, and have been instrumental in establishing linkages between women in African states throughout the continent. The network that has been established is as significant as the work that has been accomplished.

ATRCW has provided the following assistance to the Kenyan Women's Bureau:

- 1). organized a seminar in 1975 to sensitize men and women leaders in the private and public sector to the need for a national machinery for women.

- 2). provided three training opportunities to senior staff members, i.e.,
 - a). West African Study Tour to Sierre Leone, 1977
 - b). Women Journalists Study Tour, 1980, Addis Ababa
 - c). Four (4) month training for Handicrafts and Small-Scale Industries staff member , 1979-1980, Addis Ababa.
- 3). funded annotated bibliography of research on women in Kenya.
- 4). funded participation of Women's Bureau director at the 1977 Mauritania All-African Women's Conference and the 1979 Mulpoc organizing meeting in Lusaka.
- 5). provided consultant/expert on Village Technology who assessed Kenya's needs and conducted a workshop on Appropriate Technology.1976
- 6). assisted the Bureau in receiving furds from the UN Voluntary Fund for the Decade for Women for the Mandaleo Ya Wana-wake organization's handicraft shop.

The Women's Bureau in Kenya has supported ATRCW's effort to establish and/or strengthen national machineries by:

- 1). providing the site for three (3) ATRCW study tours on Better Family Living, Appropriate Technology, Handicrafts and Small-Scale Industries with participants from southern, central, eastern and western Africa.
- 2). assisted ATRCW to establish the Nigerian national machinery by sending the Commissioner of Social Services and the Women's Bureau director to Lagos to be resource speakers for the national machinery organizing seminar.
- 3). permitting a senior officer to provide technical assistance to women in Botswana by serving as a lecturer-consultant for the Pan African Institute for Development.

Interviews were held with the Commissioner of Social Services, the director of the women's bureau and the officer in charge of Handicrafts and Small-Scale Industries, each of whom had been the

recipient of ATRCW services. In general they agreed that the relationship with ATRCW had been beneficial because it had enabled them to increase their knowledge about women in development regionally. It had also sharpened their appreciation of their own progress domestically. The training program gave them new program ideas as well as increased analytical, organizational and writing capabilities. The services provided to ATRCW by Women's Bureau Staff were also viewed as beneficial because the experience of planning and organizing Study Tours in Kenya helped to increase administrative skills and confidence in international conference management. The technical assistance missions to Nigeria enabled the participants to see how another country was grappling with the politics of organizing a national machinery and how the goal could be lost through lack of consensus.

ATRCW has been responsive to the requests of the Kenya Women's Bureau with the exception of requests for funds. The Women's Bureau director reported that she had been advised that ATRCW was limiting such assistance to the poorest of the African member states.

Inquiries were made as to the usefulness of ATRCW's publications. Responses given were evasive. It was difficult to discern whether this was because they had not been read or because they were not useful. However, it was stated that they were part of the Centre's library, and that for the most part because they dealt

primarily with the topic women in development, they had little practical use.

It was not possible to visit any village programs because of the time constraint.

SITE VISIT TO BETHLEHEM TRAINING CENTER, ADDIS ABABAMay 19, 1980

The Handicrafts and Small Scale Industries Section of the ATRCW is providing technical assistance to the Bethlehem Training Center for Women. This Centre, operated by Catholic nuns, provides training opportunities to young women in rug-weaving, tie-dying, embroidery and dressmaking. A Swedish handicraft specialist, Catherine Kronstedt, has been detailed to this Center through provision of funds from the United Nations Voluntary Fund for the Decade for Women. The long-range objective of this project is to create a sub-regional training center in handicrafts.

The trainees at the Centre are young women from approximately 14 to 30 years of age. Most of the women are rural emigrants who have been unsuccessful in finding employment opportunities and resorted to prostitution before enrolling at the Centre. A significant program at the Centre is a day care activity for the children of the trainees. Educational and nutritional programs are the focus of the day care program. Infants are cared for by their mothers as they work. The participants have been encouraged to complete their education. Therefore, many are enrolled in secondary education programs half a day and work in the Centre the balance of the day. They are paid on a piecework basis. In this way they pay their school fees and contribute to their maintenance. The Centre is not residential. The over 100 enrollees live in the community and go to their homes for meals.

As stated above, there are three major training programs at the Centre. The first, and most important, is the weaving project. Approximately fifty women are enrolled. They weave carpets and tapestries. Many of the trainees have been at the centre more than three years. The carpets they weave are of excellent quality. The weavers are being organized into a cooperative and the venture will become a self-supporting unit of the Centre. The second large program is the embroidery project. The women make robes for priests, clothing, and

table linens. There is a good market for these products. The newest program at the Center is the production of tie-dyed garments. This was introduced by the ECA technical consultant and promises to be as large as the weaving project.

The women trained at the Centre are minimally educated and are learning marketable handicraft skills while completing their basic education. While ATRCW staff envision the Bethlehem Center as a future sub-regional training center, it is doubtful that skilled trainers can be developed out of the present population unless a specific program can be constructed. The Centre is a magnet for volunteers among the Addis Ababa international community. These women have both the educational and professional background in handicrafts and marketing, are a tremendous asset. They serve to expand the training opportunities for the participants and would be excellent resources for a teacher training program. The Bethlehem facility has the potential for a good sub-regional training center. The proximity of the ECA handicrafts and small-scale industries staff contributes immeasurably to this capability because not only can training occur, but ongoing evaluation can take place. In addition, interaction with ATRCW and ECA in general will make the training more valuable to representatives from member states. Therefore, ATRCW should build into the operation of the Centre the necessary components to upgrade it to a sub-regional training facility.



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Agenda item 100

PROGRAMME BUDGET FOR THE BIENNium 1978-1979

Organizational nomenclature in the Secretariat

Report of the Secretary-General

1. Pursuant to the decision of the General Assembly at its thirtieth session with regard to the adoption of a standardized and uniform organizational nomenclature in the Secretariat, the Secretary-General submitted a progress report to the thirty-first session in document A/C.5/31/8. In that report, the Secretary-General informed the General Assembly that, on his instruction, the Administrative Management Service (AMS) had prepared a report, and he was in the process of obtaining the views of his senior colleagues in the Secretariat on the recommendations of AMS. The Fifth Committee, at its 57th meeting on 20 December 1976, decided to postpone further consideration of the question to the thirty-second session.
2. The Secretary-General has now had the opportunity of reviewing the recommendations of AMS in the light of the comments of his senior colleagues. In presenting this report, the Secretary-General has adopted a flexible and pragmatic approach, taking into consideration, on the one hand, the need for uniformity and, on the other hand, the inherent diversity of the structure of the Organization. Though the criteria outlined below may not be applicable to all situations, he believes that, considering the diversity of the Organization, the implementation of the proposed organizational nomenclature will be a significant improvement over the existing state of affairs.
3. The standardized and uniform organizational nomenclature proposed in the present report is intended to apply to all organizational units fully or partly financed by the regular budget, excluding the International Court of Justice and organizational elements of a non-permanent nature, such as special missions. It should be noted that the proposals which follow were made without the benefit of the recommendations of the Ad Hoc Committee on Restructuring of the Economic and Social Sector of the United Nations system which are due during the course of the thirty-second session of the General Assembly. In the light of these recommendations and

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the decisions of the General Assembly, it may be necessary to make certain changes in the organizational nomenclature.

4. The present report covers the background and the historical development of the institutional arrangement for the organization; the present situation; the proposed revised nomenclature; and the implementation of the proposed measures.

I. BACKGROUND

5. In 1945, the Preparatory Commission of the United Nations considered the institutional arrangements for the Organization. 1/ Its recommendations stressed the unified nature of the Secretariat and the special role of the Secretary-General. The report went on to say that "many of the Secretary-General's duties will naturally be delegated in greater or lesser degree, to members of his staff and particularly to the higher officials. But the execution of these duties must be subject to his supervision and control; the ultimate responsibility remains his alone". 2/ In the words of the Preparatory Commission, "the principal reason for setting up the Secretariat as a single working body - though it will, of course, be internally organized so as to deal most effectively with the various aspects of the operations of the United Nations - is that all the organs it serves have their responsibilities in the primary term of maintaining peace and security. This task is the unifying principle of the whole Organization, its organs, and the Secretariat". 3/

6. The General Assembly, during the first part of its first session, adopted a resolution 4/ which, among other things, required the Secretary-General "to take immediate steps to establish an administrative organization which will permit of the effective discharge of his administrative and general responsibilities under the Charter and the efficient performance of those functions and services required to meet the needs of the several organs of the United Nations". The resolution also named the departments/services which were to form the major units of the Secretariat and provided that "at the outset the departments and services should, broadly speaking, conform to the description given in paragraphs 22-40 of Section 2, Chapter VIII of the Report of the Preparatory Commission, but the Secretary-General shall make such changes in the initial structure as may be required to the end that the most effective distribution of responsibilities and functions among the units of the Secretariat may be achieved". In response to the resolution under reference, the Secretary-General approved a plan for the distribution of responsibilities and functions among the major units of the Secretariat. 5/ Those major units were:

1/ Report of the Preparatory Commission of the United Nations (PC/20, 23 December 1945).

2/ *Ibid.*, p. 80.

3/ *Ibid.*, p. 88, para. 28.

4/ General Assembly resolution 13 (I) of 13 February 1946.

5/ See document SGB/32 dated 21 June 1946.

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Executive Office of the Secretary-General
 Department of Security Council Affairs
 Department of Economic Affairs
 Department of Social Affairs
 Department of Trusteeship and Information from Non-Self-Governing Territories
 Department of Public Information
 Legal Department
 Conference and General Services
 Administrative and Financial Services

7. The Secretary-General also stated in the bulletin referred to above that "each Assistant Secretary-General, with the assistance of the Assistant Secretary-General for Administration and Finance, will develop the programme and the internal organization of his department in accordance with this distribution of responsibilities and functions".

8. During the years which followed, the General Assembly and the Secretary-General have tried to deal with the question of the organization of the Secretariat, keeping in view the Secretariat's basic responsibilities as one of the principal organs for the carrying out of the objectives of the United Nations and recognizing, at the same time, the dynamic nature of these responsibilities. However, their attention was, in the main, devoted to measures taken to reorganize the top levels of the Secretariat as a basis for sound administration.

9. Thus, at its seventh session, in 1952, the General Assembly decided 6/ to consider the question of the Organization of the Secretariat at the following session. In response to that resolution, the Secretary-General submitted a report 7/ to the General Assembly during its eighth session indicating its plans for a streamlining of the Secretariat. On 9 December 1953, the General Assembly recommended 8/ that the Secretary-General should proceed with his plans, taking into account the views of the Advisory Committee 9/ and the Fifth Committee. 10/ To assist him in the further elaboration of the reorganization plans, the Secretary-General appointed, early in 1954, a Survey Group composed of six senior members of the Secretariat. Based on the recommendations of the Survey Group, the Secretary-General announced in document A/3731 a revised top structure of the Secretariat at His Headquarters, effective 1 January 1955. This structure included the following major units:

6/ General Assembly resolution 651 A (VII) of 21 December 1952.

7/ A/2554.

8/ General Assembly resolution 784 (VIII).

9/ A/2006.

10/ A/2025.

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Offices of the Secretary-General

Executive Office of the Secretary-General

Office of Legal Affairs

Office of the Controller

Office of Personnel

Office of the Under-Secretaries without Portfolio

Department of Political and Security Council Affairs

Department of Trusteeship and Information from Non-Self-Governing Territories

Department of Economic and Social Affairs

Department of Conference Services

Office of General Services

Technical Assistance Administration

Department of Public Information

10. Since 1955, the role of the Organization has increased considerably, and several additions and revisions have been made to the structure to cope with new and changing activities. These have been indicated in the Secretary-General's bulletins on the organization of the Secretariat issued from time to time. Such additions and changes resulted, in most cases, from isolated decisions rather than from any comprehensive review of the structure. In this connexion, AMS has also made a number of recommendations for revision of organizational structure, including proposals relating to nomenclature, as a result of review of individual major units. However, no review of the organizational nomenclature of the Secretariat as a whole has been undertaken heretofore.

II. PRESENT SITUATION

11. The titles currently applied to the major units and their subsidiary elements are to be found in the Secretary-General's bulletin ST/SGB/Organization. There are, at present, 30 major organizational units. These are headed by officials of the top echelon (i.e., Under-Secretaries-General and Assistant Secretaries-General) who report to the Secretary-General either directly or through an Under-Secretary-General. The 30 major units have four different titles, namely, department, office, secretariat and centre.

12. Within each major unit, there are subunits which fall into a number of hierarchical levels with a variety of titles. These hierarchical levels vary in number from none, in the case of the Office for Inter-Agency Affairs and Co-ordination, to five, in the case of the Department of Economic and Social Affairs. At the first level within major organizational units, the titles in use are centre, division, secretariat, office and service(s). At the second level within major units, the titles used include branch, service(s), section, secretariat, centre and office. At the third level within major units the titles

section, unit, centre and programme are used. In some major units there are fourth and fifth levels of organizational elements with such titles as unit, programme and desk.

13. The field elements of certain major organizational units carry the title of centre (in the case of the Office of Public Information) and office (in the case of the regional commissions).

14. Thus, at the present time, there are up to five hierarchical levels below the major organizational units. The same organizational title may be given to units at different hierarchical levels. Consequently, it is often difficult to identify the hierarchical location of a given unit from its title. Nor does the title, in many instances, give any clue as to the size or level of responsibility of a unit.

15. Since the establishment of the Organization, no attempt appears to have been made to review on an over-all basis the titles of the organizational units. Titles have been established and revised on an essentially ad hoc basis, with no consistent application of any standard policy or criteria, an approach which has no doubt contributed to the confused situation which exists.

16. Some progress has been achieved towards limiting the number of hierarchical levels and standardizing organizational titles as a result of the unit-by-unit review of the organizational structure carried out by A/S since 1969 and the issuance of ST/SGB/150/Rev.1, requiring the prior approval of the Secretary-General for the establishment and revision of organizational structure and functions.

III. PROPOSED REVISED ORGANIZATIONAL NOMENCLATURE FOR UNITED NATIONS SECRETARIAT

17. In order to secure a rational and understandable system of organizational nomenclature, it is essential to establish certain norms which can be applied throughout the Secretariat. Such norms, while flexible, should include (a) an approved number of hierarchical levels; (b) specific titles applicable to the heads of units at each level; and (c) criteria which should be satisfied for allocating a particular title to a particular unit. The Secretary-General is of the view that "major units" of the Secretariat (i.e., organizational elements headed by an Under-Secretary-General or Assistant Secretary-General), should constitute the first level and that there should be not more than five subordinate hierarchical levels within each major unit. The suggested standard nomenclature to be accommodated in each of the levels and the criteria that might be used in assigning an appropriate nomenclature for each organizational element are set out below.

Level 1. Department, secretariat or office

Department. This term is reserved exclusively for use at United Nations Headquarters to designate a major organizational element of the Organization consisting of one or more programmes or areas of activity. A department is

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responsible for (a) the provision of services to one of the three Councils named in the Charter as principal organs of the United Nations; or (b) the provision of conference or administrative support services required generally throughout the Secretariat. A department is headed by an Under-Secretary-General appointed by the Secretary-General and reporting directly to him.

Secretariat. Apart from its use to describe the entire staff of the United Nations, 11/ this term is reserved for use away from Headquarters to designate a major organizational element of the Organization responsible for one or more programmes or areas of activity. A secretariat is headed by either an Under-Secretary-General, who reports directly to the Secretary-General, or an Assistant Secretary-General, who normally reports through an Under-Secretary-General at Headquarters. The head of a secretariat is also required, with respect to the substantive programmes which he directs, to report to a governing council, board or regional commission created by a resolution of the General Assembly and consisting of member States elected by the General Assembly. The head of a secretariat is usually appointed by the Secretary-General. In some instances, the appointment may require confirmation or election by the General Assembly.

Office. 12/ This term may be used either at Headquarters or away from Headquarters to designate other major organizational units of the Organization whose special importance requires that they be headed by an officer at the level of Under-Secretary-General or Assistant Secretary-General. An office may be established as a separate organizational component (in which case the head of the office reports directly to the Secretary-General) or it may be a major component of a department. An office is usually somewhat smaller in size and simpler in organizational structure than a department or a secretariat.

Level 2. Centre 13/

In exceptional circumstances (e.g., as a result of a decision of the General Assembly or other organ) an important organizational element of a department, secretariat or office may be designated a centre. A centre is typically a former division of a department, secretariat or office which is established as the focal point of a major programme on which the General Assembly (or other organ) desires to place special emphasis. It usually has a staff of approximately 20 Professionals plus supporting General Service staff. The head of a centre is normally at the D-2 level (exceptionally at the Assistant Secretary-General level) and reports to the head of the department, secretariat or office of which the

11/ The term "secretariat" is also used in a generic sense to apply to the immediate staff providing administrative support services to other bodies (e.g., functional commissions, boards, committees etc.).

12/ The term "office" is also used in a generic sense to apply to the immediate staff attached to a senior officer of the Secretariat.

13/ The title "centre" will also continue to be used in a different sense than described above (para. 13) for field offices of the Office of Public Information.

centre is a part. In the exceptional case of a centre comprising a separate element of the Secretariat (e.g., United Nations Centre on Transnational Corporations), the head of the centre reports directly to the Secretary-General.

Level 3. Division

Typically, the largest and most important organizational element within a department, secretariat or office. A division is normally composed of two or more branches or sections (see below) for the integrated total performance of which it is responsible. It consists usually of not less than 15 Professionals plus supporting General Service staff. A division is normally headed by an officer at the Director (D-2) level, with the title of "Director", who reports directly to the Under-Secretary-General or Assistant Secretary-General in charge of the department, secretariat or office of which the division is a part.

Level 4. Branch

Branch is a term used to describe an intermediate level organizational element between level 3 (division) and level 5 (section). It is used principally in the larger departments, secretariats or offices. It normally combines a number of subordinate organizational elements (sections or units, as defined below) but may, on occasion, consist of a single, undivided organizational element. A number of branches may, in turn be grouped together in a division. A branch consists usually of not less than eight Professionals plus supporting General Service staff and is normally headed by an officer at the Principal Officer (D-1) level, with the title "Head of Branch".

Level 5. Section

A section consists of a single, undivided organizational element or may be composed of two or more units, for the integrated total performance of which it is responsible. A section normally consists of not less than four Professionals plus supporting General Service staff. It is headed by an officer with the title of "Chief of Section" whose grade level varies according to the nature and the complexity of the responsibilities involved, as well as the size of the section, but is usually at the Senior Officer (P-5) or First Officer (P-4) level.

Level 6. Unit

A unit is the smallest element in the organizational structure. It usually has responsibility for one or more administrative or programme functions and consists normally of a minimum of four posts. The head of a unit (who reports to the chief of a section or the head of a branch) may be in the Professional, General Service or other category of post with the title "Supervisor". The actual grade level appropriate for a specific unit supervisor varies according to the size of the unit and the complexity of its operations but is not usually lower than the top level of the General Service category or higher than the Second Officer (P-3) level.

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IV. IMPLEMENTATION

18. The designation of the major organizational elements of the Secretariat at levels 1 and 2 (department, secretariat, office and centre), on the basis of the foregoing proposed criteria, is shown in the annex to this report. Very little change from existing designations is involved at these levels at this time; however, a number of changes and adjustments of individual organizational elements from one level to another may be necessary in future.

19. The task of "converting" organizational elements at the lower levels to the new nomenclature is a more difficult and time-consuming one. The Secretary-General has established for this purpose, under the leadership of AMS, an interdepartmental working group of seven persons at Headquarters, with instructions to proceed with the conversion of existing organizational elements to the new nomenclature on an office-by-office basis as expeditiously as possible. The working group will report to the Under-Secretary-General for Administration and Management, advising him of any difficulties or problems encountered which may require further examination and, if need be, amendment of the definitions set out in the present report. The working group will concentrate its attention, first, on organizational elements at Headquarters and, then, deal with the major duty stations (Geneva, Vienna and the regional commission headquarters). It is expected that the task of conversion will be sufficiently advanced to enable the Secretary-General to report substantial completion of the undertaking to the thirty-third session of the General Assembly.

20. In order to keep the definitions as general as possible, there is no reference in them to the subprogrammes of the medium-term plan. However, in the course of implementation of the proposals, the working group will attempt to align the sections and branches of substantive units in the economic, social and humanitarian areas with the subprogrammes of the plan.

21. In conclusion, the Secretary-General wishes to point out that it would not be realistic to expect that it will be found possible for every last organizational element to be assigned to a level corresponding precisely to the detailed definitions set out in paragraph 17 above. Exceptions will have to be made and they may be fairly numerous at the outset. It is important, however, that a logical framework be established to which newly created organizational units can be required to conform, and within which existing units can be fitted progressively over a period of time through reorganization, consolidation and in other ways. In this connexion, it will be important to obtain the co-operation of legislative bodies in avoiding decisions on their part to give particular designations to organizational units dealt with in their resolutions which may be inconsistent with the nomenclature here proposed.

Annex

The application of the standard criteria in the case of the two top levels mentioned in paragraph 17 of the present report will result in the following nomenclature:

LEVEL 1

Departments

Department of Political and Security Council Affairs
 Department of Political Affairs, Trusteeship and Decolonization
 Department of Economic and Social Affairs
 Department of Administration and Management
 Department of Conference Services

Secretariats ^{14/}

Secretariat of the United Nations Conference on Trade and Development
 Secretariat of the United Nations Environment Programme
 Secretariat of the United Nations Industrial Development Organization
 Secretariat of the Economic Commission for Europe
 Secretariat of the Economic and Social Commission for Asia and the Pacific
 Secretariat of the Economic Commission for Latin America
 Secretariat of the Economic Commission for Africa
 Secretariat of the Economic Commission for Western Asia
 Secretariat of the World Food Council
 Secretariat of the United Nations Relief and Works Agency for Palestine Refugees in the Near East

Offices

Executive Office of the Secretary-General
 Office of the Under-Secretaries-General for Special Political Affairs
 Office of the Under-Secretary-General for Political and General Assembly Affairs

^{14/} Any subregional secretariat of a regional commission will be called "area secretariat" of the commission (e.g., Area secretariat of ECLA at Mexico).

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Office of the Assistant Secretary-General for Special Political Questions
 Office for Inter-Agency Affairs and Co-ordination
 United Nations Office at Geneva
 Office of Legal Affairs
 Office of Technical Co-operation (FSA)
 Office of Public Information
 Office of the United Nations Commissioner for Namibia
 Office of the United Nations Disaster Relief Co-ordinator
 Office of the United Nations High Commissioner for Refugees
 Office of Financial Services (A and M)
 Office of Personnel Services (A and M)
 Office of General Services (A and M)

LEVEL 2

Centres

United Nations Centre on Transnational Corporations
 Centre for Social Development and Humanitarian Affairs (ESA)
 Centre for Disarmament (PSCA)
 Centre for Development Planning, Projections and Policies (ESA)
 Centre against Apartheid (PSCA)
 Centre for Industrial Studies (UNIDO)
 Centre for Natural Resources, Energy and Transport (ESA)
 Centre for Housing, Building and Planning (ESA)
 Centre for Economic and Social Information (OPI)



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Organizational Nomenclature in the Secretariat

Report of the Secretary-General

1. In its resolution 32/204 of 21 December 1977, the General Assembly endorsed the general direction of reform in organizational nomenclature which had been proposed by the Secretary-General in his report 1/ to the General Assembly at its thirty-second session, and encouraged the Secretary-General to proceed expeditiously with the application of the measures envisaged, taking into account the observations made by the Advisory Committee on Administrative and Budgetary Questions 2/ and the views expressed in the Fifth Committee. 3/ The General Assembly also decided to consider this question at its thirty-third session on the basis of a report which the Secretary-General had undertaken to submit to the General Assembly at that time.

2. As indicated in paragraph 19 of document A/C.5/32/17, the Secretary-General established an interdepartmental working group, under the leadership of the Administrative Management Service (AMS), with instructions to proceed with the task of converting existing organizational elements below the hierarchical level of department, secretariat or office (level 1) to the new nomenclature on an office-by-office basis as expeditiously as possible. The working group, as had been envisaged, first concentrated its attention on organizational elements at Headquarters. By July 1978, the working group had completed its review of all departments, offices and other major organizational elements at Headquarters except

1/ Document A/C.5/32/17.

2/ Document A/32/8/Add.5.

3/ Documents A/C.5/32/SR.34, A/C.5/32/SR.37 and A/C.5/32/SR.41.

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those established as a result of the restructuring of the economic and social sectors of the United Nations ^{4/} and two other offices whose internal organization was under review in the first half of 1978. ^{5/} In the time available, the working group also completed the review of one major organizational element away from Headquarters - the Secretariat of the United Nations Conference on Trade and Development.

3. Based on a report of the working group to the Under-Secretary-General for Administration and Management on the results of its work up to July 1978 and the recommendations thereon of the Under-Secretary-General for Administration and Management, the Secretary-General has approved, with certain exceptions (see paras. 12 to 16), the application of the new organizational nomenclature with effect from 1 January 1979 to the following:

- (a) Executive Office of the Secretary-General
- (b) Office of the Assistant Secretary-General for Special Political Questions
- (c) Office of the Under-Secretary-General for Political and General Assembly Affairs
- (d) Office of Legal Affairs
- (e) Department of Political and Security Council Affairs
- (f) Department of Political Affairs, Trusteeship and Decolonization
- (g) Secretariat of the United Nations Conference on Trade and Development
- (h) Office of Personnel Services
- (i) Office of General Services
- (j) Internal Audit Division
- (k) Electronic Data Processing and Information Systems Division
- (l) Department of Conference Services
- (m) Office of Public Information
- (n) United Nations Centre on Transnational Corporations
- (o) Office of the United Nations Commissioner for Namibia
- (p) Secretariat of the Third United Nations Conference on the Law of the Sea

4. The Secretary-General has also decided, on the basis of the definitions proposed in paragraph 17 of last year's report on nomenclature, that the Office of Public Information conforms to all the criteria contained in the definition of

^{4/} Department of International Economic and Social Affairs, Department of Technical Co-operation for Development and Office of Secretariat Services for Economic and Social Matters.

^{5/} Offices of the Under-Secretaries-General for Special Political Affairs and the Office of Financial Services.

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"department". He proposes, therefore, with effect from 1 January 1979, to restore to the Office the title Department of Public Information, by which it was originally known from the earliest years of the United Nations to 1958.

5. It will be recalled that in paragraph 17 of last year's report on nomenclature (A/C.5/32/17), six main hierarchical levels of organization were established as follows:

- Level 1: Department, Secretariat or Office
- Level 2: Centre
- Level 3: Division
- Level 4: Branch
- Level 5: Section
- Level 6: Unit

6. In addition to the use of the terms secretariat, office and centre to designate hierarchical levels 1 and 2 respectively, it was recognized that these terms would have to continue to be used on the basis of established practice (e.g. United Nations Information Centres) or to designate the immediate staff attached to senior officials of the Secretariat or bodies such as functional commissions, boards, committees, etc. ^{6/} The working group recommended, however, and the Secretary-General has agreed that the use of the term "office" in the generic sense should be limited to use only at hierarchical level 3 (division) and above.

7. In the light of the recommendations of the working group confirmed by the Under-Secretary-General for Administration and Management in accordance with the group's terms of reference, the Secretary-General has also made a number of amendments to the definitions of the standard organizational nomenclature set out in paragraph 17 of A/C.5/32/17. With respect to hierarchical level 4, the Secretary-General has decided that the term "branch" shall be used to denote those organizational elements at this hierarchical level whose work is essentially substantive and the term "service" shall be utilized to designate organizational elements at the same level whose work is essentially of an administrative support or service nature.

8. In connexion with the term "unit" (hierarchical level 6), the working group recommended, and the Secretary-General has agreed, that the definition of the level of head of unit should be modified to reflect the existence of a considerable number of small organizational elements, the heads of which are at levels ranging from First Officer (P-4) to Assistant Secretary-General. Consistent with a basic premise of the Secretary-General's nomenclature proposals - namely, that the organizational designations should convey an indication of the size of an organizational element, the Secretary-General has decided to apply the term "unit" to such smaller elements

^{6/} See A/C.5/32/17, p. 6, foot-notes 11, 12 and 13.

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and to redefine the level of head of unit in a flexible manner ranging up to the Assistant Secretary-General level. Accordingly, it has also been recognized that while the head of a unit normally reports to the chief of a section or the head of a branch or service, there are certain cases in which the head of a unit may report to the director of a division or to the head of a centre, department or office.

9. The Secretary-General has also approved, on the recommendations of the working group, the use of certain other special designations for organizational elements denoted by technical terms which are commonly known and widely used in particular fields. These special designations, which include terms such as "laboratory", "library", "news desk", "platoon" and "plant", have, with one exception, all been authorized only at hierarchical level 6.

10. In applying the new organizational nomenclature to the organizational elements listed in paragraph 3 above, the working group recommended the designation of one major element as a secretariat at hierarchical level 1, conforming in all respects to the standard criteria for that level set out in A/C.5/32/17 (para. 17). Similarly, it recommended that three other major elements be designated as centres, conforming in all respects to the standard criteria set out for hierarchical level 2. At the same time, the working group also recommended that eight other elements should be designated as secretariats, and 51 United Nations Information Centres should continue to be designated as centres under the special circumstances described in paragraph 6 above.

11. At hierarchical levels 3 to 6 inclusive the working group recommended the designation of 25 divisions (all of them conforming in all respects to the standard criteria set for hierarchical level 3), 32 services and 13 branches (hierarchical level 4), 96 sections (hierarchical level 5) and 115 units (hierarchical level 6).

12. Reference was made in paragraph 3 to the fact that the Secretary-General has approved, with certain exceptions, the recommendations of the working group as to the detailed application of the new organizational nomenclature to the organizational elements listed in that paragraph. Full details as to the designations to be applied to each element will be contained in the Secretary-General's Bulletin to be issued shortly and to take effect on 1 January 1979. With respect to a number of the working group's recommendations, however, affecting a number of elements presently designated as divisions which the working group proposes to redesignate as branches or services, the Secretary-General has decided to defer his decision until the review of organizational elements away from Headquarters has been completed.

13. The organizational elements on which a final decision is being deferred are as follows:

- (i) Division of General Assembly Affairs (Office of Political and General Assembly Affairs) - 7 Professionals, 4 General Service, headed by a D-2;
- (ii) Codification Division (Office of Legal Affairs) - 12 Professionals, 6 General Service, headed by a D-2;
- (iii) Outer Space Affairs Division (Department of Political and Security Council Affairs) - 10 Professionals, 6 General Service, headed by a D-1;

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- (iv) Political Affairs Division (Department of Political and Security Council Affairs) - 10 Professionals, 5 General Service, headed by a D-1;
- (v) Secretariat Services Division (Department of Political Affairs, Trusteeship and Decolonization) - 15 Professionals, 11 General Service, headed by a D-1;
- (vi) Africa Division (Department of Political Affairs, Trusteeship and Decolonization) - 7 Professionals, 1 General Service, headed by a D-1;
- (vii) Caribbean/Asia-Pacific Division (Department of Political Affairs, Trusteeship and Decolonization) - 8 Professionals, 4 General Service, headed by a D-1;
- (viii) Division for Trade Among Countries Having Different Economic and Social Systems (UNCTAD) - 10 Professionals, 5 General Service, headed by a D-2;
- (ix) Transfer of Technology Division (UNCTAD) - 16 Professionals, 9 General Service, headed by a D-1;
- (x) Information Analysis Division (Centre on Transnational Corporations) - 13 Professionals, 11 General Service, headed by a D-2;
- (xi) Policy Analysis Division (Centre on Transnational Corporations) - 11 Professionals, 8 General Service, headed by a D-2.

14. The working group has pointed out that, according to the standard criteria for different hierarchical levels set out in A/C.5/32/17, the minimum requirements for divisional status include not less than 15 Professionals, headed normally by an officer at the D-2 level; whereas minimum requirements for a branch (or service) include not less than 8 Professionals, headed normally by an officer at the D-1 level. Since, on the basis of these criteria the aforementioned organizational elements do not conform to stated requirements for a division, the group has recommended that they be given the designation of a branch (or, in the case of (i) and (v)), the equivalent designation of a service.

15. Objections have been raised to these recommendations of the working group by the responsible heads of the departments or offices concerned. It has been pointed out that, in a number of instances, the designation of division has historical significance, going back to the earliest years of the Organization; that in the majority of cases the organizational elements affected form part of a "political" office or department and that criteria which may be appropriate for application to economic and administrative departments are not equally appropriate for political elements. Concern has also been expressed as to the possibly adverse effect which a change from division to branch or service might have on the perceived importance or prestige of the organizational element concerned.

16. The Secretary-General has taken account of the concerns thus expressed and has noted that the working group's report has thus far dealt only with most organizational elements at Headquarters (plus UNCTAD). Most of the major elements

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away from Headquarters (including UNIDO, UNEP, UNOG and the five regional commissions) still have to be studied. For this reason, the Secretary-General has decided that it would be desirable to defer a final decision on the working group's recommendations as they affect the organizational elements listed in paragraph 13 above, until the review of all major organizational elements had been completed. This will permit a clearer view of the impact of the working group's proposals and of the criteria set out in A/C.5/32/17 with respect to "division" on the structure of the Secretariat as a whole.

17. Although the process of applying the new organizational nomenclature has proved, as had been expected, to be difficult and time-consuming, the Secretary-General believes that the balance of the task will be completed in time for him to present a full and final report on the matter to the thirty-fourth session of the General Assembly. During the next year, it will be necessary to complete the review for the organizational elements recently created at headquarters as a part of the restructuring process (Department of International Economic and Social Affairs, Department of Technical Co-operation for Development and Office of Secretariat Services for Economic and Social Matters), as well as for other headquarters offices (Office of the Under-Secretaries-General for Special Political Affairs and Office of Financial Services). Major organizational elements at Geneva (except for UNCTAD), Vienna and Nairobi, as well as the five regional commissions, remain to be examined. Once the review of all major organizational elements of the Secretariat has been completed, a new edition of the Organization Manual, ST/SCB/Organization, will be issued, reflecting the application of the new nomenclature to all parts of the United Nations Secretariat and including respective organization charts.

ECONOMIC COMMISSION FOR AFRICA

**PLAN OF ACTION FOR THE IMPLEMENTATION OF THE MONROVIA STRATEGY
FOR THE ECONOMIC DEVELOPMENT OF AFRICA
RECOMMENDED BY THE ECA CONFERENCE OF MINISTERS
RESPONSIBLE FOR ECONOMIC DEVELOPMENT
AT ITS SIXTH MEETING HELD AT ADDIS ABABA, 9 - 12 APRIL 1980**

To

**the first Economic Summit of the Assembly of Heads of State
and Government of the Organization of African Unity,
Lagos, Nigeria, 28 and 29 April 1980**



UNITED NATIONS

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FOREWORD

Introduction

1. At the sixteenth session of the Assembly of Heads of State and Government of the OAU in Monrovia, Liberia in July 1979 and following the adoption of the Monrovia Strategy for the Economic Development of Africa and the associated Monrovia Declaration of Commitment on Guidelines and Measures for National and Collective Self-Reliance in Social and Economic Development for the Establishment of a New International Economic Order, the Assembly decided to hold an Extraordinary Session on economic problems of Africa in Nigeria before the next ordinary Session of the Summit or as soon as possible thereafter. In the operative paragraph 1 of the resolution containing this decision, the Assembly directed "the Administrative Secretary-General of the Organization of African Unity in co-operation with the Executive Secretary of the United Nations Economic Commission for Africa and the Ministers of member States responsible for Economic Development, to prepare the grounds for the proposed extra-ordinary session so as to facilitate a fruitful discussion of the economic problems of Africa by the Heads of State and Government". The recommendations contained in the present document represent the response to that request.

2. It will be recalled that at the fifth meeting of the Conference of Ministers in Rabat, Morocco, in March 1979, the Conference devoted a considerable part of its time to the discussion of economic problems of Africa, based principally on the report of the Monrovia Colloquium on the prospects of development and economic growth in Africa up to the year 2000, organized jointly by the OAU and ECA with the financial support of the UNDP, and the report of the Addis Ababa Seminar on Alternative Patterns of Development and Life Styles for the African Region, organized jointly by the ECA and UNEP and came out with a Development Strategy for Africa for the United Nations Third Development Decade in its resolution 33 (XIV) which, with the reports of the Colloquium and the Seminar, it was decided should be submitted to the sixteenth ordinary session of the Assembly as working documents. The Conference of Ministers is happy to note that the Strategy and the accompanying Draft Declaration of Commitment were received favourably by the Council of Ministers and by the Assembly of Heads of State and Government. The Conference is also happy to note that the Strategy document has been transmitted to the United Nations with the recommendation that the United Nations General Assembly should consider it as an integral part of the New International Development Strategy for the Third Development Decade to be adopted by the Special Session of the General Assembly in 1980. In this connexion, the Conference of Ministers is aware that, the request of the Assembly of Heads of State and Government to it to prepare the grounds

for the extraordinary session so as to facilitate fruitful discussions, taking into account the necessity of translating the Monrovia Strategy for Economic Development for Africa into reality is a further sign of the confidence of the Assembly in the Conference and a logical step to the work carried out in Rabat.

3. As a basis for its work on the proposals which are presented here, the Conference of Ministers had at its disposal three types of technical documents: reports and recommendations of sectoral ministerial conferences (Conference of African Ministers of Industry, Conference of African Ministers of Trade, Conference of African Ministers of Transport, Communications, Works and Planning); report and recommendations of some of its technical subsidiary bodies (Joint Conference of African Planners, Statisticians and Demographers, Intergovernmental Group of Experts on Science and Technology for Development Regional Conference on the Integration of Women in Development) and a series of documents prepared by the secretariat, in many cases with the collaboration of the secretariat of the Organization of African Unity and other regional and international agencies. They have all been extremely useful.

4. All these documents were made available to the Technical Preparatory Committee of the Office comprising senior officials of governments responsible for various facets of development planning and implementation, which met in Addis Ababa from 3 to 8 April 1980 to prepare the groundwork for the sixth meeting of the Conference of Ministers which took place in Addis Ababa from 9 to 11 April 1980.

Collective Self-Reliance and the International Situation

5. The fundamental objective of the Monrovia Strategy and Declaration of Commitment is the establishment of self-sustaining development and economic growth, based on collective self-reliance and aimed at improving the standards of living of the mass of the African people and reducing mass unemployment. Before, however, proceeding to consider the principal features of the Plan to achieve these purposes, the Conference feels that a brief review of the international setting of the Region's economy is required.

5a. The first point the Conference wishes to emphasize is that the Region is not resource poor either in respect of minerals or of arable land, of forest or of fishery resources, of animal or of energy resources and that it is fully capable of feeding its populations even if it only exploits the potentialities of its enormous river and lake basin systems. Its rural populations have proved themselves highly adaptable to innovation in crops, cultivation practices, the use of improved seeds and other inputs, new marketing systems and so on. It has, however, had fastened upon it an economic system which inhibits the range of natural resources it utilises which puts it in the straight jacket of producing what it does not consume and consuming what it does not produce and of exporting

raw materials at low and in most cases declining prices in order to import semi-finished and finished products at high and rising prices. No programme for economic liberation can succeed which does not strike at the heart of this system of subjugation and exploitation. The Region's resources must be applied, first and foremost, to meet its own needs and purposes.

6. In its consideration of the various factors accounting for the African situation today, the Conference has taken into serious account the steady weakening of the world market for the Region's export products and the severe and in some cases automatic limitations now placed on exports of manufactures by the Third World to the developed world. These restrictions clearly show that all efforts undertaken by the countries of this Region to adopt economic models^{based} on the export of manufactures, are likely to be frustrated. The Conference has also noted that in the process of development, life styles in the developed countries have been changing with the result that these economies are now characterized by uncertainties in the demand for the Region's export products.

7. Furthermore, the Conference notes that there are new technologies taking shape in advanced countries, which are expected to affect seriously the export prospects of some of the Region's major export products by providing new substitutes for them. Equally serious are new technologies associated with the electronics industry and with automation which are expected to erode the cost advantages of manufacturing industry in Third World countries. Three international effects are predicted: increased difficulties in the exports of labour-intensive manufactures from Third World to developed countries; a decline in the interest of foreign enterprises in locating manufacturing activities in the Third World; the reversal of the movement of foreign manufacturing enterprises from the developed to the Third World.

8. The Conference has also not overlooked either the growing impact of East/West economic relations (whether in respect of trade, loans and investment funds) on the Region's position or the continuing effect of inflation of import costs at a time of long term decline in the position of its export products in general.

9. At the same time it is noted that industrialization processes in the Region depend so much on imports of skilled manpower, equipment, materials, technologies and other factors, that very little of the local value added is left to it for reinvestment. In many cases, the effect of tax holidays and other subsidies and of inter-country competition for foreign investment is that African countries not only lose the savings which local processing was expected to yield but that they find their economies burdened with extra costs to pay for imported factor inputs whose prices are not only high but continue to rise. Thus, the adverse balance of payments both for commodities and for services are further inflated and the Region continues to contribute in one form or another to the already massive capital accumulation in developed economies as it has for many past decades.

10. Whilst the Conference recognizes the importance of commodity stabilization schemes, it no longer believes that these will be sufficient to bring about the structural transformation which lies at the root of self-reliant and self-sustaining development and economic growth which is now, for this Region, a necessity. Indeed, it is difficult to see how the Region can continue to base its hopes of overcoming its present difficulties by extensive dependence on those who are largely accountable for the perpetuation of those problems.

11. The Conference is of the view that member States of the Region have tended to be persuaded to believe that the drive-wheel of growth and development is the export of primary products to shrinking and changing world markets for such commodities. It now, however, recognizes that the Region's engine of growth and development must consist of a combination of Africa's considerable natural resources, her entrepreneurial, managerial and technical resources, and her markets (restructured and expanded) to serve the mass of her people, and that in this engine the development of the capital goods industries (as has been recognized everywhere) is a major component. The Region has no alternative today but to map out its own strategies and vigorously pursue their implementation. Its efforts to do so may come to grief if it continues to try to hang on to the very chains that anchor its economics to those of other continents.

12. The Conference knows and accepts that to avoid the terrible spectre of increasing mass poverty, unemployment and general instability which all projections of the world economy show will be the lot of the Region by the year 2000 and to implement the Plan of Action it now earnestly recommends, the Region shall need aid, investment and technical assistance from all parts of the world. But it insists on two guiding principles: firstly, that these contributions from the outside world are supplements to own efforts and cannot be substitutes; secondly, that they must be supplements genuinely relevant and substantially meaningful in terms of the purposes and programmes the member States have collectively resolved to pursue. It recognizes that the responsibility for ensuring this lies on member States and on their planners and managers but it wishes to convince the rest of the world that member States intend to insist on this and that this insistence is not, as may easily be misinterpreted, a sign of rejection in principle of aid, technical assistance and foreign investment. It is, therefore, not the Region's intention to make the approval of the rest of the world a condition of what it does or how it does it for the African peoples, African countries and the African Region.

13. The principal concern of the Conference may thus be stated as follows. Twenty years after the majority of African countries have acceded to political independence, the African continent is facing the decade 1980-1990 seriously handicapped by its underdeveloped condition. This underdevelopment is manifested socially, among other things, by the low level of satisfaction of the basic needs of the population, continued widespread illiteracy, and the persistence of major endemic diseases. This situation is reflected in economic and administrative structures which fail to meet the requirements of development.

14. Africa's present state of underdevelopment is the direct consequence of many centuries of colonization and domination in all their numerous forms, under which both the population and the continent's raw materials were ruthlessly exploited and the African economy is therefore still based essentially on agriculture and artisan-style production, the main features of which are the low productivity of the techniques used, poorly qualified manpower and inadequate infrastructures.

15. With an average per capita income of \$US 166 in 1978 (excluding oil exporting countries) and in spite of an average rate of growth of 3.5 per cent (1970-1977) and with 9 of the 31 world least developed countries, the African continent occupies the worst position in the world-wide struggle against underdevelopment. It should be noted that manufacturing value added in Japan was six and one half times that of Africa in 1963 and nine times that of all African countries together in 1975. The share of Latin America in world manufacturing value added was 5.5 times that of Africa in 1963 and six times in 1975.

16. Like the developing countries as a whole, with which they have close ties, the African countries have undertaken to achieve their economic and social development which, while entailing the radical transformation of their societies and the establishment of an integrated economic structure, necessitates a plan for mobilizing the entire human and material resources of each one of them and requires having recourse to massive external resources which represent an essential contribution.

17. The variety of external resources needed by the African countries to complement the resources they will mobilize themselves in order to give their development activities the depth, continuity and pace without which any effort of such magnitude is bound to fail, should come to a large extent and above all from the developed countries, which owe some of their present wealth in large measure to the exploitation of the African continent. In this connection, the massive transfer of resources to the

African continent must take the form either of grants or of soft loans which will enable the African countries to achieve genuine development and ever increasing economic independence. It will have to be organized in such a way that the proportion of grants is in inverse proportions to the level of development of the beneficiary country.

13. The African countries consider that the present underdeveloped state of the majority of the peoples of the earth, and the African peoples, more particularly constitutes not merely an obstacle to the continued development of the existing advanced countries but also a threat to world peace.

19. The African countries reaffirm the vital need to undertake global economic, social and cultural activities which will mobilize the strength of the country as a whole and ensure that both the efforts put into, and the benefits derived from development are equitably shared.

Main Characteristics of the Plan

20. The Plan which the Conference recommends is based on an integrated approach covering different economic and social activities taking account of the interdependence of these activities.

21. The two leading production sectors are food and agriculture and industry. The industrial sector is designed to make possible the supply of the bulk of industrial inputs required for agricultural production, processing, storage and transportation (agricultural chemicals, equipment including implements and tools, building materials, food processing equipment, transport equipment, etc.). The food and agriculture programme (which includes forest products and textiles) thus provides not only inputs into the processing industries but also markets for industrial products of the kind just listed. But the industrial programme goes much further: it is intended to cover building materials, metal and engineering products and chemicals for the transport and communications, mining, energy and other sectors which make heavy use of capital goods. As is well known, building and construction are fundamental to most forms of physical growth and the expansion of the population and the economy; the Conference foresees that it will be impossible if the present extreme dependency on imports for this sector is not very rapidly minimized.

22. At the base of all production lie the raw materials industries requiring location, evaluation, extraction and refining of natural resources and the planning of output of metals and basic chemicals against targets. A considerable input will obviously be required from the transport sector. It should be clear that in many cases greater control over natural resources than at present will be essential, particularly if those resources are not squandered at the expense of the African people.

23. Two features of energy policy and supply call for notice. The first is the paradox of the amplitude of the Region's resources of energy and its dependence on energy imports. The second is the mix of technologies required to tap all forms of particularly renewable energy for use at many different scales of application. Here again as noted earlier the energy sector will require considerable inputs from the metals and engineering industries.

24. The trade sector will be involved in setting up of mechanism for promoting intra-African trade in raw materials including the modalities of long term purchase and sales agreements not only of raw materials but of semi-finished and finished industrial and agricultural products.

25. The programmes for manpower and for science and technology, like intra-African trade, cut across all other sectors and the projects in the programmes are closely tied to the specific manpower requirements of the other sectors in particular the requirements of entrepreneurial cadres, and of managerial, production, R and D and marketing manpower. Although reference here is made to manpower it must be made clear that there is a need to upgrade and utilize the enormous and as yet barely tapped potential of manpower in all sectors.

26. A brief inspection of the programme for Science and Technology will show that whilst it does not overlook wider aspects of the subject, close attention is paid to the specific priorities proposed in the programmes for the two major production sectors: industry, and food and agriculture.

27. There is little need to emphasize the role of transport and communications in the Plan both as a provider of services without which the Plan is unrealizable and as a major market for outputs from the metals and engineering and the energy industries.

28. Underpinning the whole fabric of the Plan thought should be given to the establishment of appropriate institutions at the national, multinational and regional levels concerned not only with the general mechanics of co-operation but with direct services to production and distribution.

29. In respect of the environment, the programme proposed for inclusion in the Plan of Action covers such aspects as (i) pollution control as a result of industrial waste effluents, excess fertilizers and pesticides from commercial agricultural plantations; (ii) conservation of natural resources to combat deforestation and for rational use of energy and non-renewable resources; (iii) promotion of environmentally sound development in the choice and adaptation of technology for agricultural and industrial processes and, (iv) development of relevant infrastructure as legislation and effective law enforcement, environmental education and training, and institutional capabilities at the national and regional levels.

30. For the Plan to take off will require greatly increased capabilities at all levels for intra-sectoral and inter-sectoral planning, for spatial planning; for the preparation of prefeasibility and feasibility studies and for project design, planning and management. The lack of these capabilities has hitherto been responsible for considerable and increasing foreign exchange payments for imported services.

Mobilization of Financial and Real Resources

31. As regards the mobilization of financial and real resources, the Conference believes that the cost of the total programme can be significantly reduced depending on the choices of technology made and the care with which they are made taking into account the fact that the bulk of technologies in everyday use all over the world is not subject to property rights, and provided attention is paid to trade marks policy and practice. The Conference is of the view that a good deal of the technologies chosen should be designed to facilitate not only employment creation but also local reproduction of the tools, implements and machines embodying them and that the fullest use should be made of direct community participation and physical inputs.

32. The Conference feels that considerable domestic financial savings can be mobilized for reinvestment in Plan projects by both conventional and new measures and that as regards foreign exchange, there is room for savings in outpayments for such services as banking, insurance, shipping, civil aviation, marketing and

distribution. Account should also be taken of transfer pricing operations of private enterprises. All these call for close and continual scrutiny of the invisibles account in the national accounts.

33. The Conference takes note, in this connexion, of the steps ECA intends to take, in collaboration with appropriate financial authorities within the Region, to investigate the opportunities for financial resources mobilization and redeployment and to advise member States individually and collectively on the exploitation of these opportunities.

34. Finally, the Conference holds to the view that no plan of the kind proposed can succeed without the identification, specification, instruction or authorization of the principal agents and instruments required for its execution. It will also not be enough to charge these agents and instruments with responsibilities without evaluation of their capabilities of discharging such responsibilities and without the deliberate creation of special supports and incentives to enable them to function as desired. In all cases, mechanisms of accountability will require to be established. Equally important, however, is the Conference's view that performance will to an important extent depend on the degree of participation of agents and instruments in the detailed planning and programming of projects comprising the Plan.

35. Among the agents and instruments the Conference has in mind are: state enterprises and public utilities; development corporations and development banks; indigenous and foreign private enterprises; R and D establishments; universities and polytechnics; farmers' organizations; community leadership groups; river and lake basin and similar authorities dealing with the development of agricultural or geological regions (such as the Great African Rift Valley); business support institutions (business consultancy organizations, industrial estates, extension services, etc.) associations of engineers, scientists and technologists; institutes of development studies and, of course, multinational development organs such as the Economic Community of West African States and the Multinational Programming and Operational Centres, who may be entrusted with the organization and encouragement of participation of some of the agents and instruments referred to earlier.

36. The Conference firmly believes that the most brilliant plan ill-executed may be worth less than an imperfect plan brilliantly carried out and this explains the attention which it feels ought to be given to problems and mechanisms of implementation.

The greatest danger in neglecting this aspect of the Plan arises, it is felt, from the possibility of the Plan slipping into the hands of others so that the Region's Plan becomes their plan, its purposes and objectives, their purposes and objectives, its agencies and instruments, their agencies and instruments, its inputs and their inputs, the results it seeks, the results they seek.

37. The Conference therefore recommends that the Executive Secretary of the Economic Commission for Africa, in collaboration with the Secretary-General of the Organization of African Unity, initiate consultations with regional and multinational organizations and with individual member States and appropriate national institutions on problems of implementation of the Plan as far as regional and multinational projects are concerned and that member States proceed to organize similar consultations at the national level.

The Political Will

38. The Plan the Conference is putting forward is to the Conference the only means by which the anticipated crisis in the year 2000 can be averted. It provides for participation by every member State, and by every group or class of persons and institutions in the Region. It enables policy-makers, planners and agents of production and distribution to choose their own priorities. To the extent that any overriding priority may be identified, it is the acquisition, improvement and rapid multiplication among the people, of know-how relevant to the concrete objectives of the Plan.

39. The Conference wishes once again to recall that the population of the Region is expected to increase from 400 m. in 1975 to 817 m. in 2000 and to stress that even the maintenance of the existing levels of mass poverty and unemployment, not to say their amelioration will call for heroic and concrete efforts to build the Region's economy on a new basis.

40. In the face of the many adverse powers in front of it (industrial power, technological power, financial power, market power, transnationals' power and food power), the Region will have once more to call upon its inner resources of fortitude, sacrifice and political will which have enabled it to confront and overcome the forms of political colonialism on which economic colonialism has thrived for centuries.

41. The Region cannot wait for the New International Economic Order to arrive. It must help create it.

I. FOOD AND AGRICULTURE

42. Over the last two decades, and at a time the African Continent is facing a rapid growth in population and urbanization, the food and agriculture situation in Africa has undergone a drastic deterioration; the food production and consumption per person has fallen below nutritional requirements.

43. The shortfall in food production, coupled with high levels of post-harvest losses and periodic severe shortages, have led to rapidly increasing dependence on food imports, resulting in a drain on foreign exchange resources and creating serious major constraints in financing the development of African economies. At the root of the food problem in Africa is the fact that Governments have not usually accorded the necessary priority to agriculture both in the allocation of resources, and in giving sufficient attention to policies for the promotion of productivity and improvement of rural life.

44. For an improvement of the food situation in Africa, the fundamental requisite is a strong political will to channel a greatly increased volume of resources to agriculture, to carry through essential reorientations of social systems, to apply policies that will induce small farmers to achieve higher levels of productivity, and to set up effective machineries for the formulation of relevant programmes and for their execution. The development of agriculture, however, should not be considered in isolation, but rather integrated within the economic and social development processes. Emphasis should also be put on the latter aspect particularly the problem of improving the conditions of rural life.

45. For an effective agricultural revolution in Africa, it is essential to involve the youth, and to arrest the rural to urban drift. Policies have to consistently emphasize the need not only to improve the living conditions on the farms but also to increase farm real incomes as a means of making agriculture more attractive and remunerative. New dimensions of inter-country co-operation are called for, but primary responsibility for a breakthrough in food and agriculture lies with individual Governments operating in their respective national contexts.

46. Over the years 1980-85, the objective should be to bring about immediate improvement in the food situation and to lay the foundations for the achievement of self-sufficiency in cereals and in livestock and fish products. Priority action should be directed at securing a substantial reduction in food wastage, attaining a markedly higher degree of food security, and bringing about a large and sustained increase in the production of food, especially of tropical cereals with due emphasis on the diversification of agricultural production. Urgent measures are recommended in each of these areas.

Food losses

7 The objective should be to make significant progress towards the achievement of a 50 percent reduction in post-harvest losses.

Recommended action includes:

- careful assessment of the extent of food losses;
- formulation of national policies for food loss reduction;
- mass media campaigns to educate the public on methods of reducing food waste;
- construction of appropriate storage processing and other facilities;
- establishment of central technical units;
- promotion (through research, infrastructural development, and incentives to farmers and fishermen) of improved methods of drying, preservation, storage, pest control, and processing;
- improvement of livestock routes and holding grounds;
- training of technical staff for food loss control work, preferably through subregional/regional institutions; seminars and workshops.

Food security

46. Most African countries should aim, as a first step, at setting up national strategic food reserves of the order of 10 per cent of total food production.

49. Urgent steps should be taken by every African country to adopt a coherent national food security policy. National policies must be translated into concrete actions such as early construction of storage facilities, creation of grain reserves, improvement of grain stock management and better forecasting and early warning systems.

50. The need for collective self-reliance will require subregional food security arrangements similar to the one initiated in the Sahelian zone. In addition, it is recommended that African countries should examine the feasibility of setting up an African Food Relief Support with a view to assist member countries in times of food emergency.

Food production

51. Food development must be promoted in an integrated manner, and should take into consideration the problem of transportation and distribution of farm products at the level of consumers. And food self-sufficiency should take into consideration the nutritional values of food stuffs and solve simultaneously the problems of under and mal-nutrition.

52. The set-up of agricultural production should be based on adequate and realistic agrarian reform programmes consistent with the political and social conditions prevailing in respective countries. Improved organization of agricultural production must be given a priority so as to increase agricultural production and productivity.

(a) Food crops

53. For most African countries, the principal immediate goal should be to bring about a very rapid increase in the production of the tropical cereals (rice, maize, millet and sorghum) with a view to replacing a sizeable proportion of the wheat and barley that they import at present. The production of these latter two cereals should be encouraged in countries which have the potential.

54. Areas in which urgent action is recommended include:

- promotion of better agricultural practices, particularly the intensive use of improved input packages and plant protection measures;
- modification of the techno-economic structures of production so as to provide the small farmers with the necessary incentives to increase production;
- better utilization of water for irrigated cereals on on-going irrigation schemes, and initiation of new schemes;
- soil and water conservation;
- flood control and drainage;
- intensification of the use of improved hand tools and drought animals, and promotion of mechanized farming where justified;
- physical infrastructural development, including the building of small bridges, dams, access and feeder roads and the improvement of educational, health and other social facilities, much of which at this stage should, as far as possible, be undertaken through voluntary self-help participation.

(b) Livestock:

55. The main areas in which increased support is recommended in the immediate future are:

- training: establishment of subregional training centres and workshops on livestock production, slaughterhouse practices, and poultry and small stock development;
- animal health: establishment of specialized trypanosomiasis control units, improving productivity of trypanotolerant breeds, and integrated development of areas freed from tse-tse, establishment

- of vaccine production facilities and an effective regional quarantine system; establishment of subregional research centres in tick-borne disease; and improvement of laboratory services and disease surveillance systems;
- animal breeding;
- control and eradication of foot and mouth disease;
- controlled grazing and range management;
- development of animal feeds; and,
- infrastructural development.

(c) Fisheries

56. The target should be to increase annual fish production from African waters by one million tons by 1985, which should permit a rise of one kilogram in the level of average annual fish consumption per person between now and 1985.

57. The measures recommended are:

- development of industrialized off-shore fleets (where justified by resource availability) and increased productivity of artisanal fisheries;
- expansion of aquaculture;
- improvement of communications between landing points and markets, especially inexpensive feeder roads to fishery communities;
- improvement of traditional processing methods;
- investment in shore-based infrastructure, in particular storage facilities;
- expansion of interregional trade in fishery products;
- encouragement of subregional co-operation in the assessment of the fish potential, especially where common stocks are concerned as well as for international lakes and river basins;
- formulation of joint schemes for the rational exploitation and management of subregional fish stocks;

- review and, as necessary, re-negotiation of existing fishing agreements.

(d) Incomes and price policy

58. It is strongly recommended that governments undertake the formulation and application of effective and coherent policies to ensure that prices of farm inputs and farm produce provide an adequate incentive for increasing food production particularly by small farmers, while safeguarding the interest of the poorer consumers at the same time. Similarly, the individual activities entailed in the recommended programme of action should be designed and implemented with a view to ensuring a beneficial income distribution impact on the rural poor. In particular, efforts should be made to reduce the widening gaps in income between the rural and the urban populations as well as those between the rich and the poor in the rural areas.

Forest production

59. The objective should be to integrate forestry more closely with agriculture, to ensure adequate supplies of fuelwood and to increase the contribution of forest resources in industrialization.

60. The most urgent actions that need to be taken for the development of forest production in Africa are:

- organization of inventories of national forest resources;
- intensification of programmes for integrating woodlots and trees in land use and agricultural practices at village and farm levels;
- control of soil erosion;
- expansion of areas under forestry regeneration programmes by 10 per cent per annum up to 1985, with special attention to community woodlots and agro/forestry;
- expansion of forest reserves by 10 per cent over the next five years.

- a progressive ban on exports of unprocessed logs with a view to reducing them, by 1985, to 50 per cent of their present level;
- preparation and launching of a regional plan for the development and harmonization of forest industries;
- strengthening of existing regional bodies dealing with forestry; increased training at national and regional levels of forest professionals, technicians and guards;
- expansion and inter-country co-ordination of applied research programmes.

Research

61. Science and technology have pivotal role in the development of agriculture specially in connection with agronomic research, training and extension. Within the context of agronomic research special emphasis should be placed on the improvement of livestock, sheep and poultry breeds as well as the improvement of selected seeds, fertilizers, pesticides and other chemicals suitable for African conditions.

62. Agricultural research is crucial to the transformation of agriculture in Africa. National research systems should be strengthened, as also inter-country co-operative research programmes. Agricultural research work should be geared so as to support the objective of food self-sufficiency, and liaison between research and extension should be made more effective. It was therefore recommended that:

- agricultural research should put more emphasis on the development and spread of new technologies than has occurred in the past. biological innovation such as plant and livestock breeding and control of agricultural pests could substantially increase agricultural production and output in Africa. They provide more productive plant and animal species and other husbandry techniques and should be emphasized in agricultural research programmes.

research has in the past addressed itself to a narrow spectrum of food crops and has neglected a number of food crops indigenous to Africa. Such crops are grown by a large number of the rural population and constitute a major proportion of their diet. This situation should be rectified.

research should also be intensified in the area of root crops, tubers and soya beans; and into the improvement of production and nutritional values of all food crops.

research should also continue for export crops which not only bring in foreign exchange necessary for development but also provides raw materials for our industries.

special attention should be given to problems affecting food production in the semi-arid areas in order to stabilize production in this fragile eco-system. Research should develop adapted crop varieties and production systems that ensure optimal utilization of the limited soil and water resources.

Extension service

63. It is crucial that research findings be made available to the farming community with minimum delay. It was therefore recommended that:

- a closer link be established between research and extension services.
- the extension service should lay more emphasis on the spread of existing technologies.
- the extension service should be strengthened and given additional resources in order to reach the bulk of the rural population rather than concentrating on a relatively small group of progressive farmers.
- training efforts should concentrate on extension workers who should, in turn, focus their work on rural youth and women. Extension institutions, especially farmer training centres, need to be strengthened.

Agricultural services

64. Rational exploitation and development of natural resources, especially forestry and wildlife should be promoted as a means of improving food supply in the region within the context of integrated rural development programmes.

65. Strong institutions should be developed for rural development planning and monitoring, data collection, provision of agricultural credit and inputs, efficient transport, marketing, agro-industrial development, and storage and processing.

66. Agricultural mechanization has a priority role in the increase of agricultural production and in the modernization of farms. However, this problem must be studied very carefully and should be related to industrial development so that it will not further increase the dependency of African countries on the developed world. In the process of agricultural mechanization special emphasis should be put on animal traction in countries that have not yet reached the appropriate level of motorization.

Resources

67. Total investments required over the 1980-85 period for the implementation of the proposed programmes amount to about US\$ 21,400 million, at 1979 prices. In addition, expenditures for inputs would rise by about US\$ 560 million over the same period. This level of expenditure will form only part of the total expenditure requirements of the agriculture sector for the 1980s as contained in the document, Regional Food Plan for Africa (AFPLAN), approved by the Ministers of Agriculture in Arusha, Tanzania, in 1978 and endorsed by Heads of States in the Monrovia Declaration in 1979. Additional resources will be necessary to cover the latter half of the decade which is not covered in this Plan of Action for only 1980-85.

68. It should be desirable to aim at financing at least 50 per cent of the investment requirements with domestic resources.

Implementation and monitoringFood and Agriculture Organization

69. As an initial step, Governments should determine the manner in which the foregoing recommendations should be applied in the specific contexts of their respective countries. In carrying out this task, Governments may avail themselves of the services of Inter-Agency Strategy Review Missions which should be set up for this purpose.

70. High priority should be given to building up national capabilities in the identification, preparation, execution, monitoring and evaluation of agricultural development projects. FAO, in co-operation with FCA and other relevant agencies, should expand its training programmes in this field. Regional and subregional seminars/workshops should also be organized.

71. African countries should expand their economic and technical co-operation in food and agriculture through increased trade, exchange of manpower technology, and joint development programmes at the subregional and regional levels.

72. Governments should set up specific yearly goals for food and agriculture, and set up effective national and regional machineries to monitor progress towards them. At the regional level, monitoring should be an inter-agency exercise involving CAU, ECA, FAO, WFC and UNDP.

73. In the context of the new strategy and targets in food and agriculture, it will be necessary for a reappraisal to be made of the on-going projects that are financed from external sources with a view to ensuring that they too do contribute to the realization of these new objectives.

II. INDUSTRY

I. PREAMBLE

74. The industrialization of the African continent in general and of each individual African country in particular constitutes a fundamental option in the total range of activities aimed at freeing Africa from underdevelopment and economic dependence. The integrated economic and social development of the African continent demands the creation, in each African country, of industrial base designed to meet the interests of that country and strengthened by complementary activities at the subregional and regional levels. Industrialization of this kind will contribute, inter alia, to:

- (a) the satisfaction of basic needs of the population;
- (b) the exploitation of local natural resources;
- (c) the creation of jobs;
- (d) the establishment of a base for developing the other economic sectors;
- (e) the creation of the basis for assimilating and promoting technological progress;
- (f) the modernization of society

75. By harmonizing development activities of ensuring that optimum use is made of the limited resources of the various African countries, industrial cooperation creates conditions conducive to regional and subregional collective self-reliance, while at the same time providing the framework for strengthening the effort of each country.

76. Conscious of this situation and of the need to strive to translate development targets, African countries reiterate their support for the resolution adopted at the third General Conference of UNIDO recommending that the United Nations General Assembly should proclaim the 1980s as the African Industrial Development Decade. They are fully aware that such a proclamation will confer certain obligations on those who work for it and thus undertake to make an appropriate contribution to the efforts required to ensure its success. They are determined, furthermore, to take all necessary steps to ensure that this Decade is fully successful.

77. The African countries note with great disappointment the negative results of the third General Conference of UNIDO. In the first place, they appreciate the true significance of this failure, namely the impotence of the developed countries to induce the developing countries to abandon their legitimate demand for a just and equitable new international economic order. Attention should also be drawn to the negative attitude of the developed countries towards efforts being made by African countries for accelerated industrialization in the region. This failure, inter alia, underlines the necessity for individual and collective self-reliance.

78. In addition, they draw a number of conclusions, including:

(a) the need to promote, side by side with the other developing countries, recognition of their right to development;

(b) the need for fruitful co-operation between African countries, on the one hand, and between African countries and the other developing regions on the other hand;

(c) the urgent need for each country to adopt a national development policy based, above all, on using its own resources;

(d) the urgent need to implement a plan for the collective industrialization of Africa based on the concept of self-reliance.

II. LONG-, MEDIUM- AND SHORT-TERM INDUSTRIAL DEVELOPMENT OBJECTIVES

79. In application of that section of the Monrovia Declaration relating to industrial development in Africa and bearing in mind the targets set at the second General Conference of UNIDO at Lima and the relevant resolution of the third General Conference of UNIDO at New Delhi on the African Industrial Development Decade and in accordance with the New Delhi Declaration and Plan of Action submitted by the Group of 77, the African countries adopt the following industrial development strategy for the long, medium and short-term up to the years 2000, 1990 and 1985 respectively. In doing so they underline the priority accorded to the creation of sound industrial base and related aspects embodied in the Declaration of African Heads of State and Government adopted at Monrovia. They put emphasis on major resolutions embodied in the document already adopted by the Heads of State.

1. Long-term objectives up to the year 2000

80. In implementing the long-term development strategy up to the year 2000, Africa's target shall be to achieve 2 per cent of world industrial production in accordance with the Lima target.
81. The attainment of this target will require the creation of an industrial structure at national levels within the framework of an integrated economy.
82. Stress should be put on the need to establish links between industry and other sectors as well as between various industrial subsectors so as to promote interdependence among them and achieve harmonized industrialization and overall economic development.
83. In formulating their industrial development strategy, African countries should bear in mind the need to select suitable technology which will also be socially suitable, compatible with resource endowment, and increasingly to reduce Africa's present overdependence on the developed countries for technology.

2. Medium-term objectives up to the year 1990

84. During the 1980-1990 decade, African countries intend to achieve 1.4 per cent of world industrial production and at the same time to do all within their power to attain self-sufficiency in the following sectors: food, building materials, clothing and energy. To that end they have set themselves the following targets:

- (a) creation of a solid basis for self-sustained industrialization at the national and subregional levels;
- (b) development of human resources to ensure that they are fully mobilized in the industrial development process;
- (c) production in sufficient quantities of agricultural inputs such as fertilizers, pesticides, agricultural tools and machines;
- (d) production, in sufficient quantities of building materials for the construction of decent urban and rural housing for the continent's growing population and in general to meet the economy's requirements in terms of building materials;
- (e) development of the intermediate and capital goods industries and particularly those intended for other industries and infrastructure building;

- (f) on-the-spot processing and upgrading of an increasingly large portion of the continent's raw materials;
- (g) satisfaction of industry's energy needs by developing the different forms of energy available in the continent;
- (h) satisfaction of textile requirements.

3. Short-term objectives up to the year 1985

85. In pursuing their medium and long-term industrial development objectives, African countries intend to achieve the following targets in the short term:

- (a) to achieve at least 1 per cent of world industrial production;
- (b) to lay the foundation for the phased development of the basic industries which are essential for self-reliance, since they produce inputs for other sectors. It is therefore important to conduct studies that will establish those basic industries which can be developed in the short term on a national or subregional basis, and those which must be developed in the long run and require subregional or regional co-operation. The modalities for the creation of these basic industries must be studied and established:

- (i) Food and agro-industries;
- (ii) Building industries;
- (iii) Metallurgical industries;
- (iv) Mechanical industries;
- (v) Electrical and electronic industries;
- (vi) Chemical industries;
- (vii) Forest industries;
- (viii) Energy industry.

III. REQUIREMENTS FOR THE ACHIEVEMENT OF INDUSTRIAL DEVELOPMENT

Objectives

86. If the whole set of long-, medium- and short-term industrial development objectives set by African countries are to be achieved, a variety of requirements will have to be met at national, subregional, regional and international levels.

1. At the national level

87. Industrial development in each African country will depend on:

- (a) design of a national industrialization policy which lays down priorities, targets and the human, financial and institutional resources required;
- (b) establishment of training facilities for technical personnel which will meet the requirements at all skill levels;
- (c) training of Africans both at supervisory and intermediate industrial management levels should be given high priority so as to lessen Africa's dependence on foreign managerial competence;
- (d) launching of a prospecting programme with a view to making an inventory of all the resources in a country and establishing how they should be exploited;
- (e) establishment of institutions responsible for promoting industrialization, in the field of studies, research, standardization and other services;
- (f) creation of financial institutions which offer such terms and conditions as to promote accelerated industrial development and take account of the special features of emerging sectors;
- (g) taking every effort to ensure that the industrial surplus funds realized from industrial activities in Africa are reinvested in the region;
- (h) creation of machinery to co-ordinate and promote industrial co-operation between the country concerned and other countries in the subregion and the region;
- (i) creation of a network of small- and medium-scale industries;
- (j) take effective measures and provide incentives for the development of small-scale and medium industries taking into account the need for local resource use, employment and technological diffusion;
- (k) monitoring of the activities of transnational corporations;
- (l) putting strong emphasis on the utilization of local raw materials as inputs to industry so as to lessen the present excessive dependence on imported industrial inputs
- (m) careful selection of product lines, emphasizing those that will contribute towards satisfying the basic needs of their people and for development;

- (n) formulate and implement policy measures to stem rural-urban drift through decentralization of resource-based, small and medium-scale industries to rural areas, and the development of rural infrastructures;
- (o) develop, encourage, and support African entrepreneurs to participate effectively in industrial production with a view to gradual control of the capital ownership in the sector by Africans;
- (p) utilization of research, determination of the role of private, semi-public as well as public enterprises as instruments for the implementation of the plan.

2. At the subregional and regional level

88. African countries are convinced of the fundamental role of intra-African industrial co-operation in all its various forms as an instrument for self-reliance and acceleration of industrial development to achieve the Lina target for Africa, taking into account, in particular, the discouraging attitude of developed countries, and the present low progress in the intra-African co-operation. African countries have therefore decided to give concrete expression to their will to co-operate by adopting the following measures:

- (a) preparation of subregional and regional plans for the creation of major industrial complexes whose cost and production capacity would exceed national financial and absorptive capacities;
- (b) creation of multinational regional or subregional institutions to make an inventory of and exploit shared national resources. The modalities for establishing these institutions should be determined through consultations among the countries;
- (c) giving high priority to the establishment of multinational industries in the African region, especially in such basic areas as metallurgy, foundry, chemicals, etc., with high investment costs; expand bilateral industrial co-operation among African countries through such means as joint ventures;
- (d) strengthening of existing institutions:
 - (i) African Regional Centre for Technology;
 - (ii) African Regional Centre for Engineering Design and Manufacturing;
 - (iii) African Industrial Development Fund
- (e) establishment of machinery to monitor industrialization at the subregional level;

- (f) creation of the African Regional Centre for Consultancy and Industrial Management Services;
- (g) promoting trade in manufactures among African countries; adopt measures to encourage the consumption of national and regional industrial products;
- (h) strengthening and where necessary creating industrial project financing institutions;
- (i) reform of credit policies adopted by financial institutions operating in African countries with a view to increasing the volume of credit available to national public and private industrial enterprises;
- (j) creation of industrial co-operation areas without customs trade barriers;
- (k) adoption of measures to ensure the harmonization of tax systems at the subregional and regional levels in order to facilitate industrial co-operation among African countries;
- (l) creation of multinational institutions to promote financial flows and the acquisition of technology to Africa;
- (m) undertake measures at national, subregional and regional levels to facilitate fuller utilization of excess industrial productive capacity in Africa;
- (n) initiation of research work at the subregional and regional levels into new sources of energy;
- (o) optimizing the utilization of existing training infrastructures before embarking upon the creation of new institutions, strengthening of existing training centres should be strengthened and effectively used by nationals of the various African countries;
- (p) exchange of information among African countries on technical and financial specifications and costs related to contracts on implementation of industrial projects with developed countries as means of reducing excess costs in foreign exchange resulting from the weaknesses in negotiation capacity of developing countries due to the lack of information among them relating to these contracts.

3. At the international level

89. African countries feel that it is essential to co-operate with other regions of the world in order to attain their industrial development objectives. They insist on the fact, however, that such co-operation should be mutually advantageous and should be based on respect for the fundamental interests of

the continent and in particular sovereignty of every country over its natural resources.

90. In their relations with other developing regions, African countries will in particular strive to:

- (a) promote the exchange of industrial technology;
- (b) implement joint technical training programmes;
- (c) conclude trade, monetary and payments agreements with a view to promoting trade in finished and semi-finished products with such regions;
- (d) obtain the additional resources required to finance their industrial development from financial institutions which, like BADEA, are controlled by developing countries and in particular the oil exporting countries;
- (e) strengthen their bargaining power by working together with other developing regions and harmonizing with them the positions to be taken vis-à-vis the developed countries.

91. For African countries, co-operation with the developed countries should in particular lead

- (a) a massive transfer of resources to finance industrial projects which are accurately costed to take account of all types of additional expenditure borne by the industries of African countries;
- (b) acquisition of technology at the lowest cost; taking into account the social cost and resources endowment factors;
- (c) inventions, patents and technical know-how should be made available freely by industrialized countries to the countries of the Group of 77 as definitive contribution of developed countries to the industrial development of developing countries;
- (d) monitoring the activities of transnational corporations so as to ensure that their activities are compatible with the interests of African countries;
- (e) the adoption of an international code of conduct on the transfer of technology as well as a code of conduct for transnational corporations designed to safeguard the interests of African countries;

(f) industrial redeployment at the world-wide level which will ensure that African countries achieve the Lima targets;

(g) free access to developed countries' markets for the industrial products of African countries through the removal of protectionist tariff and non-tariff barriers.

92. Concerning the role of international organizations whose task it is to promote industrial development, and in particular UNIDO, African countries would like them to concentrate, as a matter of priority, on the least developed countries, and would want to see these organizations procure more material and financial resources so that they can play an effective role in promoting the industrialization of African countries.

93. Furthermore, they call for measures to be taken to put the system of consultations within UNIDO on a legal and permanent basis and to ensure that the decisions reached are binding. These consultations should be undertaken at the subregional, regional and international levels.

IV. CONCLUSIONS

94. Twenty years after the attainment of political independence by a majority of the African countries, the continent is entering the 1980-1990 decade in a state of under-development which makes Africa the least developed region in the world and which has resulted from several centuries of colonial domination.

95. Aware of their handicap and determined to follow through their action which is aimed at lifting them out of their underdevelopment, African countries undertake to promote global and accelerated economic and social development individually and collectively.

96. African countries accord, in their development plans, a major role to industrialization in view of its impact in meeting the basic needs of the population, ensuring the integration of the economy and the modernization of society. To this end and in order for Africa to achieve a greater share of world industrial production as well as to attain an adequate degree of collective self-reliance rapidly, African countries proclaim the years 1980-1990: Industrial Development Decade in Africa.

97. In order to achieve the industrial development objectives in the long, medium and short terms, African countries decide to take all measures at the national, subregional and regional levels and in the areas of human resources, natural resources, financing and promotion institutions in order to lay the foundation for the total and complete mobilization of all energies in ensuring the success of the gigantic task undertaken.

98. African countries determined to act in concert with the rest of the international community whose cooperation in all forms is indispensable to their own action.

99. In this connexion, African countries consider they are owed a massive and appropriate contribution by the developed countries to the development of the African continent, the successful achievement of which they see as the very condition for the continued development of the advanced countries and the preservation of world peace.

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III. NATURAL RESOURCES

100. The major problems confronting the African region in the field of natural resources development include: the lack of information on natural resources endowment of large unexplored areas and the unavailability of accurate and reliable information from the activities of transnational corporations dealing with natural resources assessments; the lack of adequate capacity (capital, skills and technology) for the development of these resources; a considerable dependence on foreign transnational corporations for the development of a narrow range of African natural resources (i) selected by these corporations to supply raw materials needs of the developed countries; the inadequate share in the value added generated by their exploitation of natural resources of African countries due to imperfect pricing and marketing practices; non-integration of the raw materials exporting industries into the national economies of the African countries thus impeding backward and forward linkages; extremely low level of development and utilization of those natural resources of no interest to foreign transnational corporations; a disappointingly low general contribution of natural resources endowment to social-economic development and because of these factors member States are unable to exercise meaningful and permanent sovereignty over their natural resources.

101. During the 1990s the strategy for the developing countries of Africa in their natural resources development should aim at:

- (a) undertaking the assessment of their natural resources endowments and the use of the information on natural resources distribution and availability for national and African multinational socio-economic development (i) projects intended to produce goods and services to meet the needs of the African countries;
- (b) integrating natural resources development within national and African multinational socio-economic development programmes and projects so as to encourage the complementarity of the different natural resources available in various African countries in the production process and to promote backward and forward linkages that the development of the natural resources can generate within the African economies;
- (c) undertaking comprehensive manpower, technology and capital needs surveys for natural resources development activities with a view to enabling the countries to pool their resources for the implementation of national and African multinational natural resources development programmes and projects;
- (d) strengthening existing national and African multinational institutions dealing with natural resources development and conservation activities at all levels including training, research, production, processing, fabrication, marketing, finance, etc. and the establishment of new ones;
- (e) harmonizing the national natural resources development policies with a view to creating a favourable environment for co-operative efforts by the African countries in the development of their natural resources to meet the socio-economic needs of their peoples; and

(f) working closely with the international community and other non-African agencies involved in natural resources development in the region so that external resources are directed principally to natural resources development projects which promote and sustain co-operative arrangements among the African countries so as to enable the region to obtain the fullest possible development benefits flowing from regional linkages.

General proposals and recommendations

102. (i) In recognition of the significance of natural resources in providing a sound base for national socio-economic development, African countries should take early steps to acquire a thorough knowledge of their natural resource endowments. These include the establishment of a manpower development and institution building programmes for the conduct of field studies and preparation of inventories of natural resources.
- (ii) In particular measures should be taken by each member States to ensure that all results and basic data, especially maps, films, logs and all other information acquired by foreign transnational companies during their mineral prospection activities in the country are handed over to the Government.
- To ensure the best possible storage and utilization of these data, a documentation centre (Data Bank) should be established at national level.
- (iii) To enable African Governments to exercise sovereignty over their natural resources, they should take all necessary measures through the development of the relevant human and institutional infrastructure, to establish indigenous technological capabilities in the exploration, processing and exploitation of their natural resources.
- (iv) The constant aim of African Governments should be the rational development and utilization of their natural resources, employing technologies that are appropriate to their local conditions, and paying due regard to such aspects as conservation of natural resources.
- (v) At the subregional and regional levels, measures on policies should be adopted to ensure effective intra-African co-operation among member States, namely:
- (a) harmonization of national development programmes for the use of mineral, energy and water resources;
- (b) establishment of joint facilities for applied research, specialized services and training;
- (c) participation in multinational projects and enterprises for the exploration, production and processing of usable natural resources.

MINERAL RESOURCES

103. The main development objectives of the strategy for mineral resource development during the 30's would be:

- (i) Improved knowledge of African mineral resources through adequate inventory of existing and potential resources, better forecasting of consumption pattern and research toward rational use of known reserves.

Particular attention should be given to those mineral raw materials with strategic importance for building up the basic industries making-up intermediate products such as: iron and steel, aluminium, base metals, petrochemical products and fertilizer, cement, etc. In the economic evaluation of the resources it should be considered the structural changes occurred in the world as effect of the energy crises, the new technologies as well as the increased needs for local consumption of some raw materials.

- (ii) Creation at the national and regional level of the proper scientific, technical and industrial environment necessary for the development and expansion of the mineral extractive industries. At this end the first effort should be directed towards the strengthening of the capabilities of the national geological surveys and mining departments. In promoting the new methods and techniques of research the national capabilities have to be complemented by the multi-national African centres for development of mineral resources.
- (iii) Correlation of national programmes of geological research and mineral surveys at the subregional and regional level in view of increased efficiency and establishment of joint operational activities. Of particular importance will be the co-operation among the African States for the exploitation of the resources of the sea-bed.
- (iv) Training in all aspects of mineral resources development of high level specialized personnel as well as of medium level technicians from African member States in order to alleviate the shortage of qualified manpower and to reduce the dependency on overseas expertise and specialized services.
- (v) Development of a system of transfer of know-how, and exchange of scientific, technical and economic data in geology, mining activities and mineral economics among African countries as well as with countries from other developing regions.

104. The objectives outlined above should be achieved through the following activities:

(a) The completion of preliminary studies relating to the appraisal of known African mineral resources and their present development with proposals as to how best they could be developed to meet the needs of the region, by mid-1961. The Regional Conference on the Development and Utilization of Mineral Resources in Africa to be convened by ECA in Kampala, Uganda, from 5 to 15 October 1960 is one of the steps intended to achieve this objective.

(b) The completion of preliminary studies on manpower, technology and capital needs in mineral resources assessment activities in the African countries for the specific programmes agreed upon at the Regional Conference mentioned above, including suggestions on how existing internal resources could be mobilized to effect their implementation by the end of 1961.

(c) The active participation of member States in the operation of African multinational mineral resources development institutions through political and material support. To that end those States members of the Eastern and Southern African subregion not yet participating in the subregional mineral resources centre based in Dodoma (United Republic of Tanzania) should do so by the end of 1960. The similar centre for the Central African subregion should be established in 1960-1961 and become fully operational by 1964. The establishment of similar centres for the West and North African subregions should be also considered after 1962. These multinational institutions for applied research are also likely to strengthen national institutions involved in similar activities.

(d) Regular or annual meetings of experts of geological surveys of African member States to review past performance of mineral resource research activities in the region with a view to taking appropriate national measures for improvement in the years ahead. Such meetings should commence in 1960 with the Regional Conference mentioned above.

(e) Establishment of joint co-ordinating offshore prospecting committees for the rational exploration and evaluation of the sea-bed resource.

(f) The preparation between 1960 and 1965 at the country level and on a regional basis of the inventory of mineral resources of Africa using a standardized methodology for classification of reserves and evaluation of mineral deposits.

(g) A joint regional programme for the preservation and proper use of geological documentation, reports and maps and mineral collections.

WATER RESOURCES

105. The following recommendations are proposed in-line with Mar del Plata Action Plan of the United Nations Water Conference of March 1977 and the proposals made on the follow up and implementation of the Action Plan for integrated development and Management of Water Resources at the African Regional Meeting in October 1978:

A. Institutional strengthening

106. It is recommended to approach this problem at the following three levels:

- (i) at the National level, National Water Committees should be established (by 1980) in countries which have not yet done so;
- (ii) at the subregional level, existing subregional organizations like river and lake basin commission should be strengthened. A review of the requirements for strengthening should be carried out and completed in 1980. By the end of 1982, these subregional organizations should be equipped with additional resources in staffing and funding;
- (iii) at the regional level, an Inter-Governmental Committee on Water for the African Region as approved by the ECA Conference of Ministers at their Fifth Meeting in Rabat in 1979 should be established.

B. Formulation of national water plans

107. Countries should take action to formulate master plans in the sectors of water supply and agriculture and integrate them into a composite national water plan at the National level. This should be completed by 1983. The plan in water supply should represent national aspirations for the International Drinking Water Supply and Sanitation Decade and the plan for agricultural water use should be integrated with the Regional Food self sufficiency adopted as a part of the Regional Development Strategy.

C. Project identification, preparation and implementation

108. Countries should identify and prepare bankable water supply and irrigation project reports for implementation with external financial and technical assistance as well as domestic resources. This should be taken up without waiting for the formulation of national water plans.

D. Subregional and regional co-operation

109. Joint river/lake basins organizations should be established to promote inter-governmental co-operation in the development of shared water resources. Countries requiring such institutional arrangements should immediately start negotiations among themselves and try to complete them so that these new joint organizations can be brought into existence by 1983. Through these organizations greater co-operation amongst countries should be encouraged so that less advanced countries may benefit from those more advanced countries in the region, in the context of TCDC.

CARTOGRAPHY AND REMOTE SENSING

110. The strategy for development in cartography and remote sensing is geared at providing the means to achieve self-sufficiency in qualified personnel in all branches of cartography, bring to light the present position of Africa's attainment in mapping and to provide the means to establish and strengthen national surveying and mapping institutions in order that the African countries may be in a position to undertake surveying and mapping projects essential for development.

Actions recommended:

111. (i) To recognize the importance of their national surveying and mapping institutions and to rate them high among their national priorities and to provide sufficient budget for them to take steps to establish them where none exist.
- (ii) To actively participate and support regional training and services centres in cartography in order to cut on costs of producing badly needed manpower and to provide lacking services.
- (iii) To share equipment and services between those who with capabilities and those without especially the least developed nations.
- (iv) Considering that remote sensing is an important tool in the inventory, planning and exploitation of natural resources; taking into account the efforts already made towards the establishment of the African Remote Sensing Council and the Regional Training and User Assistance Centres, it is highly recommended that member States participate fully in the African Remote Sensing Programme and provide both political and material support for the success of the programme.

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IV. HUMAN RESOURCES DEVELOPMENT AND UTILIZATION

112. In considering document E/CN.14/703 and Add.1, the Conference took note of the situation in the development and utilization of human resources in Africa, principal of which were the high rate of population growth, the growing level of unemployment and underemployment, the shortage of different types and levels of trained manpower, the high level of adult illiteracy, the deficiencies in educational system and the lack of co-ordinated policies and programmes of manpower training and the funding of training at the national level. It also noted the various recommendations of the regional training development conference that was held in Addis Ababa in December 1970, aimed at providing specific guidelines for achieving development oriented educational and training systems.
113. Recognising the need to achieve increasing measure of self-reliance in the economic and other spheres, the Conference stressed the importance of trained manpower as input to activities in the various production sectors and support services as well as in education and training sector as producer of skills and know-how for its own needs and for other sectors.
114. The need for increasing employment and income as a way to achieving better living standards for the bulk of the population, particularly for the rural inhabitants was stressed. To this end it was necessary to give adequate attention to the development of indigenous technologies and methods of training that will benefit those in the production sectors at all levels, particularly in the informal sector.
115. Since Africa's greatest asset is its human resource the full mobilization and effective utilization of the labour force (men, women and youth, both trained and untrained) for national development and social progress should be a major instrument of development.
116. The importance of scientific and technical skills and know-how in modern development can not be overemphasized. It is in this area that African countries are overdependent on imported technical and scientific manpower. It is therefore very cardinal and in accord with the principle of self-reliance that African States should give special priority to the development of scientific and technical manpower at all levels, including the training of science and technical teachers and instructors.
117. A primary objective of socio-economic development is the improvement of life for the entire population of a nation. This requires the full participation of all segments of the population in gainful and productive employment and the provision of all essential services for the enrichment of the life of the community. It also requires effective programmes of social welfare and community development, social security and the mobilization of the masses for the development of public works and community services.

118. Having regard to the intensity of the training task to be accomplished, the lack of training facilities in some fields and the scarcity of financial resources, the Conference urged meaningful cooperation among member States in developing and utilizing specialized regional, subregional and multinational training and research institutions for the training of Africans in specialized skill areas, using wherever possible existing national institutions for a base. While cooperation and collective self-reliance should be the guiding principle in human resource development, the Conference stressed that the principal responsibility for manpower training and employment promotion should be seen as resting squarely at the national level.

119. To ensure that African States achieve a good measure of self-reliance in training manpower resource and technical instruction, that the skill input into production and service activities in the various sectors are assured and available as needed, and that member States have adequate policy and programme guidelines in this important sector, the Conference submits the following Programme of Action for consideration and adoption.

PROGRAMME OF ACTION

120. The foregoing highlights of the African situation have drawn attention to serious manpower and employment constraints in major sectors of development. The situation calls for action, determination and sustained efforts commensurate with the narrower challenge that faces African States if they are to achieve self-sustained, internally self-generating socio-economic development. This calls for hard options and difficult choices. The next is to realign development priorities to emphasize the development of man - human resource - both as the object of development and as the custodian and mentor of socio-economic development, as the supplier and consumer of skills as well as the terminal products and services of all the development effort. The human resource development sector in the African region requires positive action if it is to play its proper role in ensuring the region's survival and progress.

A. At National Level

121. The translation of public pronouncements at international meetings into national action programmes through:

The integration of manpower planning and programming functions, personnel development, placement and utilization services into a Ministry of Manpower Development charged with:

- (a) undertaking realistic manpower assessment, projections, planning and programming and continuous monitoring of its development and proper utilization,
- (b) developing a career capability for co-ordinating and planning manpower development effort and monitoring manpower placement and utilization on a continuous basis,
- (c) evolving viable and definitive manpower policy guidelines that mobilize the efforts of government and the private sector agencies in continuous manpower planning, development and utilization action.

122. Establishing and operating definitive and comprehensive national training, development policy guidelines and legislative acts that not only legitimize national commitments to human resource development but also establish and delineate the co-ordinating authority and functions of the following:

(i) Operational Training, Administrative Guidance and Co-ordinating Machinery with a proviso for its running by:

- a profession oriented Training/Staff Development Officer cadre deployed at the centre and in all centres of socio-economic activity, with established career and definitive sphere of services, and one that derives its satisfaction from its own inner standards of excellence and commitment to the development of its field of practice - training development; and supported by
- sectoral/ministerial advisory committees in sectoral centres of socio-economic activity or service furnishing agencies.

(ii) Maintaining a centrally administered Training Fund that ensures steady availability of funds to execute the training function and contributed to by all those that demand and are trained: appreciate.

123. Establishing and operating a Central Advisory Council deriving its membership from sectoral committees, and charged with training development and manpower utilization as to ensure a timely availability of trained manpower and its proper utilization, advising on priority skill needs and the judicious utilization of available training resources.

124. Insuring that multinational/regional/sub regional project activities related to human resource development and utilization are incorporated in, and reflected in national policy guidelines, national legislative acts and development plans.

e.g. (a) Multinational or subregional grants/scholarships being reflected in national university charter and education acts.

(b) Appraisal of national employment policies providing for shared use and co-operative exchange of African expertise.

125. Periodic review, establishment and execution of strategic training development programs activities laying emphasis on those with multiplier effect, with priority to

- (a) Science and technical teacher training.
- (b) Training/staff development officer training.
- (c) Managerial/executive and supervisory cadre development training.
- (d) Selected priority and key sectors accelerated skills development programs (for industry, agriculture, transport and communications, science and technology, education, integration of women in development) based on

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- (i) Work analysis and subsequent employer skills training solution approach.
- (ii) Double intake or other cost-saving alternatives in post-primary educational institutions.
- (iii) Non-formal programs in adult learning through distant learning, University of the Air, Workers Education, etc.
- (iv) In-plant industrial training, training factories and development project attachment training.

126. Periodic appraisal and review of educational policy and training practice, institutional and staff capacity and capability and the reform and re-orientation of curricula, course content and course offerings in response to changing patterns in assessed future manpower demand.

127. Consolidation and integration of fellowship and scholarship programmes and financial resource for training under one agency within a ministry or as to ensure that:

- (i) the available resources are directed towards meeting the most critical training needs and facilitate placement for study in areas that are not locally or adequately provided for;
- (ii) the recipient country or agency is able to determine by itself the fields in which grants are to provide institutional and financial resources for training;
- (iii) efficient and cost-effective use are made of the available resources for these areas with critical skill shortages, and ensure savings in foreign exchange outflow;
- (iv) commitments and national obligations for the support of regional or multinational specialized training and research institutions and the related Fellowships and Training Expenditures are duly honoured.

128. Restructuring and streamlining national administrative structures so that they are not only capable of monitoring their own internal operations, but also the implementation of the activities and programmes that they manage, and are capable of adjusting to the changing internal and external demands of development efforts through:

- (i) continuous monitoring of its own performance in relation to national development effort, making necessary structural, resource (man/material/oney) mix, and the plan it is executing;
- (ii) continuous review and monitoring of the application and effectiveness of its rules, procedures or regulation patterns, and machinery and readjusting them for better results.

- (iii) setting up performance audit systems and units to ensure that (i) and (ii) above are effected and institutionalized, and that open communication systems, organizational development as well as policy examination, analysis and review process form an integral part of the organizational performance audit and renewal process;
- (iv) controlling the proliferation of administrative/organizational structures in the light of resource demands of the economic development efforts and the need to minimize government operational costs;
- (v) maintaining an efficient merit system for the attraction, retention, motivation, training and career development of public servants to ensure the use of staff motivated by internal standards of excellence and commitment to development objectives in the discharge of their duties.

129. Adopt policies and measures that would ensure increasing reduction in the dependence on the use of foreign experts and skills and at the same time promote the training of nationals in technical co-operation projects and foster the employment of African expertise within the region.

130. Development of programs for the training of rural inhabitants and those in informal sector in various occupations and adapting such training to improve indigenous skills and technologies. This measure should provide for fundamental and comprehensive review and overhaul of prevailing methods and techniques of training and adult learning for the acquisition of skills, transfer of technologies and know-how. The role of non-formal training methods and media in the training of the masses of the population should be given adequate recognition and support.

131. To be able to respond to the increasing demand for more technical manpower input in production sectors, especially in respect of industry and agriculture, as well as in science and technology, the skill-ratio in the production of scientists, technicians and artisans should be increased to 1 scientist to 5 technicians to 30 craftsmen and artisans.

132. Improved income opportunities and gainful employment for youth and school leavers should remain one of the principal objectives in development activities in all production and service sectors. Such a policy should be reinforced with effective skill and managerial training programmes for the informal sector, especially the unorganized entrepreneurial economic activities in urban peripheries.

133. For improved quality in manpower resource more attention should be given to programmes that improve the quality of life and the performance of workers through improved nutrition, better housing, medical and health care and healthy

environment. To achieve this objective the requisite manpower at all levels for the execution of programs and activities contributing to the improvement of the quality of life should be developed and effectively utilized.

134. The development of a nation requires the collective efforts of all the population; accordingly, measures should be taken to ensure the full and effective participation of the whole population in national development.

B. At Regional and Subregional Levels

135. The required action at these levels would of necessity be directed to reinforcing national action through providing guidelines for, and facilitating action in manpower development and utilization. Programs strategy therefore emphasizes co-operation and collective self-reliance in manpower resource through:

- (i) Manpower studies and preparation of manpower profiles and training programming in respect of specific branches and product lines in the main production sectors and supporting services, thus providing guidelines for the formulation and initiation of training programmes at national and regional levels designed to meet manpower requirements
- (ii) support for an information and placement service facilitating the identification and employment of African experts and consultancy organizations such as is being operated by ICA programme for promoting the use of African experts and development of indigenous consultancy services;
- (iii) adoption of employment policies that permit the free movement of labour within subregions thus facilitating the employment of surplus trained manpower of one country in other skill shortage African countries.

136. Effective support for, and full use of the facilities of regional and subregional training and research institutions through providing funds for the operation of, and sponsoring the training of nationals in specialized regional, subregional or multinational training institutions. Co-operation and collective self-reliance in manpower development can only be effective when African States pool their resources to develop and operate newly established training and research institutions in support of the manpower requirements of priority development sectors and product lines, and to strengthen and make full use of existing institutions.

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137. Support for the ECA co-ordinated and administered Regional Training and Fellowship Programs for Africa which aims at training 1000 Africans in five years with priority to the manpower requirements of the various priority sectors and product lines already mentioned; in the development of the teaching and research staff of regional and sub-regional institutions; to experience transfer, and to evolving an African AEC in utilizing available training facilities within the region. This programme needs a minimum operational budget of US\$1.5 million a year as well as training places. Support by African States are required through:

- (i) financial grants for the operation of the programs;
- (ii) Provision of fellowships, scholarships and training places through ECA for the benefit of other African States;
- (iii) nominating nationals for training under the programs, including student and teacher exchange arrangements;
- (iv) providing regular information on national training and scholarship facilities available for training nationals of other African countries.

C. International Action

138. The principle of co-operation and collective self-reliance which African States have adopted recognizes in respect of human resource development and utilization that African countries must first help themselves individually and collectively in striving for survival and progress. However, international support in aid of human resource development is welcome as supplementary to the African self-reliant effort. Such assistance should be seen and regarded as reinforcing the national, regional and multirational development efforts that African States must make in order that there can be development and progress. In this effort the continued and active collaboration of all international agencies within the United Nations system and other international, inter-governmental and non-governmental bodies should be effectively mobilized in support of national, sub-regional and regional effort for human resource development and utilization.

V. SCIENCE AND TECHNOLOGY

INTRODUCTION

139. In the main document E/CN.14/757, the background and evolution of the negotiation procedure and the final outcome of the United Nations Conference on Science and Technology Development (UNCSTD) were thoroughly reviewed.
140. The inevitable conclusion was arrived at that as far as African countries are concerned the Conference realized only part of its objectives and the Vienna Programme of Action leaves much to be desired.
141. Even though for Africa, the outcome of UNCSTD was not as effective and fruitful as anticipated, it was felt that African countries should take appropriate steps to ensure their active participation in the post-UNCSTD dialogue.
142. While doing this, African governments should direct their efforts to spelling out a strategy for development which should guide their thinking, planning and action on bringing about socio-economic changes necessary for improving the quality of life of the majority of the people. This objective requires them to invest, science and technology resources in the raising of African standards of living and relieving of misery in the rural areas.
143. Attention therefore could be paid to the role of science and technology in integrated rural development. This would require among others, the generation of financial resources and of political will and courage on the part of policy and decision makers of the continent to induce a profound change with far-reaching effects on the use of science and technology as the basis of socio-economic development as a matter of the utmost importance and urgency at this fateful juncture of history.
144. African governments should therefore adopt measures to ensure the development of an adequate science and technology base and the appropriate application of science and technology in spear-heading development in agriculture; transport and communications; industry, including agro-allied industries; health and sanitation; energy, education and manpower development; housing, urban development of the environment.
145. It was essential within this context, for governments to also take measure for exploiting markets for their locally manufactured capital and consumer

goods and services in Third World and other developing countries and to provide machinery for bilateral and/or multilateral co-operation among African or Third World countries, in a conscious effort to promote collective self-reliance.

146. The Programme of Action for Science and Technology originally contained in Document D/CN.14/771 was endorsed subject to the following modifications:

- (a) African countries should organize science and technology fairs at annual or biennial intervals. These fairs will provide a forum for:
 - (i) The exhibition of indigenous technologies
 - (ii) The exchange of knowledge and experience among African scientists and technologists;
 - (iii) The promotion of technology transfer among African countries;
 - (iv) The promotion of technical co-operation among African countries.
- (b) African countries should formulate national policies on science and technology plans to be incorporated in the over-all national development plan as science and technology is a fundamental input to the development of all other sectors identified in the Strategy and Programme of Action for the Third Development Decade.
- (c) African countries should take measures to promote research and development in science and technology particularly by providing the necessary financial resources.
- (d) African Governments should take measures that will encourage the return to their country of origin of skilled-labour cadres.
- (e) Africa should request a total allocation of the order of at least 40 per cent of the Interim Fund for Science and Technology for Development established by General Assembly Resolution 34/218, for the implementation of projects submitted to the Fund.
- (f) African Governments should endeavour to participate effectively in activities of the International Year of the Disabled Persons, - more particularly in the International Symposium to be held in July 1981 on technical co-operation among developing countries and technical assistance for Disabled Persons particularly with a view to establishing or strengthening machinery for the application of science and technology to the fabrication of pototypes and new production of medical, educational and vocational equipment by utilizing endogenous resources and expertise.

NATIONAL LEVEL

PROGRAMME 1: THE NATIONAL SCIENCE AND TECHNOLOGY BASE FOR DEVELOPMENT

INTRODUCTION

147. At the end of the second United Nations Development Decade (1970-1979) most African countries were becoming more and more aware of the role of science and technology in development. A number of institutions for science and technology had been set up. However, in spite of past and current efforts, most African countries still lack the necessary national scientific and technological capability and consequently remained dependent on foreign technical skills for the execution of their scientific and technological tasks. Some of the shortcomings in the development of scientific and technology base for development at the national level may be traced to a number of factors, including:

- (i) The persistence of the old international economic order and its technological dimensions, which have not changed;
- (ii) The ineffectiveness of existing national machinery in coping with endogenous technology development;
- (iii) The negative effects of imported foreign technology;
- (iv) Vagueness in the conception of science and technology policy and its contents;
- (v) The inability of existing science education to provide students with the essential skills for development and inappropriate clinical settings for essential skill acquisition;
- (vi) The rural/urban technological dichotomy;
- (vii) The ineffective linkage pattern of research and development and national production activity, in particular the persistent orientation towards research of general interest and free knowledge;
- (viii) Ineffective mobilization of the population for science and technology transfer transactions;
- (ix) The inadequacy of existing machinery for the regulation of technology transfer transactions;
- (x) The limited volume of financial resources devoted to science and technology;
- (xi) The low level priority accorded to science and technology, particularly where available national financial resources are concerned.

148. For science and technology to play an effective role in national development, they must operate within a national frame and be co-ordinated with other sectors of the economy.

149. A new strategy for the science and technology base has therefore to be evolved for the third United Nations Development Decade.

Programme Element 1.1: Establishment by each African Government of a national "Centre" for Science and Technology for Development

150. In this context the "Centre" is not necessarily meant to connote a physical monolithic structure. It is used as a "shorthand" for a national organ or mechanism, the form and character of which is to be determined by each Government, having regard to the structure and modus operandi of its governmental machinery.

151. The characteristic feature of the "Centre" is that it should have inputs from and effective linkages with national institutions such as:

- (i) The development planning organization;
- (ii) Investment and financial institutions;
- (iii) Research and development institutions;
- (iv) The education and training system;
- (v) Public and private enterprises;
- (vi) The industrial property system technical and patent information;
- (vii) Standardization and quality control systems;
- (viii) The legal system.

152. The overall goal of the "Centre" is to help the country in determining the origins and effects of alleviating the technological dependence and in approaching technological self-reliance by striking a socio-economically favourable balance between foreign inputs and those inputs that are generated by the indigenous science and technology system and utilized by the national sectors of production and services. To attain this overall goal, the "Centre" would have to be capable of:

(a) Formulating an explicit national science and technology policy which translates the national policy for socio-economic development into technological lines of action, delineating the requisite nature and sources of foreign and endogenous inputs;

(b) Assisting in the guidance and maximization of endogenous inputs through:

- (i) Initiation and monitoring of the national science and technology policy; and preparation of national science and technology plans;
- (ii) Organization of programmes for training manpower in science and technology policy formulation and planning;

PROGRAMME 2: DEVELOPMENT OF HUMAN RESOURCES FOR SCIENCE AND TECHNOLOGY

INTRODUCTION

153. Top priority should be given to the development of human resources for the creation of a science and technology infrastructure of manpower, knowledge skills, innovative and productive capacities to absorb and adapt imported technology, on the one hand and, on the other, to develop technology locally for the identification, exploration and exploitation of natural resources and the conversion of raw materials into semi-finished and finished goods and products; this would entail a drastic change in the orientation of education and training programmes within a newly created social infrastructure in which social facilities and services are accessible to all and the dignity of labour accorded a high social value.
154. Primary education should aim at providing instructional materials highlighting the role of technology in society in a simple and demonstrative manner. At this stage, an understanding of the rural environment and the use of traditional technology by past and present African rural societies to make life easier should form major components of instruction. The "learning by doing" method of skill and knowledge transfer should play a significant role.
155. At advanced levels, training programmes need to be reoriented towards the production of technologists and not merely engineers in the various traditional or "conventional" disciplines. This would require the introduction of courses in economics, management, technology, including the history of technology development, the impact of technology on society, technology generation and diffusion, and law.
156. At the middle level, where the need is currently acute, measures must be taken to introduce elements of the above programmes in education programmes, adequate attention being paid to students' motivation. Emphasis must be placed on "trouble shooting" techniques.
157. With regard to the development of technical entrepreneurship there is a need to direct attention to current practices in the training of technical manpower.
158. The "learning by doing" method of skill transfer and the "demonstration effect" in production and service-type situations must be given top priority in order to produce the professional with the versatility required to solve design problems in the country.

Programme Element 2.1: Manpower needs survey

159. This element involves the conducting of surveys of scientific and technological manpower needs in all sectors, and the determination of the mix of professional manpower requirements on which development should be based.

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Programme Element 2.2: Development of technical entrepreneurship

160. This element requires the following activities:

- (i) Expansion and intensification of the "learning by doing" method in the training of technical manpower;
- (ii) Introduction of management courses in existing conventional engineering and technical training curricula;
- (iii) Broadening of the training of engineers to include mastery of the practical elements of technology as well as the other related dimensions of the technology development process.

Programme Element 2.3: Training in technical fields of critical manpower shortage

161. This calls for the establishment of training programmes in technical fields where there are acute shortages of manpower, such as production engineering, industrial design, chemical engineering and metallurgy, and in fields relevant to project preparation, evaluation, etc...

Programme Element 2.4: Development of programmes to train and encourage more women to enter science and technology

Programme Element 2.5: Mobilization of the adaptive technology potential in the informal sector

162. In Africa today a considerable amount of adaptive technology and technical creativity exists in way-side village smithies and other mechanical workshops.

163. Programmes should be developed to mobilize these capabilities for: (i) feeding into the productive sectors; (ii) training (through the process of "learning by doing") of school drop-outs; and (iii) training/orientation of the rural population in general and women in particular to deal with the simple technical problems arising from living and working in these rural areas.

Programme Element 2.6: Mass popularization of science and technology

164. Adult skill and literacy campaigns in science and technology should be mounted, using the national languages, where possible, with the primary object of getting rural women to participate more effectively in agricultural and rural technology programmes and projects (e.g., food production, preservation, storage and use, nutrition, etc.); the method of "learning by doing" should be used in these campaigns.

Programme Element 2.7: Curriculum revision

165. Larger scale curriculum revision campaigns should be mounted as a matter of priority by governments to cover all levels of the education system with the aim of making scientific and technological education and training more relevant to the development needs of the local African environment. Governments should carefully define the objectives of such curriculum revision by highlighting the need to emphasize traditional cultural values, and to understand the working of rural society. The curriculum revisers must aim, when their proposals are appropriately executed, at arriving at human end-products possessing skills and knowledge which would make them socially useful, either on their own or as employees, and capable of living and working in harmony with their environment. The first phase of this activity should be completed in two years i.e., by the end of 1981.

Programme Element 2.8: Training of science and technology trainers

166. Institutions and programmes should be established or strengthened for the training, on a continuous basis, of science and technology teachers and instructors. This should be a continuous activity.

Programme Element 2.9: Stopping the brain drain

167. African countries currently suffer a major loss of indigenous skilled manpower to the developed countries. Action should be initiated, in collaboration with the international community, to tackle the root causes of this problem in order to reverse this trend.

168. Special attention in the aforementioned human resources development programmes should be given to the following areas in which product development is deemed critical in the short run:

- (a) Building materials;
- (b) Pharmaceuticals and fertilizers;
- (c) Transport and communication equipment;
- (d) Agricultural tools and equipment.

PROGRAMME 3: DEVELOPMENT OF INFRA STRUCTURE FOR SCIENCE AND TECHNOLOGY BASEINTRODUCTION

169. The African region continues to be technologically backward and dependent on industrialized countries principally because many African countries have failed to take most of the actions required to achieve self-reliance.

170. Paragraph 154 of document E/CN.14/757 gives a detailed summary of the grave consequences that make it urgently necessary to break with conventional methods and concepts and to get away from dysfunctional internal economic patterns.

171. The patterns need to be restructured and methods devised for the kind of development process that Africa should institute in the 1980s: the success of this approach will depend on the degree of political will and commitment that African governments can muster for this purpose.

Programme Element 3.1: Development and transfer of technology

172. Special attention should be paid to the socio-cultural milieu of the majority of the population and an attempt made to satisfy their needs by upgrading traditional technologies where worthwhile developing new ones and adapting imported technology. Invention, innovation and diffusion should be given top priority in this context. Existing scientific and technological capability, a market; and some mechanism whereby capability can be transformed into goods and services to satisfy demand, are all needed.

173. Governments should, in the rural areas, encourage the balanced development of rural industry and agriculture so as to ensure that there will be a demand for rural goods and services, as well as for the technologies to produce them.

174. The development of research and development should be encouraged in the above exercise by the creation of a competitive environment in which the research undertaken at universities and other institutions is geared to development needs, and particularly to those identified in the rural areas. When relevant inventions are made, technical entrepreneurs can transform them into practical production items, thus providing a much needed link between the innovative and productive systems.

175. Action should be taken to ensure that technology, in transferred under general conditions acceptable to the recipient country and supportive of a self-reliant, self-sustaining strategy in the development of local and scientific technological capabilities. Technical assistance and foreign aid programmes should be carefully scrutinized through established machinery so as to ensure that the country will benefit to the greatest possible extent from these programmes and that balanced socio-economic development will result.

176. Such machinery should regulate the technological and other activities of transnational corporations in the recipient country so as to ensure that they make a positive contribution in areas such as the development of indigenous scientific and technological skills; the generation of local employment opportunities; and the transfer of technological and managerial knowledge to local distributors and users of capital goods and other products manufactured by the local subsidiaries.

(a) A primary activity is to conduct studies:

- (i) To identify the technological needs of the majority of the population;
- (ii) To understand the character of the local recipients of technology, their orientation and preferences;

- (iii) To understand how technology affects development, develops and is diffused in society, technology adaptation techniques, etc.;
- (iv) To understand how transnational corporations operate, their structure and policies, and how those affect the development process so as to increase the awareness and perception of policy-makers on all the above matters (seminars and workshops should be arranged for this purpose).
- (b) National sectoral should then be formulated and laws enacted to guide the development and use of local technology, and to regulate the choice, flow, adaptation and use of imported technology and the activities of transnational corporations;
- (c) National policies units to advise on the development choice, transfer and adaptation of technology, and to supervise and follow up the implementation of technology related activities should be established or strengthened. The result of the manpower survey will assist in determining the professional skill mix required in these sectors, and adequate training programmes can then be mounted to develop negotiating capacities and strengthen bargaining positions, and to improve the capacity to assess, unpackage, install, operate and maintain technology;
- (d) Awards and patent incentives should be established for inventions and innovations, and for work done in local scientific and technological institutions, other types of institutions in industry, etc., directed towards satisfying the development needs of the rural population and towards other neglected development areas;
- (e) Local scientific and technological personnel should be encouraged to participate in debates on development issues, and on science and technology matters, so as to ensure a wide diffusion of knowledge of technological achievement;
- (f) Registers of imported technologies, classified by sector and by short-, medium- and long-term replacement potential, should be set up;
- (g) National negotiating capabilities should be strengthened by crash training programmes developed with the assistance of Third World countries, regional organizations such as ECA, the United Nations and other international organizations, in areas such as the following:
- (i) The international code of conduct on the transfer of technology;
 - (ii) The international code of conduct relating to TNCs;
 - (iii) The revision of the Paris Convention for the protection of industrial property.

(h) The facilities and expertise of the regional technological institutions should be used in order to develop a common African position in negotiations with TNCs.

177. In many of the areas outlined above, governments can benefit from the assistance of ECA, the United Nations system, and other regional and international organizations.

Programme Element 3.2: Acquisition, processing and dissemination of technological information

178. Lack of information is one of the most serious obstacles to the selection, acquisition and use of appropriate technology options. An understanding of the local environment and the character and orientation of the transferees is as important as information on the technology to be supplied. Care should therefore be taken to ensure that the technology supplied matches the local needs identified. Machinery should be established to assess and promote the acquisition and dissemination of information on the range of alternative technologies, processes and products available for a particular application. The following measures are proposed:

(a) Establishment or strengthening of a national centre for technology information dealing with:

- (i) Importation of technology:
 - Identification of subsidiaries of foreign firms in the region and elsewhere; compilation of information on the operation of transnational corporations and regular dissemination of such information to the business sectors of the economy; compilation of data on low-cost and other adapted technology within the country or available from other developing countries and regions; compilation of data on foreign investments, imports, raw materials, prices of products on the international market, standards and related matters, etc.;
- (ii) Data and statistics on local technological capabilities and infrastructure:

Data on local capability to obtain, adapt or generate required technology; information on the relationship between demand for goods and services and efforts to supply adequate technology (and the related problems of understanding the character and orientation of transferees); information on centres capable of providing technical advice and information, existing engineering consulting firms, standards institutions, etc.;

- (iii) The provision of the above services to various sectors of the economy, but especially to the production system.

(b) The organization jointly by African and Third World governments of programmes to provide fellowships and/or scholarships to enable "science and technology" students to study and visit centres of technology development in countries such as China, Japan, India, the Republic of Korea, etc., to gain experience and to collect information on the history of technology development in these countries. Such programmes should be planned by inter-disciplinary teams of experts from Third World and participating African countries as African national training programmes involving universities, research and development institutions, industry, management and business institutions, etc.;

(c) Encouragement of the establishment and/or strengthening of local scientific and technological associations and societies. National technology information centres should establish or strengthen ties with other regional technology information systems, and technology information centres of Third World countries to facilitate the flow and exchange of information in all fields relevant to socio-economic development;

(d) Carrying out, with the assistance of ECA, regional institutions and other Third World country institutions, pilot studies on agricultural and industrial extension services so as to establish an improved framework for the effective diffusion of technological information to users and for feedback from them to the research and development and productive centres.

(e) Actively supporting and strengthening African regional organizations in the field of patent documentation and information, such as ESARIPO and ESAPADIC, OAPI and CADIB and PADIS.

Programme Element 3.3: Institution building

179. Institutions and/or institutional arrangements are required at both the national and sectoral levels for the development of technology, the regulation of the transfer and adaptation of technology, for educating and training scientific and technological manpower at various levels, and for financing science and technology development activities.

180. Considerable political will and commitment on the part of policy-makers is requested in order to create adequate institutions and to restructure and reorient existing ones to enable them to provide effective solutions to the problems of development.

- (i) All Governments should establish by law an over-all guiding agency with economic and administrative autonomy, and make provision for the permanent financing and establishment of other sections of the science and technology infrastructure.

Programme Element 3.4: Markets

181. - Governments should take measures for collectively exploiting markets for locally manufactured capital and consumer goods and services in Third World and development countries;

Programme Element 3.5: Co-operation

182. (i) Governments should provide machinery for bilateral and/or multilateral co-operation among African or Third World countries in a conscious effort to promote collective self-reliance;
183. (ii) Such machinery would identify areas of common interest requiring collective action and make full use of the expertise available within regional and international organizations when advice and other forms of assistance are required.

PROGRAMME 4: ESTABLISHMENT, IMPROVEMENT AND STRENGTHENING LOCAL PRODUCTION CAPACITY

Programme Element 4.1:

184. Governments should take specific and explicit measures for making full use of local production capacity in railway and civil aviation workshops, arts and crafts centres, etc., already existing in their countries.
185. These measures should provide guidance and directives for the establishment of new workshops which would diversify their activities by manufacturing spare parts, and the agricultural and machine tools necessary for production in various sectors.

Programme Element 4.2: Mobilization of the indigenous technology potential in the formal and informal sectors

186. The workshops mentioned above should also serve as basic structures for promoting, strengthening and encouraging individual initiatives in informal local technology so that production can be improved and increased. These workshops should furthermore be used to the greatest possible extent for the in-plant vocational training of indigenous personnel in the various fields of industrial production.

PROGRAMME 5: ENHANCEMENT OF RURAL DEVELOPMENT

Programme Element 5.1: Development of low-cost rural technologies

187. A common characteristic of the African population is the high proportion (about 80 per cent) living in rural areas. To improve the quality of life of these rural populations and minimize the drudgery of their existence, it is necessary to develop and diffuse low-cost rural technologies.

188. Special facilities and resources should be devoted to:

(a) The development of low-cost technologies for rural agriculture and industrial production, transportation, communication and other activities to be carried out, whenever possible, in the rural areas;

(b) The development of low-cost energy sources, particular attention being paid to solar energy, wind-power, biomass, water-power, and geothermal energy;

(c) The establishment or strengthening, as a model for industrial development, of small-scale industries and "artisan" enterprises, combined with the vigorous promotion of research and development capabilities in agriculture and small-scale industrial activity.

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PROGRAMME 6. SCIENCE AND TECHNOLOGY INPUTS REQUIRED FOR THE ACTIVATION OF THE DEVELOPMENT PROGRAMME SECTOR

189. Africa has adopted a development strategy for the next decade which has the following priorities:

- (i) The attainment of self-sufficiency in food;
- (ii) The establishment of a sound industrial base;
- (iii) The physical integration of the region through the development of transport and communication;
- (iv) The development of the capabilities required to enable Governments to establish sovereignty over their natural resources;
- (v) The establishment of mutually beneficial and equitable relations with other countries between African countries and the rest of the world;
- (vi) The attainment of a substantial increase in the present meagre share that intra-African trade accounts for in total African trade.

190. This African strategy has been further translated, for operational purposes, into specific areas that deserve immediate and particular emphasis during the five-year period 1980-1985.

191. The following sectors, which have been identified as priority areas for urgent action, require science and technology inputs for their development and activation:

- (i) Research and development;
- (ii) Development of appropriate technologies;
- (iii) Evaluation and regulation of technologies that may be imported for the sector;
- (iv) Transfer of research findings and locally developed packages of technology
- (v) Development of essential equipment and technical facilities;
- (vi) Scientific and technical training and manpower development for the various sectors, including manufacturing, production, maintenance and repairs.

6.1 Food and agriculture

192. In the area of food and agriculture, scientific and technological activities are needed in the priority areas of:

- (a) Agricultural chemicals;
- (b) Improved seeds;
- (c) Forest products;
- (d) Agricultural tools and implements;
- (e) Storage and processing techniques;
- (f) Irrigation technology;
- (g) Fisheries.

Programme Element 6.1(i): Establishment or Strengthening of National Machinery

193. A food and agriculture development policy and policy instruments must be created with emphasis on the integrated development of the rural sector of the economy, taking into account, inter alia, the following:

(a) The provision of an institutional infrastructure for the training of the required manpower, especially women, in identified priority areas of need (see programme elements 2.1, 2.3, 2.4);

(b) The provision of adequate channels of communication linking the agricultural, transport and communications, industrial planning, finance, labour and employment, research and other relevant sectors of the economy;

(c) The provision of legal machinery at the national level to regulate land use and to foster subregional and regional multinational co-operation in the use of such mechanisms when established.

194. Such a policy and policy instruments should also perform the following functions:

(a) Development and improvement of irrigation facilities, including water conservation and management;

(b) Intensification of the use of improved hand tools and drought animals and promotion of mechanized farming;

(c) Ensuring that processing is carried out to a greater extent at least to the secondary if not final stages, so as to promote substitution of local for imported food;

(d) Improvement of storage facilities in order to reduce post-harvest losses and to ensure adequacy of food supplies;

(e) Multiplication and distribution of high-yielding seed /animal varieties;

(f) Improvement of animal health and hygiene;

(g) Development of industrialized off-shore fishing fleets and increased productivity of fisheries;

(h) Intensification of plant protection.

6.2: Industry

195. In the industrial sectors, scientific and technological inputs are required in the six priority areas identified by African Ministers of Industry:

- (i) Food and agro-industries;
- (ii) Building materials and construction industries;
- (iii) Metals and metal products industries;
- (iv) Engineering and engineering products industries;
- (v) Chemical industries; and
- (vi) Forest-based industries.

Action for the development of the above areas would require the provision of facilities for a capital goods industry to produce transport and communications equipment, and agricultural tools and equipment, and to manufacture basic chemicals leading to the production of fertilizers and pharmaceuticals, as well as key building materials, and spare parts and components for the above products.

Programme Element 6.2 ; Establishment or strengthening of national machinery for the establishment of industrial policies and instruments which would insure inter alia, the following:

(a) Adequate integrated rural development and backward and forward linkages between and among the subsectors of industry mentioned above, the transport and communications systems, health facilities water and energy supply, finance, the education and training system, research, labour and employment and other relevant sectors of the economy;

(b) The provision of an institutional infrastructure for the training of the required manpower at all levels, and especially women, in the areas of need identified by the African Ministers of Industry (see particularly programme elements 2.2, 2.4 and 2.5);

(c) The provision of legal machinery for regulating the importation of technology, for fostering regional and subregional co-operation.

196. It would also perform the following functions in certain industrial subsectors, namely chemicals, metals, engineering, forestry, building materials and construction:

(a) Evaluate existing capabilities in all the above sectors, and develop appropriate manpower development programmes in them, as outlined in programme elements 2.2, 2.3 and 2.5, with a view to exploiting adequately the sectors identified;

(b) Evaluate existing potential in domestic raw materials, existing facilities for financing, markets, and production of imports for the industries

(c) Conduct studies of the local environment and on the character and orientation of transferees and transferors, especially the TNCs, with a view to ensuring that the supply of technology matches the demand (e.g., the creation of small-scale industries) and for creating policies to regulate the business activities of the TNCs;

(d) Conduct studies of the kinds of structures developed by other Third World countries to develop scientific and technological capabilities in the industrial sectors identified with a view to using the results in pilot operations designed for initiating a self-sustaining industrialization process;

(e) Examine possible ways of generating funds locally for science and technology activities in the industrial subsectors identified;

(f) Examine the structural requirements for making the best use, at the national level, of regional institutions with functions having a bearing on the development of the various sectors.

Programme Element 6.2(ii): Establishment or strengthening of the following National Institutions

(a) A consulting engineering and management institution with capabilities for feasibility studies, project evaluation and design, selection of equipment, evaluation of contracts, etc.

(b) A standards and quality control institution.

6.3 Natural Resources (minerals, water and forests)

(i) Establishment or strengthening of national machinery for the creation of policies to ensure that proper backward and forward linkages exist between these resource sectors and other sectors of the economy in order to promote integrated rural development.

197. Such machinery will also perform the functions listed below.

Programme Element 6.3 (i): Mineral Resources Sector

(a) Establish the mineral resource base (both land- and sea-based) by undertaking geological, mineral exploration and mapping;

(b) Prospect, evaluate, extract and market the minerals;

(c) Negotiate satisfactory agreements with foreign governments or TNCs for carrying out any of the functions mentioned above;

(d) Make provision for providing equipment, and for the training of the range and quality of the manpower required, taking into account programme elements 2.2, 2.3 and 2.5.

Programme Element 6.3 (ii): Water Resources Sector

(a) Establish an inventory of surface and groundwater sources;

(b) Develop special techniques for managing water resources, i.e., collect data on water availability and quality, forecast demand in various rural sectors, and develop and use technologies for recovery and recycling;

(c) Develop technologies for collecting water in rural areas, for distribution (e.g., hand pumps and other devices), for irrigation, for treating polluted water, sea and brackish water, and for disposal of waste water;

(d) Negotiate technology transfers for the activities outlined above, as necessary, on terms most favourable to the recipient country.

Programme Element 6.3 (iii): Forest Resources Sector

- (a) Establish an inventory of forest resources;
- (b) Introduce new plant species for increased productivity through three breeding and fertilization techniques;
- (c) Promote indigenous research and study of indigenous species in particular ecological areas;
- (d) Develop appropriate labour-utilization technologies and manufacture equipment for clearing, planting, logging and the processing of all sizes of logs;
- (e) Develop technologies for the storage and preservation of forest products;
- (f) Develop adequate treatment or management techniques for forests, through use of the most appropriate system of silviculture;
- (g) Make provision for training of manpower and dissemination of information on the management and use of forests.

6.4 Energy Resources

Programme Element 6.4 Establishment or strengthening of national machinery for the creation of policies to ensure that proper backward and forward linkages exist between the energy sector and other sectors of the economy in order to promote integrated rural development, and for performing the following functions:

- (a) Make an exhaustive inventory of the energy resources (land-and sea-based), using geological, geophysical, air-borne, etc., techniques and evaluate the potential;
- (b) Periodically assess demand and supply patterns for rural household, and for agricultural, industrial, and transport uses so as to develop energy techniques and to plan future management;
- (c) Develop efficient structures for energy distribution;
- (d) Collect, analyse, assess, catalogue and disseminate information, by means of various techniques, on technologies available locally and in the foreign market for the development and use of new and renewable sources of energy;
- (e) Make arrangements for the training of manpower at all levels, particular attention being paid to relevant manpower development under programme elements 2.2, 2.3 and 2.5;

(f) Make arrangements for the development of R&D and of institutions for producing energy from waste materials, and for the development of storage or conservation techniques;

(g) Develop capabilities for negotiating agreements if necessary, for the transfer of technology to perform various functions related to energy development;

(h) Examine possible structures for making the best use of regional and subregional institutions.

6.5 Transport and Communications

Programme Element 6.5 (i): Provide the Science and Technology Inputs for the Implementation of the Programme of the United Nations Transport and Communications Decade

6.6 Health and Sanitation

Programme Element 6.6 (i): Establishment or Strengthening of National Machinery to Develop Policies, taking into account, inter alia, the following elements:

(a) The over-all need to provide health care to the community as a whole and particularly to its poorest segments within the context of integrated rural development;

(b) The development of environmentally and culturally sound technology so as to ensure that the equipment and drugs selected will be manufactured at low cost (e.g. from indigenous materials) and making provision for acquiring information relevant to pressing problems of health care, and for the regular exchange of information with other countries;

(c) The assessment of needs in terms of the range and numbers of personnel and institutions required within the context of integrated rural development;

(d) The development of appropriate linkages with the other vital sectors of the economy.

198. Such machinery will also be responsible, inter alia, for the performance of the following activities:

(a) Drawing up an inventory of essential drugs necessary to cure debilitating diseases;

(b) Intensive studies (R&D) of the effectiveness of medicinal plants for treating various transmissible diseases and recording of cures; special attention should be paid to identifying suitable forest resources for this purpose;

(c) The selection of middle-level manpower for training under programme elements 2.2 and 2.3 to work with health research workers in universities and hospitals in order to produce low-cost health equipment;

(d) The transfer of traditional medicine from the informal to the formal health sector especially in the rural areas, and the training of practitioners of traditional medicine in basic health procedures in various fields (e.g., family planning, preventive health care, food products available in the rural areas and of high nutritional value), and the encouragement of R&D activities in this sector;

(e) The establishment and improvement of training institutions for paramedical and nursing personnel at the required levels;

(f) Co-ordinating the collection, analysis, assessment, cataloging and dissemination of relevant health information from indigenous and foreign sources;

(g) The expansion and improvement of medical and nursing services and facilities for both urban and rural areas.

6.7 Housing and Urban Development

199. In this sector, ~~appropriate attention should be paid to the development~~ of specifications (i.e., building construction requirements with reference to particular materials and methods) and performance codes/design and engineering criteria) (see Programme Element 6.2 (i)) in relation to the building materials industry.

Programme Element 6.7 (i): Establishment or Strengthening of National Machinery to Perform the following Functions:

(a) Establish a coherent national system of codes and standards, and develop techniques and processes, etc., for testing and quality control;

(b) Promote the development of self-help construction by providing design standards, manuals and codes, etc., for simple housing units for the urban and rural areas;

(c) Make provision for adequate utilities and in particular for water, sewerage, and waste disposal systems;

(d) Take steps to promote tropical architecture and urban and rural planning and design;

(e) Examine possible structures to be created at national level to make best use of subregional, regional and international institutions.

6.8 Environment

Programme Element 6.8: Establishment of Machinery to Assess and Mitigate the Impact on the Environment of Development Activities

200. This will embrace activities in all the sectors mentioned above with a view to minimizing or eliminating altogether any harmful effects on the biosphere. This would require, for example:

- (a) Establishment of techniques to manage and use forests and grasslands so as to prevent the exposure of the land to soil and wind erosion;
- (b) Making provision for the training of manpower and dissemination of information on improving the environment;
- (c) Establishment of techniques for the proper exploitation of natural resources so as to prevent water and air pollution.

Programme Element 6.8 (ii): Introduction of Measures to Support Research at the National, Subregional, and Regional Levels Relevant to the Establishment of Networks for Monitoring and Predicting Natural Disasters well in Advance so that Appropriate Preventive and Precautionary Action can be Taken at the National Level in Good Time

Programme Element 6.8 (iii): Establishment or Strengthening of National Machinery to Combat Drought and Desertification, particularly through:

- (a) Planning and managing the rational use of land, water and forest resources as part of the campaign against desertification;
- (b) Developing alternative sources of energy in order to reduce the use of woody plants and charcoal as the main sources of energy;
- (c) Developing innovative approaches in drought management and desertification control;
- (d) Developing systems to facilitate the exchange of scientific and technological information in these fields.

201. It may be necessary in some of these sectors, prior to the submission of proposals governing the nature of the infrastructure and other facilities required for a comprehensive action plan, to undertake the following activities:

- (i) Convene Expert Working Group to delineate priority fields of action, and to develop a programme of field missions;
- (ii) Send missions to compile information on the status quo with respect to R&D and production facilities, manpower, technology components, etc., necessary to activate action in priority areas;

(iii) Convene a meeting of experts to examine the mission report and make comprehensive proposals for a phased action plan at national and regional level:

(iv) Convene an intergovernmental meeting to ratify proposals;
202. Projects of this nature can be undertaken by ECA or other regional organizations.

PROGRAMME 7: MOBILIZATION OF FUNDS FOR SCIENCE AND TECHNOLOGY

203. The African countries should take steps to improve existing and create new funding mechanisms to provide funds on a predictable and continuous basis at the national level, with a view to substantially increasing the resources available for the development of their scientific and technological capabilities and the implementation of the African Programme of Action.

204. To demonstrate their political will and commitment to improving the lot of these peoples, African countries are urged, within the coming decade, to aim at gradually reaching the target of mobilizing at the domestic level 1 per cent of their GDP for the development of their scientific and technological capabilities. This target could be achieved, among other things, through the following:

Programme Element 7.1: Establishment of a National Science and Technology Development Fund (NSTDF)

205. An S & T Development Fund should be established for financing science and technology activities and for developing the technological capabilities of the relevant sectors of the economy.

206. This fund could be augmented by one of the following methods:

- (i) Increasing budgetary allocations for science and technology;
- (ii) Allocation of a certain percentage of taxes derived from the consumption of imported items to the R & D activities aimed at producing their equivalents locally and for using local resources;
- (iii) Institution of a levy on the gross income or turnover of major public and private enterprises engaged in production activities;
- (iv) Requiring all firms and enterprises with a foreign equity holding to allocate a fixed percentage (to be determined nationally) of their total expenditures to nationally approved R & D activities within these enterprises. Where this cannot be done, the firms should contribute an equivalent amount to the NSTDF.

207. The national "Centre" for science and technology for development should work closely with the National Science and Technology Development in these matters. The former will decide on the priorities for the use of the funds collected, the credit lines being allocated by the latter to the R&D institutions.

SUBREGIONAL ANI -----

Programme Element 8.1: Support for the Operations of Regional and Subregional Intergovernmental Technological Institutions

208. A number of regional and subregional technological institutions have been established following decisions taken by the governments of the countries of the African region. Adequate resources should be made available by Member States and also obtained from other available international sources in order to develop such institutions to full operational level. ECA should provide the means of co-ordinating the activities of these institutions, both among the institutions themselves and among Member States. Member States should designate national focal points for effective linkage with the institutions and ECA so as to ensure that full use is made of their services.

209. The following is an illustrative list of such institutions:

- (i) African Regional Centre for Technology (Dakar, Senegal);
- (ii) African Regional Centre for Engineering Design and Manufacturing (Ibadan, Nigeria);
- (iii) African Institute for Higher Technical Training and Research (Nairobi, Kenya);
- (iv) Industrial Property Organization for English-speaking Africa (Nairobi, Kenya);
- (v) Organisation africaine pour la propriété intellectuelle (OAPI) (Yaoundé, United Republic of Cameroon)
- (vi) East African Mineral Resources Development Centre (Dodoma, United Republic of Tanzania);
- (vii) African Regional Organization for Standardization (Accra, Ghana);
- (viii) African Remote Sensing Council, and its relevant Centres (Ouagadougou, Kinshasa, Cairo, Ile-Ife, Nairobi);
- (ix) Regional Centre for Training in Aerial Surveys (Ile-Ife, Nigeria);
- (x) Regional Centre for Services in Surveying and Mapping (Nairobi, Kenya).

210. Other institutions at various stages of establishment are:

- (i) Central African Mineral Resources Development Centre;
- (ii) Regional Centre for Solar Energy Research and Development.

211. The successful operation of these intergovernmental institutions depends to a large measure on financial contributions from Member States.

212. Governments are invited to take steps to ensure the regular payment of their contributions at the agreed intervals, so as to enable these institutions to perform the functions that the governments themselves have assigned to them in furthering the development and progress of Africa.

213. Institution building constitutes an important strategic and tactical device in the process of inter-linked forward movement of socio-economic systems. African governments should therefore collaborate in the establishment of institutional machinery in new areas of science and technology development whenever it is deemed necessary to do so.

Programme Element 8.1 (i): Bilateral Multilateral Corporation in Science and Technology

214. African countries should, whenever possible, collaborate in the identification and implementation of elements of the Programme of Action for Africa as a further means of strengthening their scientific and technological capabilities.

Programme 8.2: Undertaking Feasibility Studies for the

Programme Element 8.2 (i): Establishment of Multinational Teaching Companies

215. The history of the development of technology in countries such as Japan, China, India, Republic of Korea, Mexico and Brazil, provides Africa with several lessons worthy of emulation.

216. In particular, the carefully planned institutionalization of the "learning by doing" process is recommended for serious attention. Institutions which are "engineering equivalents" of teaching hospitals should be established, initially at the subregional level.

Programme Element 8.2 (ii): Establishment of Regional and Subregional Technical Consultancies

217. The region continues to rely heavily on external sources for consultancy in the planning and preparation of development projects, including feasibility studies, project preparation and evaluation, project design and monitoring of implementation.

218. A few indigenous "consultancy" agencies exist, but these require strengthening and their capability needs to be increased.
219. Through subregional and regional co-operation, institutions of associations of indigenous technical consultants should be established at the regional and subregional levels to assist in the development and strengthening of national consultancies and to handle multinational and, where appropriate, complex national projects.

Programme Element 8.2 (iii): Establishment of Centres of Excellence for Training and Research

Programme Element 8.3: Development of Exchange Programmes for Women for the Improvement of Skills

220. Certain African subregions are noted for highly developed traditional skills in weaving, dyeing, local production of toys and general handicraft.

221. Exchange programmes should be developed for women on a subregional basis, through the ECA MULPOCs, for transferring these skills from subregion to subregion, thus diffusing them generally throughout Africa.

Programme Element 8.4: Regional Finance

222. Special efforts should be made to ensure the availability of adequate resources for funding science and technology development and activities at the regional level. These efforts should include the following:

- (i) The African Development Bank (ADB), in the spirit of the African Declaration on Co-operation, Development and Economic Independence, should devote at least half of its programme resources to multinational projects, and assign a definite percentage of these resources to financing S&T projects during the period 1980-2000;
- (ii) The Arab Bank for Economic Development in Africa (ABEDA) should devote at least one-third of its resources to multinational projects and assign a definite percentage of its resources to financing S&T projects during the period 1980-2000;
- (iii) Regional development banks should help to build regional potential in the fields of consultancy, engineering, design and construction, by making maximum use of the potential available within the region.
- (iv) ECA should seek funds from international funding and development agencies, UNDP, the newly established United Nations Financing System for Science and Technology and other international financing institutions in order to finance those projects in the region during the period 1980-2000 which contribute most to the strengthening of scientific and technological capabilities.

INTERNATIONAL LEVEL

Programme Element 9.1: Financial and Technical Assistance

223. Of the regional groupings of countries of the world that constitute the developing countries (Group of 77), Africa is the largest in terms of number of countries, has the largest concentration of the least developed countries, and is the most backward and disadvantaged in the field of science and technology for development. Africa should therefore be accorded serious and urgent attention in the allocation and disbursement of the Interim Fund for Science and Technology for Development during the two-year period of operation of this fund under the administration of UNDP.
224. African governments should request a total allocation of the order of at least 40 per cent of the Fund for projects submitted for the development of scientific and technological capabilities.
225. The following are proposals for ~~disbursement~~ of this allocation:
- (i) Assistance to countries in developing and implementing projects under Programme Element 1.1;
 - (ii) Assistance to countries in developing and implementing projects under Programme Element 2.2 and 2.5;
 - (iii) Assistance to countries in developing and implementing projects under Programme Element 2.3 and 2.4;
 - (iv) Assistance to countries in developing and implementing projects under Programme Element 5.1;
 - (v) For UNDP preparatory assistance and/or full-scale projects with the appropriate executing agencies under Programme Elements 6.1(i) to 6.8(iii);
 - (vi) For UNDP preparatory assistance and full-scale projects with the appropriate executing agencies under Programme Element 8.1;
 - (vii) For preparatory assistance for the establishment of industrial complexes under Programme Element
 - (viii) For preparatory assistance for the establishment of the subregional institutions or associations under Programme Element 8.2 (ii);
 - (ix) For the development and implementation through ECA MULPOCs of the women's exchange programmes under Programme Element 6.3.
226. African Governments should join with other Third World countries in restructuring relevant existing international funding agencies with a view to establishing a better balance and distribution of power within them. Adequate African representation at decision-making level in the newly established United Nations Financing System for Science and Technology Development should be demanded.
227. African Governments should give active support to and participate in the effort to establish a Third World Bank for Science and Technology.

Other Sources of Funding

228. (i) Governments are urged to continue to seek funding on an increased scale from the international funding agencies which have in the past provided financing for development projects, such as IERD, World Bank, and IFAD. Emphasis should be placed as much as possible, on collaborative or multinational projects among African countries and among African and other Third World countries;
229. (ii) New regional science and technology funds should be established and existing ones, such as the UNESCO Special Fund for R & D projects in Africa and the United Nations Industrial Development Fund Administered by UNIDO, should be strengthened for appropriate utilization.

VI. TRANSPORT AND COMMUNICATIONS

Background

230. The African countries have always recognized that transport and communications constitute a most important sector on whose development depends not only the growth in other sectors but also the socio-economic integration of Africa, as well as the promotion of intra- and extra-African trade.

231. In recognition of the special importance of the transport and communications sector for the African economy, the Economic Commission for Africa Conference of Ministers in March 1977 adopted a resolution calling for the declaration of a Decade for transport and communications. This resolution was endorsed first by the Economic and Social Council and secondly by the General Assembly of the United Nations which accordingly proclaimed "the Transport and Communications Decade for Africa, 1978-1988".

General strategy

232. The principal goals of the strategy for the Decade defined by the Conference of Ministers of Transport, Communications and Planning in May 1979 are that African countries should work towards:

- (a) Promotion of the integration of transport and communications infrastructures with a view to increasing intra-African trade;
- (b) Ensuring the co-ordination of the various transport systems in order to increase their efficiency;
- (c) Opening up of the land-locked countries and isolated regions;
- (d) Harmonization of national regulations and reduction to a minimum of physical and non-physical barriers with the aim of facilitating the movement of persons and goods;
- (e) Stimulating the use of local human and material resources, the standardization of networks and of equipment, research and dissemination of techniques adapted to the African context in the building of transport and communication infrastructures;
- (f) Promotion of an African industry in the field of transport and communication equipment; and
- (g) Mobilization of technical and financial resources during the Decade with a view to promoting the development and modernization of transport and communication infrastructures in Africa.

233. These goals have to be realized through the implementation of projects classified in accordance with their relevance in meeting the problems of transport and communications in Africa, as follows:

- (a) (i) regional projects
- (ii) subregional projects
- (iii) national projects with a regional or subregional impact
- (b) projects for the least developed, land-locked, newly independent, island and front-line countries
- (c) projects of concern to other countries.

234. The Conference of Ministers decided also to implement the Decade in two phases:

Phase I: 1980-1983

- continued implementation of on-going projects
- implementation of projects already identified and studied and which are only waiting to be financed
- identification of technical feasibility and economic studies of other projects and search for their financing

Phase II: 1984-1990

- continued implementation of projects undertaken in the course of the first phase
- financing and implementation of new projects
- continuation and identification of other new projects

Mechanism for the implementation of the Decade

235. To ensure a proper and successful implementation of the Decade, mechanisms for co-ordination and monitoring have been set up at both regional and subregional level. These mechanisms will work in co-operation with the existing planned national structures.

236. At the regional level, ECA has been designated by the United Nations General Assembly as the "lead agency" with over-all responsibility for the whole Decade programme, including co-ordination of the implementation of the Decade programme at all levels and assisting in the mobilization of the resources required.

237. In carrying out this work, ECA will co-operate through an Interagency Co-ordinating Committee with all relevant United Nations organizations, OAU and African regional organizations in the field of transport and communications.

238. At the regional level, a Conference of African Ministers responsible for transport and communications matters will be convened every two years to follow up the implementation programme for the Decade and to define the means for mobilizing the resources needed.

239. At the subregional level, ECA set up in 1977 Multinational Programming and Operational Centres (MULPOCs) in five African subregions (Eastern and Southern Africa, West Africa, Central Africa, North Africa and the Great Lakes Community). These MULPOCs will co-ordinate the implementation of the Decade programme at the subregional level.

240. In each MULPOC, the respective ministers of transport and communications will review annually the implementation of selected projects under the Decade.

The First Phase Programme

241. In order to further the United Nations Transport and Communications Decade in Africa, ECA was entrusted with the responsibility of drawing up the groundwork for the first phase of the Decade programme, i.e., the identification of projects in the different subsectors of transport and communications.

242. These projects were subsequently screened and approved by the Conference of Ministers of Transport, Communications and Planning in Addis Ababa in May 1979.

243. Resulting from the Conference, the total projects and their costs have been published in two volumes entitled "Global Strategy and Plan of Action, First Phase 1990-1993".

244. Volume I contains an analysis of the present state of the various modes of transportation and means of communications in Africa and an attempt to formulate specific recommendations in the light of which projects have been identified.

245. A technical description of each of these projects and an estimate of its advantages and costs are compiled in Volume II. This last volume is, in fact, divided into 12 sub-volumes corresponding to the 12 subsectors of transport and communications which have been analysed.

246. The total number of projects ready for implementation during the first phase comprises 450 transport projects and 100 communications projects.

247. The cost of the 550 projects that are ready for immediate implementation, plus the cost for studies relating to the 221 remaining projects, amounts to a total of US\$ 8.85 billion, which is broken down into the various subsectors, as shown in the table below.

	In millions of <u>United States dollars</u>	<u>%</u>
<u>Transport projects</u>		
I. Roads and road transport (RCP)	1,795.19	20
II. Railways and rail transport (RAP)	3,223.10	36.5
III. Maritime transport (MTP)	320.04	4
IV. Ports (IAP)	2,240.75	25
V. Air transport (AIP)	632.74	7
VI. Inland water transport (IWP)	36.20	1
VII. Multimodal transport (MIP)	43.15	0.5
	<hr/>	<hr/>
Sub-total	8,342.19	94

In millions of
United States dollars

Communications projects

VIII. Telecommunications (TEP)	223.40	12.5
IX. Communications by satellite (SAP)	0.30	-
X. Broadcasting (radio and television) (BRP)	169.41	2.5
XI. Postal Services (POP)	44.35	0.5
XII. Manpower training in telecommunications (MAP)	76.13	1.0
Sub-total	513.75	6.5
Total	9,055.94	100

Review sector by sector of the projects selected

248. Most of the projects selected by the Conference of Ministers were aimed at specific targets relating to the main problems encountered in the relevant mode of transport or means of communication.

Roads and road transport

249. Projects under this subsector are designed to promote the inter-connexion of national networks with those of neighbouring countries. Most of them are part of the planned Trans-African Highway (its main trunks and feeder roads) the object of which is to provide in the long run an effective network for the transportation of goods and persons which will facilitate trade and communication within and between African countries.

Railways and rail transport

250. The projects selected under this subsector are aimed at making the present railway services fully efficient. They deal with rehabilitation of existing tracks, purchasing of new rolling stock, and with training programmes at all levels to improve operational and management techniques.

Maritime transport

251. The African countries have only recently become interested in maritime transport. They require technical assistance to set up the various activities required to develop maritime transport.

252. Moreover, a large manpower training programme has been approved including the construction of two regional maritime academies as well as national nautical colleges.

Ports

253. African ports require a large programme of renovation and provision of modern equipment to enable them to cope with the growing traffic which they all now face.

254. Thus port projects were selected to meet these requirements. Furthermore, the importance of training for all categories of port staff has been emphasized in various identified projects.

Air transport

255. The development of air transport infrastructure in Africa calls for urgent improvement and provision of facilities and services required in African States to meet the minimum standard and requirements essential for the operation of the critical aircrafts to be operated in the region.

256. Projects for extension and modernization of airports represent the main body of the projects selected.

257. Projects concerning training have been stressed and the construction of a few regional schools has been recommended.

258. Projects on technical assistance in the form of task forces to undertake ad hoc advisory missions and study activities which would encourage better air transport integration for the continent have been taken into consideration.

Inland water transport

259. The projects selected are either studies to determine the navigability potential of African rivers and lakes as well as investments in those which are already in operation (e.g. setting up of river craft schools, renovation of ports, buying of vessels).

Multimodal transport

260. Among the multimodal transport projects, the study on determining the scope of a Transport Institute and the conditions for its establishment is the most prominent one.

Telecommunications

261. Projects in the telecommunications subsector consist first in the continued implementation of the Pan-African Telecommunication Network (PANAFTEL) for routes which have already been studied and secondly in the survey of additional routes.

262. Other projects deal with telecommunication management development, operation and maintenance systems and the introduction of rural telecommunications.

Communications by satellite

263. The African countries have expressed a desire to establish a regional satellite communications system for Africa as a complement to the PANAFTEL system.

264. A feasibility study on such a regional satellite system and the holding of seminars or workshops on satellite communications has been selected for the first phase to implement this objective.

Broadcasting

265. Projects selected relate to the setting up and improvement of broadcasting training institutes, manpower development, the provision and expansion of broadcasting facilities to rural areas as well as the exchange of programmes.

Postal services

266. The approved projects provide notably for the training of personnel, establishment of mail sorting centres and regional transit centres, the development of rural postal services, the extension of giro centres, post office savings banks and the establishment of workshops for making postal equipment.

Manpower development and training in telcommunications

267. The importance of qualified operational and management personnel, essential for effective communications development, will require, in the first phase, the establishment of training centres at national and subregional levels in the various fields of telcommunication operations, and the organization of specially oriented seminars and workshops.

Expected impact of the United Nations Transport and Communications Decade in Africa on the food situation in Africa, agricultural and industrial development, and the exploitation of Africa's natural resources by African countries in co-operation with one another

268. The Programme of Action of the Decade and the strategy for implementing it are aimed at encouraging, initiating or restoring the movements of goods, information and people among the African countries. They are also fundamental to any policy for the continent having as its main economic aims:

- self-sufficiency in food
- industrialization
- the exploitation of Africa's natural resources, and of its mineral resources in particular.

269. To be effective, this policy must take into account the possibility that countries and regions, although separated by frontiers, may be complementary to one another. This situation obviously calls for close co-operation between producers and consumers, and for interconnected transport and communications systems, which must be established where they do not already exist. This is precisely what the Decade is intended to achieve.

270. The industrialized countries developed smoothly over the centuries. Economic, agricultural and industrial development therefor generated, as a matter of course, the transport and communications infrastructure to meet their needs and requirements. The same is not true of Africa, which has a good deal of leeway to make up in all fields if it is to catch up with the developed countries. Transport and communications together constitute an essential tool, which must be created, developed and maintained if African industry, agriculture, forestry and mining are to expand. African industries, however, which are an embryonic stage of

development and are rapidly being left behind by the continuous progress of technology, and African efforts in the other fields mentioned above, will not be able at one and the same time to satisfy domestic needs and also to generate the necessary resources for these purposes, at the present rate of progress. Transport and communications are thus a prerequisite for development; with their aid, the immense potential of the continent can be rationally exploited with some chance of complete success.

The Pledging Conference

271. After the African Ministers had approved this programme and in preparation for the Pledging Conference which the Secretary-General of the United Nations was to convene, ECA took the initiative:

- of calling a meeting on 31 July 1979 with the ambassadors of the industrialized countries accredited to the Government of Ethiopia;
- of calling a meeting early in September with officials of EEC/EDF and the ACP Group in Brussels; an appropriate resolution was adopted;
- of organizing in September and early October, when a large number of meetings were held in Brussels, missions to industrialized countries and financial institutions to explain to them the background, objectives and prospects for implementing the Decade, the Programme of Action and the investments to be made, and to encourage them to increase their assistance to Africa in order to finance this programme;
- of calling, in New York, prior to the Pledging Conference, a meeting of the Interagency Co-ordinating Committee on 12 November 1979 and a "pre-pledging meeting" on 13 November 1979.

272. The Pledging Conference, which was held on 20 November 1979, resulted in:

(a) Firm commitments, exclusively by African countries, totalling \$US 155,588;

(b) Pledges for contributions for the development of transport and communications in Africa in the form of bilateral assistance by a number of industrialized countries, Nigeria (for its own programme), and various international financial institutions, totalling some \$US 6.3 billion.

Recommendations

273. ECA was appointed "lead agency" for the Transport and Communications Decade in Africa by the United Nations General Assembly. In this regard ECA should play fully its role as co-ordinator, organizer and catalyst. ECA should also prepare periodic reports on the implementation of the Decade programme and take appropriate action to prepare the programme for the second phase for which it needs resources to be placed at its disposal. African countries and funding agencies should assist ECA in playing the role that has been assigned to it.

(a) One of the essential tasks of ECA will be to ensure that African countries who took the initiative for the Decade and who prepared and even approved the programme accord it first priority by including it in their national development plans.

(b) The donor countries and the financial institutions having shown their preference for bilateral assistance, African States should take the initiative of submitting to the various funding agencies those projects approved for the first phase, also achieve a consensus among countries involved in subregional and regional projects in their financing and implementation, and to enable ECA to participate in any discussions between individual African States and donor country or organization on transport and communications projects.

(c) In order to enable ECA to prepare reports on the implementation of the Decade programme for submission to ECOSOC and to the Assembly of Heads of State and Government of OAU, African countries and funding agencies should provide ECA with information as and when ECA requires it.

(d) In order to mobilize the necessary funds for implementation of projects other than national and for specific studies, technical consultative meetings with groups of donor countries and financing institutions will need to be held under the auspices of ECA regarding specific programmes and with the participation of governments, organizations within the United Nations system and the African intergovernmental organizations concerned.

(e) With a view to participating actively in the implementation of the Decade programme, it would be advisable for African countries to consider the possibility of earmarking part of the national budget and external assistance for purposes of the Decade.

(f) The Interagency Co-ordinating Committee on the Decade should meet as quickly as possible if necessary before the ECOSOC session in order to review the promotional activities undertaken by other agencies.

VII
TRADE AND FINANCE

A. TRADE

Domestic trade

274. Particular attention should be given to domestic trade and to improving the conditions under which it is now taking place so as to optimize its contribution to the socio-economic development of member States. To this end steps should be taken where appropriate:

(a) To promote internal trade at the national level with particular attention to the potentials offered by the rural markets;

(b) To rationalize channels of distribution with a view in particular to minimizing the number of intermediaries and to ensuring control thereof by indigenous enterprises whether private or public or a combination of both;

(c) To keep a balance between investment in the domestic trade sector and investment in productive sectors in such a way as to ensure that the growth of the former does not jeopardize the growth of the latter.

Intra-African trade expansion

275. In so far as intra-African trade expansion which is meant to constitute the mainstay for the present strategy is concerned, the following measures are recommended:

(i) Reduction or elimination of trade barriers

(a) The interested countries, within the framework of their respective MUPOCs based at Gisenyi, Yaoundé and Tangiers, should commence negotiations among themselves as soon as possible with a view to establishing appropriate preferential trade areas or similar institutions not later than December 1984. In this connexion the establishment of a preferential trade area for the North African States should be accorded appropriate priority;

(b) In anticipation of establishing preferential trade areas or similar institutions by the end of 1984, intersubregional negotiations should commence not later than 1985 with a view to progressively reducing and eventually eliminating intersubregional trade barriers;

(c) Existing economic integration groupings which have advanced beyond the level of preferential trade area arrangements should be assisted in achieving more advanced co-operation arrangements among themselves;

(d) The reduction and eventual elimination of trade barriers should place particular emphasis on the exchange of essential goods while ensuring that no undue advantage is taken of the liberalization process.

(e) African countries should endeavour to eliminate all trade regulatory measures have the effect of curtailing trade among themselves before the end of 1984;

(f) African countries should grant to each other most-favoured-nation treatment in intraregional trade as soon as possible;

(g) All customs duties applied by member countries to intra-African trade in respect of basic food commodities produced by African countries (cereals, coffee, pulses, sugar, meat, maize, fish, oilseeds, rice, wheat, sorghum, tea, vegetable oils, etc.) should be substantially reduced not later than December 1984; and machinery for negotiating further tariff cuts at intervals of two years be established at the regional level;

(h) All food products originating from member countries should be exempted from the application of regulatory non-tariff barriers except health requirements, effective from January 1982.

(ii) Mechanisms and measures for the facilitation and development of trade

(a) To minimize the use of foreign exchange and promote intra-trade, studies should be undertaken by ECA, OAU and other competent organizations as soon as possible on the demand and supply of major intra-African trade commodities, with a view to assisting Governments in establishing agricultural and non-agricultural commodity exchange arrangements at the subregional and regional levels before the end of 1985;

(b) African countries should endeavour to establish specialized marketing organizations in respect of their major export/import commodities not later than the end of 1983, with a view eventually to establishing subregional and regional councils of buyers and sellers for each major commodity by the end of 1985;

(c) Studies should be undertaken by ECN, QAU and other competent organizations and actions should be taken to establish adequate bulk storage and conservation facilities for food commodities at the national and subregional levels not later than the end of 1984;

(d) Associations of State trading organizations should be established at the subregional level which should evolve into a regional African Association of State Trading Organizations not later than the end of 1985 with a view to harmonizing their operational policies and procedures and agreeing on the joint procurement of selected key imports among the countries concerned;

(e) Governments should promote and facilitate the establishment of national Chambers of Commerce (where they do not exist), to include both State and private trading companies, with a view to establishing subregional associations (wherever they do not yet exist) and agree to facilitate the setting up of an African Federation of Chambers of Commerce not later than 1985;

(f) Considering the need to promote foreign trade in general and intra-African trade in particular, all countries which do not have them, should endeavour to establish trade promotion councils which should be responsible for the establishment of trade promotion centres with a view eventually to bringing such centres within subregional associations and expanding the activities of the Association of African Trade Promotion Organizations;

(g) To reduce the costs of trade promotion activities, countries should endeavour to establish, through subregional associations of trade promotion centres and through the Association of African Trade Promotion Organizations, joint facilities for conducting market surveys, disseminating information on trade and training experts in foreign trade promotion;

(h) African countries should endeavour to establish within their territory the intermediate processing plants in their industrial production chain now located outside Africa in order to maximize the potentialities of intra-African trade;

(i) Trade data banks should be established at the subregional and regional levels;

(j) Countries which have not established national standards bodies should do so as soon as possible;

(k) Membership of the African Regional Organization for Standardization (ARSO) (which presently comprises only 19 countries) should be expanded to include all African countries by the end of 1982. ARSO should be entrusted with the task of establishing African regional standards for all products of interest to intra-African trade. If need be OCA should be requested to offer the necessary advice and assistance;

(l) Trade fairs and publicity campaigns should be held at least annually at the national, subregional and regional levels, with particular emphasis on publicizing the quality of African products. In this respect, ARSO should operate a regional certification marking scheme with a view to certifying the quality of and promoting African products. A permanent "Buy African goods" campaign should also be vigorously launched under the aegis of OAU and OCA within the framework of the all-African trade fairs, starting with the next fair to be held in 1980. Participation in these fairs should be confined solely to African countries with a view to promoting African products;

(m) African countries should identify goods which are largely consumed in rural areas with a view to promoting their production on a large scale and making them available for intra-African trade;

- (n) ECA and OAU should conduct studies on border trade in the region with a view to examining the extent to which such trade could make an optimum contribution to the socio-economic development of the region;
- (o) Efforts should be made constantly to explore and exploit possibilities of processing locally available raw materials for marketing within the African region;
- (p) African countries should take all appropriate measures (including trade fairs and campaigns) to promote the exchange of commodities consumed in rural areas at the regional and subregional levels;
- (q) African countries should establish distribution enterprises where they do not exist and with necessary storage facilities for their major intra-African trade commodities at the national and subregional levels;
- (r) Indigenous multinational shipping enterprises and freight booking centres should be established at all subregional levels before the end of 1985, and accorded appropriate preferential treatment for trade in intra-African trade goods;
- (s) Furthermore African countries should co-operate in the establishment and improvement of the necessary transport and communications links among themselves as well as insurance facilities for indigenous tradesmen with a view to securing the quick and efficient movement of trade goods and their preservation during such movement.

(iii) Establishment of African multinational production corporations and joint ventures

It is recommended that:

(a) Given the large potential for trade creation which exists within the African region, priority should be accorded to investment in the production sector as a first step to intra-African trade expansion;

(b) Co-operation in processing of domestically available raw materials should be encouraged through the establishment of joint or multinational corporations;

(c) Countries should conclude long-term purchase and supply contracts as a means of promoting their mutual trade

(iv) Establishment of an African common market

The above measures, including those for the establishment of subregional arrangements and the strengthening of existing ones are meant to converge towards the establishment of an African common market.

International trade

276. Measures should be taken to diversify both geographically and structurally Africa's present trade patterns including:

(a) Systematic exploration and exploitation of trade and economic co-operation potentials with other developing regions and countries and developed centrally planned economy countries, taking duly into account member States' right to determine their own individual policies in this respect;

(b) Measures to restructure commodity markets and trade;

(c) Measures to ensure control of foreign trade by national structures, whether this is effected by way of State intervention or private indigenous corporations, or a combination of both;

(d) Measures to set up a new trading framework at the international level including agreement on new trading rules and principles covering inter-alia structural adjustment, preferential treatment for developing countries and elimination of protectionist measures aimed at hampering access of manufactures and semi-manufactures from developing countries to markets of developed countries;

(e) Regulation of the operations of transnational corporations in the region with a view, in particular, to eliminating all forms of restrictive business practices and controlling transfer pricing;

(f) By the year 2000, Africa's share of world industrial production should reach 2 per cent and efforts should be made to increase the region's share of world trade in manufactures within the framework of the 30 per cent target which has been set for developing countries as a whole.

B FINANCE

277. At the national level, wherever appropriate, new monetary policies should be devised including:

(a) The complete restructuring and reorientation of the policies and programmes of monetary and financial institutions imported to Africa (i.e. central banks, commercial banks, etc.) - in such a way as to integrate them better in the development objectives of each country;

(b) Such measures as will assist in the integration of the so-called modern (urban import/export) sector with the rest of the economy;

(c) National commercial banks and other appropriate financial institutions should be encouraged to extend credit including short-term credit to exporters of intra-African trade commodities;

(d) The establishment of institutional machinery geared to the mobilization of domestic financial resources, particularly in the form of national savings.

278. At the subregional level, the following measures are recommended:

(a) Each subregion should review whatever financial co-operation arrangements exist among member countries with a view to integrating them into one subregional multilateral clearing and payments system not later than the end of 1964;

(b) For those subregions where institutional payments arrangements do not exist, member countries should embark on negotiations to establish appropriate clearing and payments arrangements concurrently with the negotiations on the creation of preferential trade areas and not later than the end of 1964;

(c) Following the establishment of institutional clearing and payments arrangements in all subregions, member countries should embark on negotiations for linking up such arrangements to form an African Payments Union before the end of this decade;

(d) Development finance institutions should be established wherever appropriate in all subregions covered by the respective MULPOCs, not later than the end of 1964;

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(e) Co-ordinated measures should be taken to establish financial markets at the national, subregional and regional levels;

(f) Special departments for financing intra-African trade should be established within subregional development banks not later than 1985, to complement the facilities offered by national commercial banks;

(g) Subregional export credit insurance systems should be established within the framework of the subregional development banks, not later than 1985

279. At the regional level, the following measures are recommended:

(a) The African Development Bank should be financially strengthened so that it may be able to offer more assistance to African countries particularly the least developed ones among them;

(b) An African Monetary Fund should be established;

(c) An African mutual guarantee and solidarity fund should be set up.

280. At the international level, African countries should:

(a) intensify efforts with a view to the resumption of international negotiations on a fundamental reform of the international monetary system;

(b) Take necessary steps with a view to the establishment of an adequate international framework to sustain their development efforts;

C. PARTICIPATION IN INTERNATIONAL NEGOTIATIONS

203 The following steps should be taken:

(a) African States must urgently act to increase their effective participation in the international economic negotiations;

(b) An integrated approach to international negotiations should be adopted with the view to ensuring that African countries benefit as much as possible from negotiations. All measures proposed in different areas of negotiations should be consistent with one another and should fit into the global pattern of negotiations for the establishment of new African and world economic orders;

(c) African States should take steps to establish appropriate structures for the training of qualified senior officials in international economic relations and negotiations;

(d) All African States should establish appropriate structures and machinery for ensuring that the agreements reached and arrangements made in international negotiations are properly implemented;

(e) Measures should be taken to set up permanent national, subregional and regional machinery dealing with the information, consultation and co-ordination aspects of international negotiations.

At the regional level, it is recalled that the Ministerial Follow-up Committee on International Trade and Finance for African Development, which the sixth session of African Ministers decided to create, will be responsible for:

(a) Monitoring the implementation of the African strategy in the field of international trade and finance including intra-African trade and finance as part of the over-all development strategy for Africa;

(b) Co-ordinating, harmonizing and preparing the African position on issues relating to international trade and finance for development;

(c) Reviewing from time to time progress made in the implementation of multilateral agreements between African countries and the outside world in the field of international trade and finance

VIII. MEASURES TO BUILD UP AND STRENGTHEN ECONOMIC AND TECHNICAL
CO-OPERATION INCLUDING CREATION OF NEW INSTITUTIONS
AND STRENGTHENING OF EXISTING ONES

283. The need for the establishment of institutions which can help African countries collectively to develop the capabilities and infrastructure essential for their economic and social development and which individually, they are too poor to set up was recognized soon after the establishment of ECA. Among the first such institutions to be established by ECA are the African Development Bank (ADB), the Association of African Central Banks and the African Institute for Economic Development and Planning (IDEP). ADB, to which all independent African States belong, has after a slow start, developed into a useful tool for development, it has enlarged its sphere of activities and its resources. Other institutions have, however, been less successful.

284. The various institutions that have been established, all at the request of African Governments, in fields such as natural resources, science and technology, industry, training and human resources and transport and communications, have all suffered from the ill effects of lack of follow-up in the implementation of political decisions. This lack of effective follow-up finds expression in various ways, the commonest being that after pressing for the establishment of an institution, many African Governments, even after having approved the legal document setting up the institution concerned, either fail to become members of the institution or if they do, they fail to give it adequate financial and material support. The net result is that the growth of

such an institution is stifled, disillusion sets in and the collective self-reliance of African countries is undermined. Member States must realize that the success or failure of the institutions which have been established at their request for their collective development, lies in their own hands.

285. A more alarming development is the fact that potential donors which promised assistance to various institutions at the time of their establishment now appear to want to give assistance to them only if their membership is increased so as to give them a more truly subregional or regional character. Potential members of institutions it is also believed, wait to see how well or otherwise institutions develop before deciding to join them. The unhealthy vicious circle thus engendered is one that frustrates the establishment and development of multinational institutions.

286. The lack of financial support in respect of multinational institutions by its members is the bane of nearly all multinational institutions established under the aegis of the ECA secretariat at the request of African Governments, and which are all to be operated principally on the basis of contributions from its members.

287. It is clear that the problems that face African multinational institutions are mainly the result of two factors, namely restricted membership which, in turn, affects the finance of the institutions, and the apparent reluctance of some members to pay their contributions, or a combination of both. It is undeniable that, given the limited resources of African countries, institutions for collective co-operation

such as those referred to in this paper are essential to the economic and social development of Africa. What is therefore required is some method of ensuring that such institutions achieve their full quota of membership and that sufficient funds are available to them to ensure their efficient and effective functioning.

288. Multinational institutions particularly affected are those in the field of natural resources such as the Regional Centre for Training in Aerial Surveys, the Centre for Services in Surveying and Mapping, the East African Mineral Resources Development Centre, and the African Remote Sensing Council. Other Multinational institutions which have also been affected by the lack of political and financial supports are, inter alia, the African Regional Centre for Technology, the African Regional Organization for Standardization and the Association of African Trade Promotion Organizations.

289. Since, however, the vital role of an appropriate number of multinational institutions to the economic and social development of Africa cannot be gainsaid, steps must be taken to ensure that new multinational institutions are established only after careful consideration of their necessity, objectives and activities and where there is clear indication that they will obtain the political as well as the financial support of African countries. As regards existing multinational institutions they should also receive the fullest political and financial support of African countries. It is therefore proposed that the following guidelines should be followed for the strengthening of existing multinational institutions and the establishment of

new ones:

- (i) The Executive Secretary of ECA, in co-operation with UNDP and major donors, should undertake an assessment of the objectives and operations of the various existing multinational institutions established under the aegis of the Commission with a view to making proposals as to their continued relevance and effectiveness and to advise on ways and means by which they may be better rationalized, co-ordinated or harmonized or what new multinational institutions shall be required.
- (ii) Existing multinational institutions should be strengthened by the prompt provision to them of the political and material support of all African States which supported their establishment. since without such support, the purposes of the establishment of the multinational institutions would be undermined and frustrated. In this regard it is humbly proposed that the Heads of State and Government of the forthcoming Lagos OAU Economic Summit:
- (a) call on all African countries which have supported proposals for the establishment of existing multinational institutions and which have not yet done so, to become members of such multinational institutions:
 - (b) determine where appropriate, a common formula for the assessment of the contributions of members to be applied

to all multinational institutions or alternately what lump sum should be paid by each African State in respect of such multinational institutions as member States may determine.

(c) determine the extent of the special financial and other responsibilities of governments that host multinational institutions.

(iii) No new multinational institutions should be created unless their creation has been thoroughly examined and after the possibilities offered by national institutions, of existing multinational institutional ones, have first been fully considered.

299. In addition, appropriate arrangements should be made for the use of existing or future mechanisms and institutions in the promotion of technical cooperation among African countries on the one hand and between the African countries and other non-African developing countries on the other hand; as recommended by the Buenos Aires Plan of Action for Technical Co-operation among Developing Countries (TCDC).

IX ENVIRONMENT AND DEVELOPMENT

291. The main recommendations to promote environmentally sound socio-economic development in the Plan of Action for Africa in the context of the Monrovia strategy for the 1990-1990 development decade are summarised below:

- (a) African Governments must identify priority areas of environmental concern within their countries for concerted effort to combat environmental problems.
- (b) The Plan of Action at the national level should incorporate the development of policies, strategies, institutions and programmes for the protection of the environment.
- (c) Regional cooperation in tackling environmental problems with transboundary effects is recommended and member States must also seek international support, advice and financial resources to implement action on environmental assessment and management.

292. The priority areas of environmental concern requiring immediate action in Africa are as follows:-

- (a) Environmental sanitation and health and safe drinking water supply. Action is required to utilise urban wastes for the production of biogas to save energy and for the conversion of garbage into manure; the combating of water-borne diseases; the control of water pollution from agricultural and industrial effluents; the provision of safe drinking water and removal of contaminants from food and drugs.
- (b) Deforestation and soil degradation. Preventive action must be taken to convince local farmers to incorporate agro-silvicultural practice in shifting cultivation to ease the pressure on firewood and charcoal production as energy sources. Other alternative actions required involve creation of wood lots around urban centres as fuel for cooking, and the use of other energy sources as biogas, solar and wind.
- (c) Desertification and drought. Promotion of re-afforestation programmes with native trees and adaptable exotic species as wind breaks; indigenous grasses for soil stabilization; exploitation of underground water for irrigation; maintenance of carrying capacity of the arid lands; establishment of meteorological and hydrological monitoring stations; enforcement of strict land management.
- (d) Marine pollution and conservation of marine resources. Pollution control from land-based industrial wastes and oil from shipping; stricter control of fish exploitation in the economic zone by foreign transnationals.
- (e) Human settlements. Better planning of towns and villages for space allocation of facilities; proper ventilation of houses and construction of low cost dwellings using local materials; creation of rural development projects using appropriate technology to ease rural-urban population migration.

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- (f) Mining: establishment of programmes to rehabilitate mined out sites by removing earth tailings, filling up ponds to eradicate water-borne diseases and control of toxic heavy metal poisoning in crops grown in certain mined out soils.
- (g) Air pollution control: establishment of stations for monitoring air pollutants from factories, automobiles and electrical generators using coal; control of the importation of pollutive industries (cement, oil refineries, tanneries), maintenance of pollution standards for environmental quality, and noise control.
- (h) Environmental education and training, legislation and information: creation of national programmes in environmental education to develop environmental consciousness in the population; improvement of legislation and law enforcement to protect the environment; and collection and dissemination of environmental data to monitor the state of the environment in Africa.

293. At the national level, the Plan of Action requires governments to define realistic policy options, strategies and programming for the incorporation of environmental considerations in development planning. For institution building, a national coordinating machinery to monitor environmental problems for action, develop environmental education and training programmes and advise on environmental legislation, should be set up in each African country. The work of the secretariat can be supported by a national environmental committee to advise government on policies, on national standards and norms for environmental quality, on the formulation and implementation of national programmes to combat priority environmental problems and to liaise with international organisations on environmental matters.

294. Regional and sub-regional cooperation should be strengthened by the establishment of an intergovernmental committee on environmental matters, supported by its technical group of experts, as a sectoral subsidiary body of the Regional Commission (ECA). Such a body can examine the regional environment programme, order priorities for action in the region and subregional MLKs, and seek financial resources for the implementation of the agreed action plan, especially to combat transboundary environmental problems.

295. The Action Plan request member States to cooperate with international organizations dealing with environmental matters and the industrialized countries for technical assistance in tackling priority environmental problems. International cooperation is also required in the provision of educational cofavours on the environment, training facilities, scientific equipment to establish environmental monitoring centres, development of environmental protection legislation and data bank storage/retrieval of environmental information for countries within the region.

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THE LEAST DEVELOPED AFRICAN COUNTRIES

296. The Conference of Ministers, endorses the conclusions and recommendations of the Conference on the Problems and Perspectives of the Least Developed African Countries, 17-22 March 1980, contained in the statement adopted by that Conference on strategies, priorities and programmes for the least developed African countries. 1/

297. The experiences of individual African countries indicate that common problems exist which require similar courses of action. Any success in the implementation of the Comprehensive New Programme of Action requires the assessment of priorities for domestic policy and international assistance. Therefore, the Conference recognizes the urgent need for African countries to attain the following objectives and measures:

(a) the primary responsibility of developing their economies remains with the African least developed countries themselves and the total political commitment of the member States to the pursuit of these objectives is necessary;

(b) social and economic reforms should be undertaken by these countries themselves to ensure that the benefits of all productive efforts are shared equitably by the total population and also to ensure the full participation of the people in the development process;

(c) development of national capabilities should be accelerated in order to utilize efficiently and exercise full control over their natural resources on the one hand and lay a strong scientific and technological infrastructure for rapid economic growth and transformation on the other hand; and

(d) they should establish a self-reliant and self-sustaining economy as rapidly as possible.

298. For the fulfilment of the above objectives, priority areas for action should include the following:

(a) the development of the agricultural base in order to achieve not only self-sufficiency in food production but also production of an adequate surplus. Emphasis should in particular be given to the increased production of grain and cereals which now account for a major source of foreign exchange drain. Since currently about 30 to 40 per cent of the food in African countries is wasted due to the lack of adequate handling, marketing and storage arrangements and transport facilities, there is need for an integrated programme embodying the production, processing and marketing of agricultural products along with massive investment in irrigation systems, training farmers in the use of improved techniques, price policies to ensure sufficient incentives to farmers to increase production and finally adequate transportation network. Since many African least developed countries suffer from chronic food insecurity emphasis needs to be given to national, subregional and regional food security programmes.

(b) making industry a leading sector of the national economy so that the state of gross underdevelopment is brought to an end. Emphasis should be given to the establishment of a sound industrial base with strong linkages to agriculture and priority accorded to the processing of locally produced raw materials and the production of basic inputs to agriculture.

(c) the development of transport and communications with emphasis on building local capacities for the construction and maintenance of feeder roads in order to ensure efficient production and distribution of goods and services. Stress should also be laid on the improvement of transit services for land-locked countries and on the development of multimodal transport systems. In view of the special conditions prevailing in these countries, coastal countries are requested to facilitate their access to the sea and to provide them with port facilities. The accelerated development of transport and communications is essential not only as a first step towards regional co-operation and integration but also as a means of opening up land-locked countries.

(d) the development of a national education and training programme with a view to ensuring an appropriate linkage to the production processes as well as to internal and external marketing activities and to product development.

(e) the development of energy potentials and in particular renewable sources of energy so as to reduce dependence on external sources.

(f) the improvement of their development planning and administration including data collection, processing and dissemination, in order to strengthen their capacity in the formulation and implementation of plans and programmes as well as to facilitate the monitoring of progress at the regional and international levels.

(g) the strengthening of efforts to redress drought and combat desertification.

299. The international environment in which the African least developed countries are required to sustain their economies has been extremely oppressive and indeed exploitative. The least developed countries neither get fair values for their products nor receive any protection for the accelerating cost of technology and essential imports including the cost of importing oil.

300. It is therefore recommended:

(a) that the volume of official development assistance to African least developed countries should immediately increase substantially in real terms so that these countries can realize economic and social changes and make real progress in the 1960s. In that context, donors should:

- (i) make commitments to give financial and technical assistance to individual least developed African countries on a continuous and automatic basis and on highly concessional terms,
- (ii) streamline procedures of aid in order to reduce delays in approving projects and disbursing funds,
- (iii) adopt criteria for project evaluation and selection based on the conditions and needs of African least developed countries,
- (iv) refrain from using non-economic criteria in the allocation of aid,
- (v) create a mechanism to control the implementation by donor countries of their aid commitments,
- (vi) cancel all debts so far contracted by African countries without any discrimination,
- (vii) make greater efforts in granting aid in favour of the least developed African countries.

(b) that appropriate mechanisms be created urgently at the international level in order to finance the oil requirements of African least developed countries and to reduce the existing heavy burden on their balance of payments and the uncertainty in oil supply.

301. The forthcoming United Nations Conference on the Least Developed Countries offers an unprecedented opportunity to the international community to examine exhaustively and comprehensively the historical, geographical and prevailing economic factors relating to the least developed countries and to embark on an irreversible international process committed to real economic growth and justice.

302. It is therefore recommended that:

(a) the country programmes envisaged in the Substantial New Programme of Action for the Least Developed Countries should be built on the existing development plans and programmes which the African least developed countries have and should not disrupt them.

(b) for the purpose of the United Nations Conference in 1981, least developed countries should not be asked to prepare detailed programmes for the whole decade of the 1980s but rather to focus on the first five years of the decade.

(c) the United Nations Conference on the Least Developed Countries should not degenerate into an occasion which would require the poor countries to beg for aid. This would be contrary to the concept of world economic interdependence. The United Nations Conference should emphasize the need to take co-operative measures without delay to assist the least developed countries in their efforts to attain self-reliance and self-sustaining growth. The preparation and actual conference arrangement should take fully into account the sovereignty of participating States.

303. As far as the role of ECN during the Third United Nations Development Decade within the framework of the African Strategy in the 1980s is concerned,

ECA, as the main organ of the United Nations in Africa, is responsible for initiating and participating in measures for facilitating concerted action for socio-economic development in Africa. Furthermore, considering the Development Strategy for Africa for the Third United Nations Development Decade and the mandate given to regional commissions by the General Assembly in its resolutions 32/197 and 34/206 it is imperative that ECA be totally involved in the development process of African least developed countries particularly since about two thirds of the world's least developed countries are in Africa and comprise almost half the membership of ECN.

304. Accordingly it is strongly believed that:

(a) ECA has a special role to play in the monitoring, review and evaluation of the implementation of the Comprehensive New Programme of Action on behalf of least developed African countries in accordance with resolution 5 (iii) of UNCTAD Intergovernmental Group on the Least Developed Countries.

(b) With regard to the preparations for the forthcoming United Nations Conference on Least Developed Countries scheduled for 1981, UNCTAD has the paramount role as the global United Nations organ designated by the General Assembly to prepare for the Conference. Since, however, ECA is the regional Commission covering two thirds of the world's least developed countries, UNCTAD should work closely with ECA in the preparation of the Conference.

(c) While it is recognized that UNEP, specialized agencies and UNCTAD have a responsibility for resource mobilization at the global level, ECA should be involved in the various donor-recipient consultations including the country round-tables envisaged for the preparation of the country programmes.

305. In view of the large number of least developed countries in Africa and in order to ensure the effective monitoring, review and evaluation of regional and international activities on behalf of the least developed countries it is decided that a Conference of Ministers of African Least Developed Countries be instituted by the ECA Conference of Ministers as a subsidiary organ of the Commission. The sessions of this Conference should take place a few days before the ECA Conference of Ministers. Furthermore, in order to develop the capacity of ECA to undertake the substantial and continuous technical work that needs to be undertaken on behalf of the African least developed countries, it is necessary to strengthen the capacity of ECA secretariat in coping with the additional responsibility. Accordingly, a special unit within the secretariat of ECA responsible for the special problems of the least developed countries and monitoring the implementation of the special measures in favour of least developed African countries should be set up.

306. It is also recommended that ECA should expand its work on projection models for the least developed countries since these models are a useful tool for programming and policy formulation. It is further recommended that the annual Survey of Economic and Social Conditions in Africa should contain a special section on individual African least developed countries which should contain a review of the implementation of special measures in favour of the least developed countries.

307. There is need to review the present classification of least developed countries based on in depth study of the socio-economic conditions of all countries concerned. It is specifically recommended that a review of the socio-economic conditions of those African countries which have already requested to be included in the list of least developed countries, namely Djibouti, Guinea-Bissau, Equatorial Guinea, Sao Tome and Principe and Seychelles should be undertaken as a matter of urgency and that the procedure for identifying least developed countries should be expedited so that all these countries be identified as least developed.

308. The three criteria currently used to identify the least developed countries do not permit all aspects of the level of socio-economic development of these countries being grasped. It is therefore recommended that other socio-economic criteria be developed in order to better understand the situation of the least developed countries.

XI. ENERGY

309. The African energy situation is disturbing. Energy consumption is rising faster and faster to the point of arousing serious anxieties about continent's future energy supplies. The continuous rising petroleum prices have serious impact on the economies of African countries.

310. As far as African region is concerned, the main problems related are the following:

- the lack of a national energy policy in most African countries and of short-, medium- and long-term energy development programmes,
- the non-integration of energy activities in over-all national development planning efforts,
- the need to undertake an exhaustive inventory of all energy resources, having regard to their potentials, possible development and utilization including energy needs and suitable equipment,
- the urgency to undertake an inventory of the existing and needed manpower in Africa in the field of energy,
- the need for African countries to undertake joint action for the development and utilization of existing energy resources on the continent, for which co-operation would have to be initiated or expanded (where it already existed) in the energy field at the subregional and regional levels,
- lack of funds for the implementation of energy development projects,
- the need to intensify exploration of hydrocarbons and coal resources specially in those areas which had not yet been explored,
- the desirability of an increased use of hydrocarbons for the development of petrochemical industries and transport rather than for the production of electrical energy,
- the difficulties existing in Africa in the transportation of energy, the lack of standardization in the electricity sector, the shortage of qualified manpower (scientists, technicians and management cadres) and the exorbitant prices which African governments often had to pay for imported energy and equipment,
- the lack of a suitable framework for concerted action and co-ordination which had made it difficult to apply the recommendations made at earlier meetings on the subject of energy.

311. These points emphasize the urgency of the energy issue in Africa and the necessity to find out adequate short-, medium- and long-term solutions. These solutions can be defined within the framework of the following objectives:

- the availability of energy resources in Africa should be rapidly increased, and in increasing quantities so as to ensure endogenous and self-sustained development;
- energy sources should be diversified;
- a solution should be found quickly to the problems of the supply of hydrocarbons so that the existence of the most disadvantaged African countries as sovereign States was not threatened;
- better living conditions should be provided for the rural areas by making better use of energy resources and by achieving self-sufficiency in food.

312. Taking into account the above-mentioned objectives, the following priorities can be outlined:

- development and utilization of fossil fuels (hydrocarbons, coal, lignite and peat);
- increase in utilization of the continent's hydropower resources;
- development of new and renewable sources of energy (solar, wind, geothermal, biomass and others);
- utilization of nuclear energy.

313. A real political will capable to promote a genuine co-operation and active solidarity should be asserted. It is in this spirit that the following plan of action is proposed.

PLAN OF ACTION

(a) Short-term:

314. Hydrocarbons supplies to African countries:

- everything possible should be done to ensure stable and guaranteed supplies of oil to African countries;
- arrangements must also be made for African oil-producing countries to increase their assistance to other African countries wherever possible in the training of cadres and technical staff and in prospecting for and exploiting of oil deposits;

- it is also recommended that African experts should be placed at the disposal of member States who so desire in accordance with the 1973 CAU Declaration on Co-operation, Development and Economic Independence;
 - with regard to oil prices and to demonstrate African solidarity, various ways of integrating the impact of oil prices particularly on the balance of payments, can be suggested, such as preferential tariffs, a compensation fund financed from African and possibly external contributions including the planned OPEC Fund to offset partially balance-of-payments deficits and finance development projects;*
 - it should be noted the lack of storage and distribution infrastructure, the existence of middlemen and the shortage of senior technical staff. To reduce the risk of misdirection of supplies, there should be direct negotiations between producing and importing countries;
- to alleviate the difficulties caused by monetary transactions, it is suggested that the possibility of importing countries been allowed to pay in local currency or to use bartering be studied.*

(b) Medium- and long-term

315. Fossil fuels:

- intensification of geological and geophysical exploration in non-producing countries;
- evaluation of known hydrocarbon resources and their potential;
- offshore exploration for hydrocarbons;
- development of known coal-bearing areas and exploration of new regions with similar geological conditions;
- assessment of coal reserves and integration of coal utilization in national energy planning;
- establishment of machinery to co-ordinate activities and formulate policies for national development and utilization of hydrocarbons;
- establishment of training and research institutions in the field of fossil fuels exploration, development and utilization.

316. Development of hydropower resources:

- inventory of hydropower resources in all African countries taking into account their integrated utilization such as electricity production, irrigation, fisheries, navigation, etc;
- surveys of hydroelectric power plants and master plans at the scale of whole river basins for an optimum exploitation of the resources, which should include rural electrification;

* Reservations from Algeria and Nigeria were noted by the Conference.

- development of economically attractive small-scale hydroelectric power schemes for rural areas;
 - need for neighbouring countries to exploit hydroelectric installations jointly. In that connexion, certain commonly neglected parameters should be taken into account such as the need to protect the environment, health problems and the relocation of the people who had had to be moved;
 - evaluation of the needs to be satisfied since the investment required is large. As far as the conveyance of energy over long distances was concerned, the advantages of direct current should be considered in the future;
 - study on internationalizing the status of installations from the point of view of ensuring safe supplies of electrical energy;
 - when finance was being sought, projects should be given a subregional and possibly regional character so as to make better use of the priority often given to undertakings of that type;
 - in the search for solutions to the energy problem, priority should be given to sites with great hydropotential, since their enormous potential would make it possible to consider interconnecting a large number of African countries;
 - establishment of national boards for rural electrification;
 - promotion of standardization in power supply equipment and expansion of interconnexion of grids (including a decrease in number of existing voltage levels)
 - manufacture of electrical equipment suitable to the needs of African countries by utilizing local raw materials.
317. Development of new and renewable sources of energy:
- intensification of geothermal exploration with the use of modern exploration methods;
 - continuation of scientific and technological research for industrial application of geothermal resources as a source of generating electricity, for heating, cooking processes, extraction of minerals, and production of water and steam;
 - establishment of geothermal power-generating pilot plants;
 - surveys of the possibilities and feasibilities of harnessing tidal, waves and ocean thermal energy including research into the techniques to be used for such forms of energy;

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- (i) Possible establishment of an African Energy Development Fund designed specifically to finance the implementation of energy projects in Africa.
- (iii) Urgent establishment of a Regional Solar Energy Centre the objectives of which are outlined in the constitution, already approved by the ECA Fifth Conference of Ministers, held in Rabat in March 1979. In this connexion, it is urgent to invite the member States to accelerate the signature of the said Constitution in order to make the Centre operational as soon as possible.
- (iv) Particular attention should be paid to renewable energy resources, such as solar energy, wind energy, biomass and geothermal energy, and research and development in these fields should be intensified.
- (v) Special attention should be given to reforestation following the intensive use of wood for heating and of charcoal as the main sources of energy.
- (vi) The highest priority should be given to the use of hydroelectric resources, particularly by developing small hydroelectric power stations.
- (vii) National arrangements for controlling and managing activities involving hydrocarbons should be strengthened.
- (viii) The African countries should take joint action to develop and use the energy resources available in the continent, through co-operation, and solidarity, with a view to safeguarding their economic development and survival.
- (ix) Priority should be given to the rapid implementation of the recommendations and resolutions already adopted on energy problems.

XII. WOMEN AND DEVELOPMENT

I. Introduction

320. The sixth meeting of the Conference of Ministers took note of the report of the Second Regional Conference on Women and Development and the strategies proposed.
321. It recognized the importance of integration of women in the development process and requested that information regarding women's programmes be disseminated as widely as possible.
322. It was pointed out that action taken during the first half of the Women's Decade was not enough in spite of the efforts which have been made within the Region.
323. It was agreed that the strategy relating to women should include the following fields: agriculture and nutrition, handicrafts and small-scale industries, employment, education and training, science and technology, trade, natural resources especially water supply, energy, health and family life, population, research, mass media and establishment of national and subregional machineries for integration of women in development.
324. Steps should be taken to include women in higher administrative and policy making levels.
325. Steps should also be taken to lessen the domestic burden of rural women and also provide supporting services for women workers.
326. Considering the many sectors which should be covered, the following fields have been chosen for the period 1990-1995:

II. National Machineries

327. To make these machineries functional it is necessary for governments to provide adequate resources and technical personnel. The experience gained indicate that the variety of socio-political and economic structures of member countries necessitates a less rigid formula for the establishment of these machineries. Provided that the organizations established for the needs of women are functional, technically competent and reach rural women, they should be considered adequate. A strategy that should complement the established machineries is the promotion of Women's Unit in planning ministries and commissions to feed and monitor national development plans with data on women and to integrate a plan of action in national strategies. The establishment or strengthening of the Women's Units in collaboration with member States will be a major preoccupation of ECA in the second half of the Decade.

328.- The Strategy for 1980 - 1985 will involve the strengthening of the Women's Programme of each MULFOC by provision of manpower and resources for projects. Assuring their research capabilities will be given high priority. The part of co-ordinator of women's programmes should be strengthened, making it the major channel of communication between the countries of the subregions and ATRCW.

329. ATRCW strategy is to include a women's dimension in the different divisions of the ECA. The Centre will endeavor to use existing research and training institutes within the Region as additional instruments for the implementation of its programmes. ECA will assist both (a) in the development of programmes in institutions directed to women and (b) in the introduction of programmes which meet the special needs of women, such as development planning and upgrading intermediate rural workers. Some of the institutions concerned include PAID, ENDA, CAFRAD, the Arusha Management Institute and the Centre for African Family Studies.

330. Since data collection remains an important tool for planning, ECA/ATRCW will co-operate and co-ordinate its activities with Centre for Social Development and Humanitarian Affairs and with the International Institute for Training and Research for Women.

III. Education and Training

331. Planning and Policy Implications

(a) All projects for increasing and diversifying the education and training of women and girls must be planned and executed within the context of overall national planning for manpower needs;

(b) National educational policies and programmes must take due cognizance of the national economy and employment objectives in order to provide education and training geared to equipping women for effective participation in the economic life of Africa. The new international economic order should be taken into account in preparing national education and training policies.

332. Formal Education

(a) Special efforts should be made to ensure that girls with the ability to advance to higher levels of education or specialized training receive education and training suited to their aptitudes, with the help of special bursaries for those whose parents could not meet the costs.

(b) Special subjects in nutrition, family law, and sex education, for example, should be introduced to both girls and boys.

(c) In the fight against juvenile delinquency, out-of-school activities improvement of playgrounds, cinema clubs, etc. should be developed further, manual and cultural activities should be given their proper place in intellectual training and in order to develop a sense of what is good and beautiful.

Literacy

333. (a) Because illiteracy among women constitutes the major obstacles to their participation in economic life of Africa, dynamic programmes to eradicate illiteracy should be adopted and target dates set for its elimination.

(b) In literacy campaigns the emphasis should be on functional literacy and numeracy and on the teaching of subjects which are of special interest to the community.

(c) In accordance with the Algiers Cultural Charter, functional literacy programmes should be conducted in national languages. In this connexion an appeal should be made to UNESCO to provide the national institutions with teaching materials adapted to teaching national languages.

(d) Cheaper transistor radios and inexpensive graded literature for mass education should be made available. Radio and television programmes should also include more items on the civic and political education of women.

334. Adult Education

(a) Adult education programmes should be geared towards increasing awareness and full participation of women in modern world of science and technology.

(b) Women should be encouraged through adult education programmes to take part in trade unions and to be informed of their civic responsibilities.

(c) Adequate facilities should be made available in the community for women to continue their education with opportunities made available in such fields as nutrition and family health.

Training

335. (a) The number and variety of vocational institutions for women should be increased bearing in mind the difference in the level of education, those who have no education at all, the existing employment opportunities and future job opportunities in the light of growing industrialization and technological advancement.

(b) Vocational training should be encouraged and valued.

(c) The training of agricultural extension workers, social welfare workers, community development officers and other rural workers should be carried out, keeping in mind the needs of rural women.

(d) Emphasis and priority should be put on the training of trainers with equal access for girls and boys at all levels, giving special consideration to appropriate agricultural technology.

(e) Training should be offered to women in the field of promoting management and administration of co-operatives.

336. Training for formal and informal employment in business, commerce industry and handicrafts.

(a) There should be more in-service training for women already at work in order to prepare them for the supervisory and managerial posts. Chamber of Commerce and industry should participate actively in providing more opportunities for such training.

(b) Women should be trained in all aspects of running small-scale industries and of trade management, marketing and co-operatives, by holding conferences, seminars and organizing course for the exchange of experience among countries.

(c) The apprenticeship system in handicrafts training should be encouraged.

337. Training women for their multiple roles

(a) Vocational training institutions should adapt their programmes and schedules to the multiple roles of women as wives, mothers, citizens and workers.

(b) Leadership and internship programmes to be encouraged so that women take an active role in village activities.

IV. Employment

338. Rural Areas: Governments are beginning to pay attention to the economic roles of women in the rural areas and measures are being undertaken to improve this contribution. Nevertheless, the situation of rural women does not seem to have undergone much improvement since 1975. Lack of accessibility makes it impossible for information and training to reach many rural women and lack of transport and assured markets for their farm produce and handicrafts tend to decrease their productivity.

339. The Regional Food Plan emphasizes the importance of roles women can play in the promotion of substitute foods, in changing eating habits and in nutrition

education. In conjunction with the regional commissions, to strengthen the Plan of Action regarding women's labour in rural areas, the following strategies are suggested:

- Based on continuous research promote the recognition and documentation of women's contribution to agriculture as a productive activity contributing to the gross national product, especially in terms of food supply;

In national plans recognize women as vital instruments for solving the food crisis and make deliberate provisions to upgrade women's skills and lessen their labours;

In the choice of appropriate technologies to make women's work more productive and less onerous, improve traditional techniques in food preservation and storage.

Devise appropriate training programmes to familiarize women with new and improved technologies suited to their situation and resources.

To give priority attention to employment in rural areas in order to keep there those young women who, to escape the hard and dull life in the countryside, go off to seek adventure in the cities, where they swell the number of unemployed.

340. Special attention should be paid to the development of women's co-operatives, in particular those dealing with agricultural marketing, labour and production. More female extension officers should be trained.

341. Urban areas: The women who work in urban areas are either self-employed, in trade and business or in paid employment. Despite legislation and constitutional provisions to the contrary, many employers continue to prefer men to women in certain fields and in higher categories of employment where decisions are made. Possibilities for women's self employment could be increased by the provision of guarantee or loan funds for small and medium-scale enterprises in urban and rural areas. The following strategies are suggested:

- (a) Provision of relevant education and training;
- (b) Provision of credit facilities and seed capital to enable women to be self-employed;
- (c) Campaign for the change of attitudes and traditions relating to women and employment;
- (d) Maternity benefits should be provided to both women and girls;

(e) Government commitment at planning levels to the improvement of women's contribution in employment by including measures for employment of women in all national plans;

(f) It is necessary to improve the provision of present labour laws concerning women workers in rural and urban districts:

- Trade unions should be asked to train young women workers
- States should prepare a labour and welfare legislation code adapted to African conditions, and ensure its implementation.

342. In-service training and refresher courses organized by employers should take into consideration the family responsibilities of women employees and adequate provisions should be made in this regard.

V. Communications and Mass Media

343. In this subject the Plan of Action (Regional and World) remain useful guides for constructive selection of priorities within the realities of national plans and budgets. Beyond the Plans thought must be given to the following areas in the 1990s:

- (a) Training of women for careers in journalism, and specialized training for journalists in the particular problems of women.
- (b) Increasing women's access to the media.
- (c) Establishment of subregional and regional networks for information exchange among women and government policy organs.
- (d) Analysis of folk media and developing a systematic adaptation of these media in promoting integration of women in the development process.
- (e) More exchanges of experience should take place among the countries of the Region.

VI. Health, Nutrition and Family Life

344. The following are suggested strategies for the future:

- (a) Encourage research on and promotion of traditional medicine so as to alleviate the dependence on foreign imported drugs; promote the local manufacture of necessary pharmaceuticals. Measures should be taken to prevent the dumping of dangerous drugs in African countries.
- (b) Upgrade training of traditional midwives and family health workers. Recruitment and training should be undertaken at the village level to prepare villagers as health workers to provide basic health services for their community.

(c) Strengthen centres for training health personnel and research, paying attention to the techniques of organizing primary health care.

(d) Strengthen maternal and child health centres by expanding their trained staff, and increasing their material means to make proper use of local products.

(e) In order to help physically handicapped persons, national centres for the rehabilitation and integration of such persons in the economic system should be established.

(f) Encourage analysis and exchange of country experiences through analytical case studies particularly in the following fields:

- approaches and models which have had good results.
- methods and techniques of obtaining the active involvement of communities.
- methods of identifying, training, and evaluating community health workers.

(g) Develop appropriate technologies to ensure the provision of adequate and safe water supplies.

(h) Encourage both men and women to take interest in better methods of producing food crops to improve the nutritional status of the community.

(i) Establishing appropriate child-care facilities for pre-school children, managed by well-trained staff including a systematic programme of training day-care workers.

VII. Population

345. Any population programme attempting to improve the quality of life should stand on a firm knowledge base that covers the most important social, economic and demographic factors related to the family. Although some research has already been undertaken, the following are some topics on which research should be encouraged:

(a) Research on population characteristics (micro and macro), and perceptions of these characteristics in selected countries to provide a comprehensive knowledge base for programme content in these countries. This could be handled on inter-country basis.

(b) Research on socio-economic and cultural factors impinging on, or influencing, the growth and development of concepts related to population and other socio-cultural issues.

(c) Research on the identifiable sources from which concepts which are population-related or based are learned (e.g. family, peer groups, other adults, the mass media, etc.).

(d) Research on communication channels suitable for the diffusion of new innovations and population concepts.

(e) Research on effective values, beliefs, taboos and traditions which control decision-making processes in the family in selected countries, and the ways in which levels of understanding of population issues affect these values and attitudes.

(f) Research on government and public reinforcement contingencies with population implications in selected African countries.

VIII. Research, Data Collection and Analysis

346. The areas identified for study in the Plan of Action remain valid, particularly in light of the fact that few national censuses and surveys have been undertaken since 1975. When they are about to commence, it is important to stress to national directors of statistics the need for breakdowns by sex in order to identify areas for action relevant to women, particularly in the subtheme areas of employment, health and education. The lack of such sex breakdowns has in the past hindered identification of the special needs of women.

347. More research needs to be done on women as food producers, on cropping methods used by women and possibilities for introducing improvements, on poor (urban and rural) women who perform multiple roles and on women as heads of household, in view of the new development emphases since 1975, particularly in agrarian reform and rural development as well as alternate development and the New International Economic Order. Research should be done on the following fields:

- Study of self-help methods in the urban and rural areas;
- Research on data collection system in sectors such as agriculture, small businesses, etc.
- Study on conservation and storage methods;
- Study of integrated development projects to establish areas of integrated development through the better exploitation of family plots.

348. In order to implement the activities spelled out in the Plan, the following strategies are suggested for the remainder of the Decade:

(a) Co-operation between existing research institutions, specialized non-governmental organizations (such as the Association of African Women for Research on Development - AAWORD), international agencies and the ATRCW to further common research aims.

(b) Establishment and promotion of research wings of national machineries, with stress on assuring their technical capabilities to undertake research in line with national priorities.

(c) Encouragement of the collection of annotated bibliographies and dissemination of research results and their translation into action programmes through the fostering of Region-wide information networks, emphasis on the role of the ATRCW as a clearing-house for information on women and development in the Region, and the establishment of effective mechanisms for the exchange of information between the Regional Commission, the Subregional Committees on the Integration of Women in Development at the MULPOCs and member States.

(d) Further research on changing attitudes towards the full participation of women in all aspects of society, and the spreading of the results of this research through, inter alia, the establishment of small information/communication units in institutions involved with research.

(e) Emphasis should be placed on the exchange of information on economic changes and their impact on women, along with measures to be taken to overcome negative impacts, in accord with the themes of the New International Economic Order."

IX. Legislative and Administrative Matters

349. Strategies for the future should be directed to:

(a) Establishment of appropriate bodies to be responsible for monitoring and reviewing the implementation of equal treatment provisions in the laws; infringement of these laws should be punishable.

(b) The standardization within each State of the various legal systems governing marriage, personal relationships in the family and inheritance in order to eliminate existing discrepancies and inconsistencies.

(c) One of the reasons why many women shy away from enforcing their rights is the fear of the intricacies and expenses involved. Free legal aid centres staffed by lawyers who are committed to the principle of equality between the

sexes should be established in low income urban and rural areas. These should include free consultation and discussion hours. Such offices should inform women of their rights.

(d) Re-orientation of law enforcement agents to the need of strictly enforcing equal treatment provisions.

(e) Publication of rights and duties of both men and women in the society and as husbands, wives, fathers, mothers in the home. This should be done through campaigns in the mass media as well as through wide circulation of booklets on these issues.

(f) Women and girls should be more aware than men of the disadvantages of the institutions such as polygamy and payment of bride-price and of the diminution of status in marriage caused by these practices and should recognize that they themselves must take steps to eradicate old customs, traditions and prejudices which tend to give women an inferior position in the family. Women's organizations must therefore as a matter of priority make extensive use of discussion forums as well as of other modern techniques of mass education and communication to educate public opinion on the values of women as human beings.

(g) Special attention should be paid to the legal situation of women under apartheid, through promotion of legal defense funds among other means.

(h) Basic family codes should be prepared in countries where they do not yet exist.

(i) Involvement of women in the law-making process in order to ensure that legislation is better adapted to current realities.

XIII. DEVELOPMENT PLANNING, IMPLEMENTATION AND MANAGEMENT, INCLUDING STATISTICS AND POPULATION

Planning

351. The poor performance of the African region in the 1970s and the bleak prospects in the 1980s if past policies and trends continued is a cause of great concern. Therefore, the planned scenario proposed by the ECA secretariat for the African region in the 1980s which is in line with resolution 332(XIV) of the fifth meeting of the Conference of Ministers/fourteenth session of the Commission and endorsed by the OAU Summit at its last session held in Monrovia in 1979 is sound and challenging.
352. According to the planned scenario, developing Africa is projected to grow by around 7 per cent per year in the 1980s. The major oil exporting countries which constitute over 40 per cent of the total GDP of Africa are projected to grow by about 8 per cent while the non-oil exporting countries were projected to grow by around 6 per cent yearly in the same period. The over-all growth has other consistent sectoral growth targets and has various policy implications. Agriculture would have to grow by 4 per cent yearly while manufacturing would have to attain a growth rate of 9.5 per cent in the period 1980-1990. Exports would also have to expand by about 7 per cent yearly in real terms while imports would have to be maintained at growth rates of less than 8.2 per cent yearly implying a reduction in the import elasticity to less than 1.2.
353. It is necessary to put into practice in the 1980s the concept of collective self-reliance at sub-regional and regional levels especially in the field of self-sufficiency in food, trade, industry and in financing development. Every effort should be made in promoting regional co-operation and physical integration through the rapid implementation of the United Nations Transport and Communication Decade for Africa, especially for land-locked and island African countries.
354. For the 1980s, emphasis should be given to the development of agriculture and agro-based industries, development of socio-economic infrastructure, African co-operation and eradication of mass poverty, unemployment, underemployment and the satisfaction of basic needs.
355. African countries should accord high priority to a complete and in-depth survey of their potentials in natural resources especially in agriculture, mining, energy, water and environment.

356. In agriculture, individual African countries are urged to draw up food plans to facilitate the attainment of collective self-sufficiency in food production: efforts would have to be directed towards land reform, appropriate mechanization, remunerative prices for agricultural products, establishment of efficient storage facilities, distribution and processing of agricultural products, better utilization of human resources, and development of scientific research centres related to adequate extension services.
357. For industry and particularly for large-scale industries (e.g. iron and steel, metal, chemical and petro-chemical industries) capacity utilization studies are needed as a basis for national resource mobilization and allocation for such projects at subregional and regional levels. Similarly, also it is necessary to identify types of import substitution industries which can best be undertaken at multinational levels.
358. In the energy sector, modelling work should be undertaken on the supply and demand of energy in the African region and short-term and long-term projections be carried out so as to enable the building-up of a regional energy programme in the field of production, consumption and conservation.
359. Africa should establish a regional system for domestic resource mobilization for development and, as a starting point for such system, it is proposed that appropriate mechanisms be established for mobilizing and channelling resources from surplus African countries - particularly the oil-exporting surplus countries - to the deficit countries and especially the African least developed countries.
360. Action should be taken to reinforce measures to redress drought and desertification.
361. In transport, the opening up of land-locked countries must be considered as a priority and a fundamental stage in the physical and economic integration of the African region.
362. In technology emphasis has to be put on the acquisition, development and utilization of labour intensive techniques and to take this aspect into consideration during the selection and implementation of projects.

363. In Plan formulation and implementation appropriate steps should be taken to ensure the strengthening of the planning machinery at the national level and a greater integration of national plans within subregions. This would facilitate the concretisation of collective self-reliance.

364. Greater political backing should be given to the implementation of development plans and all efforts aimed at efficient management of the economy.

Statistics

365. As a matter of urgency, African countries must strengthen their statistical infrastructures as a basis for effective policy-making and planning. In this connexion, they are urged to formulate statistical development programmes and these should be included in national development plans. These programmes should incorporate a list of data requirements in line with its needs and priority.

366. In order to mobilize external resources for the implementation of the African Household Survey Capability Programme, the 1980 round of Population and Housing Censuses and the System of National Accounts, African Governments should reaffirm their priorities in these programmes and provide the necessary counterpart financial support.

367. Each Government should institute appropriate mechanisms for collection, processing, evaluation, analysis and dissemination of data. These mechanisms should ensure proper linkages between data collectors, analysts and users.

368. It is desirable that a statistical data base for the storage and retrieval of information be established in individual countries.

Population

369. Appropriate machinery should be established where necessary to ensure the greater integration of population variables in development planning, bearing in mind the expected doubling of the regional population between 1975 and 2000 and the impact on economic planning and development.

370. African countries should attach more importance to analysis of relevant demographic data from both the 1970 and 1980 rounds of censuses and other demographic surveys.

371. Nationals must be trained to undertake the collection and analysis of demographic data. In this regard support should be given to the existing training centres.
372. Better collaboration is needed between demographers, planners and statisticians in their work at the national level and mechanisms should be deliberately established for this purpose.
373. The current excessive rural-urban migration calls for the establishment of a programme of planned distribution and re-distribution of population, tied to policies and programming for human settlements and integrated rural development.
374. The current levels of fertility and mortality are of concern. The resultant high rates of growth have implications for meeting the needs of a majority of the population.

BACKGROUND OF AID SUPPORT OF DEVELOPMENT ECA ACTIVITIES

It is useful, as an introduction to the present evaluation, for the reader to be aware of the general background of ECA and its relationship to AID over time.

A. ECA

Established twenty-two years ago, (1958), the United Nations Economic Commission for Africa is charged with providing support and assistance to the fifty nations of Africa - now including Zimbabwe in developing their economies and improving the economic and social well-being of their people.

The ECA secretariat is located in Addis Ababa, Ethiopia - also Headquarters for the Organization of African Unity (OAU) with which it works closely - and is divided into ten divisions^{1/} covering such sectors and activities as socio-economic research and planning, agriculture, industry, international trade and finance, social development, natural resources, transport, communications and tourism, public administration, management and manpower, statistics and population.

ECA, with the support of member-States, other UN agencies and external donors, conducts programs and projects in these areas.

^{1/} See Annex B, ECA Organization Chart

The ECA regular budget is approved every two years by the United Nations (approximately \$27.6 million: 1980-1981). A number of activities are funded by external budget funds (approximately \$10 million: 1980-1981) and external donors* on an annual and/or project basis. The secretariat has a permanent staff of approximately 576 (not including consultants or approximately 114 professionals working on extrabudget funded projects).

In order to better focus its activities on specific (regional) problem areas and targets the organization has established Multi-national Programming and Operational Centers (MULPOCs) in five subregional groupings headquartered in Yaounde, Tangiers, Lusaka, Gisenyi and Niamey respectively^{1/}.

B. AID

The Agency for International Development provided limited donor assistance to ECA on an ad hoc basis between 1959 and 1969. Increased but still modest support of approximately \$1,078,800 was provided at ECA request between 1969 and 1976 prior to the signing of the grant agreement presently under review^{2/}. This consisted, in the main in the provision of:

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- */ See External Donors' contribution list
 - 1/ See Annex C, Countries included in each MULPOC
 - 2/ See Project Paper (project 698-0340) Annex A, Assessment of past AID support to ECA.

1. Long term (one year or more) technical assistance personnel:
 - a. an advisor to the Executive Secretary;
 - b. a training advisor to the African Trade Center;
 - c. a livestock development specialist;
 - d. an advisor in agro-allied industries; and
 - e. an agricultural economist.
2. Short term (less than one year) consultant assistance in the preparation of the 1976 Annual Survey of Economic and Social Conditions in Africa.
3. Participant training (five fellowships for long term graduate study in the U.S. - three in transportation economics and one in mineral economics and national accounting).
4. Support of the Women's program including:
 - a. establishing national machineries to improve the status of women;
 - b. programs in rural training; and
 - c. tri-annual publication of African Women and other publications.
5. Support of ECA-sponsored meetings: notably three rural development workshops for government officials and donor agencies in Tangiers, Khartoum and Accra.

Further, AID assistance of \$1.0 million was provided in February 1975 for the services for up to two years of twelve senior level Africans and short term consultants to be assigned to a new United Nations Development Assistance Team (UNDAT) to cover Southern Africa. Failure to implement this project resulted in AID's de-obligating \$735,000 of these funds in February 1976^{1/}.

As a result of an ECA request for a re-assessment of AID support, a study team visited the Organization in January 1976 to review accomplishments and consider undertaking new expanded AID project funding.

A basic agreement, to be implemented over a three-year period was entered into in June 1976^{2/}. Specific projects were to be identified by ECA and, after approval, funded by AID. A total of \$1,737,000 have been made available by AID under this program to date.

It was stipulated that projects undertaken under the Agreement would be limited to the provision of assistance in one of the following areas:

1. Efforts which improve directly the economic and/or social well-being of rural populations, particularly as related to rural development, agriculture and health;

^{1/} Ibid.

^{2/} The Basic Grant Agreement has been extended for an additional year, terminating in June 1980.

2. pilot projects and studies which enhance the prospects of utilizing non-conventional sources of energy and intermediate technology in rural areas;
3. activities which tend to enhance the role of women, particularly rural women, in economic and social development;
4. efforts which stimulate cooperation among African countries and organizations which are considering implementation of regional efforts directed at developing rural areas;
5. activities which provide training and/or refresher courses for selected ECA personnel who are or will be involved in implementing joint ECA/AID activities.

Five activity grants, covering thirteen specific projects, were concluded between June 1976 and July 1979. They were funded as follows:

GRANT NO. 1 (Concluded 6/17/1976)

<u>Activity</u>	<u>Amount</u>
Provision of Technical Assistance in Non-conventional Sources of Energy	\$ 40,000
Training of Technical Experts of African Economic Cooperation Organizations	50,000
ECA Senior-Level Staff Training Program	14,000
Integrated Internship/Graduate Training of Africans for Recruitment into ECA	25,000

GRANT NO. 1 (cont'd)

<u>Activity</u>	<u>Amount</u>
Assistance to the African Training and Research Center for Women	\$ 25,000
Provision of an Officer-in-Charge of ECA's Remote Sensing Project	<u>131,000</u>
TOTAL	<u>\$ 285,000</u>

GRANT NO. 2 (Concluded 8/31/1977)

<u>Activity</u>	<u>Amount</u>
Support for ECA's Remote Sensing Project	\$ 30,000
Provision of Technical Assistance in Non-conventional Sources of Energy	80,000
Training of Technical Experts of African Economic Cooperation Organizations	55,000
Assistance to the African Training and Research Center for Women (\$70,000 through the A.I.D. Office of Labor Affairs)	100,000
(\$30,000 through the A.I.D. Bureau for Africa)	
Improvement of Agricultural Marketing Institutions in Food Crop Peasant Farming in Africa	135,000
Assistance for the Survey of Economic and Social Conditions in Africa	<u>30,000</u>
TOTAL	<u>\$ 430,000</u>

GRANT NO. 3 (Concluded 7/27/1978)

<u>Activity</u>	<u>Amount</u>
Support for ECA's Remote Sensing Project	\$ 31,000
Training of Technical Experts of African Economic Cooperation Organizations	35,000
Support to ECA Senior-Level Staff Training Programs	14,000
Assistance to the African Training Research Center for Women	140,000
Project Activities	-\$100,000
Village Technology Officer	-\$ 40,000
Support of a Senior Manpower Advisor to ECA	79,000
Support of an ECA Small-Scale Industries Advisor	34,000
Assistance for the Survey of Economic and Social Conditions in Africa	40,000
Multinational Programming and Operational Center (MULPOC) Agriculture and Agro-Industry Survey in the Ruzizi Valley	<u>117,000</u>
TOTAL	<u>\$ 490,000</u>

GRANT NO. 4 (Concluded 9/21/1978)^{1/}

<u>Activity</u>	<u>Amount</u>
Preparation of a set of case studies of demographic aspects of specific staple food projects in the Sahel	\$ <u>192,000</u>
TOTAL	\$ <u>192,000</u>

^{1/} This Grant Activity was specifically excluded, for cause, from this evaluation.

GRANT NO. 5 (Concluded 7/31/1979)

<u>Activity</u>		<u>Amount</u>
Remote Sensing Program		\$ 100,000
Consultants	\$72,700	
Internship	\$27,300	
African Trainins and Research Center for Women		\$ 105,000
Senior and Junior Level Staff Training		40,000
Survey of Economic and Social Conditions in Africa		32,000
Small-Scale and Rural Industries Adviser		35,000
Project Evaluation		<u>28,000</u>
	TOTAL	<u>\$ 340,000</u>
TOTAL OF GRANTS 1 - 5:		<u>\$ 1,737,000</u>