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PLAN CONTROL AND IMPLEMENTATION:
A DIAGNOSIS

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PLAN CONTROL AND IMPLEMENTATION: A DIAGNOSIS

A comprehensive evaluation of target fulfilment of African development plans remains to be undertaken, but from the fragmentary indications available it would appear that the realized rate of expansion of national income in many countries has been lower than the envisaged. In per capita terms this lower rate of expansion is even more evident. In many of the available documents, including such reports as exist on the implementation of plans, stress is laid on the need to improve administrative organization, practices and procedures if there is to be any real hope of plans, programmes and projects being realized. In a number of cases, administrative weaknesses have been cited as the principal cause of failure to meet targets and to complete projects. In these circumstances, it is somewhat surprising to note that in relatively few instances has a definite plan been made for administrative improvement, co-ordinating administrative needs with the requirements of development as well as providing for general increase in efficiency.

Effective administration is part of the infrastructure necessary for development planning and implementation. When development plans are being prepared, one of the prime considerations should be whether the general level of administrative competence in the country is sufficient to offer reasonable expectation of fulfilment of the plans. Care must be taken lest development plans develop into purely formal documents embodying a catalogue of unco-ordinated hopes, with woefully inept administrative machinery at both the central and regional levels. In fact: "In the early stages of development, plan creation is not properly a matter of economic planning at all; rather it is to build basic administrative organs, to develop the educational and basic cultural structure, and to get a viable and progressive social system."^{1/} It is interesting to note that during 1966 Congo (Kinshasa) decided

^{1/} J.K. Galbraith: "Economic Development in Perspective"; Fawcett Publication Inc. and Harvard University Press, 1964.

to institute a "pre-plan" programme of preparation for the institution of national planning in 1968.^{1/} Emphasis in this "pre-plan" stage is to be given, inter alia, to administrative reform. In Somalia, the Report on the Manpower Situation published in March 1966 indicated manpower shortages to meet known requirements in the five-year period ending in 1969 of 3,350 professional, technical and related workers; 100 administrative and executive workers; 1,250 clerical workers, as well as "2,000 posts requiring secondary education"; in view of the high proportion of all trained personnel in Somalia that these shortages represent, realistic and meaningful planning would require radical revision of aims to take such shortages into account.

Government structure has radically changed in many countries due to the expansion of popular representation in legislative assemblies, the growth of ministerial responsibility, the coming of republics and the creation of presidents. The concept of planning and plan implementation has led to the growth of new organs and changed the functions of old ministries and secretariats. Foreign ministries have had to be created on independence and diplomats and embassy staffs trained. Public corporations have been created. New tasks have been given to existing ministries and local government units. New ministries have been created.

Although certain administrative reforms have been effectuated in some countries they are still, by and large, ill-adapted to the swiftly changing requirements of modernization. This is true not merely of the structures themselves, but also of the human agents that operate the administrative machinery and whose background, aspirations, training and motivation are not easily attuned to the mechanics of modernization. Ghana created many public corporations but has had second thoughts and

^{1/} Speech by the High Commissioner for Planning and National Reconstruction 13/10/66 quoted in Africa Research Bulletin, Issue of September 15 - October 14 1966.

is now closing a number of them. A number of English-speaking African States feel that the existence of both establishment offices and "independent" civil service commissions, created in many cases shortly before independence, are not appropriate to present conditions. Ethiopia created a Ministry of Stores and Supplies, subsequently abolished the Ministry and is still searching for an appropriate administrative machine to co-ordinate and control Government purchasing and stores.

Table 1 of the Appendix reveals that public bodies take from 12 to 55 per cent of the GDP. An increasing proportion of the GDP is absorbed by the State. Administrative efficiency and effectiveness in public bodies therefore become more significant for economic and social development both as time goes on and as development itself progresses. As recurring expenditure amounts to at least 70 per cent of total expenditure in most cases, it is important to look for improvements in existing organs and services as well as those being established. As outlays on staff account for at least 60 per cent of all recurring expenditure of public bodies, particular attention must be concentrated on ensuring that staff work efficiently and effectively.

Well-understood institutional arrangements need to be made for the recruitment and promotion of staff. These should include the establishment and regular review of posts with specified function, a determination of the conditions under which internal promotion will be made vis-à-vis recruitment, recruitment procedures based upon determined qualifications and levels of entry, and promotion procedures based upon review of qualification, experience and quality of service. The recruitment plan must take into account sources of supply such as universities, secondary schools and technical schools and special action must be taken, by means of developing the educational system or by pre-service or in-service training, to cover areas of special deficiency.

Table 2 of the Appendix shows that both receipts and expenditure are growing rapidly. As a rule expenditure is increasing more rapidly than receipts. This indicates a growing necessity to ensure that administrative practices are improved to ensure, on the one hand, that all revenue due is collected and, on the other hand that expenditure is properly controlled and directed. When business functions are assumed by the State, it is essential to ensure that the organs which are given the tasks are administered efficiently. Investment by the State makes up 30 to 50 per cent of total investment in the countries of the African region. If the proportion of total expenditure devoted to investment is less than the proportion that would have been applied to investment by the private sector undertaking the same or similar functions, development will be retarded. On the other hand, if the operations involving recurring expenditure are not effectively managed, the undertakings themselves will not be successful.

As shown in Table 3 of the Appendix the proportion of wage-earners in the public sector is high in many African countries. In many cases, too, they constitute the best educated, best trained and most experienced group. This emphasizes the necessity to ensure that they are efficient and effective. Experience has proved that the mere increase in size of the public service or the increase in the percentage of the GDP or of the annual budget spent on it, does not improve its efficiency or its capacity for securing the implementation of plans. The Dahomey Minister of Finance and Economic Affairs, in introducing the National Budget in March 1966, indicated that the Civil Service had increased by 60 per cent in six years and cost about 50 per cent of the nation's budget, yet revenue collection was deplorably irregular and there remained 1,500 million CFA francs outstanding; Dahomey was "the only country whose economy had not progressed since independence".^{1/} It therefore becomes obvious that political authorities need to give emphasis to general administrative improvements as a prerequisite to

^{1/} Speech of 9 March 1966 reported in Africa Research Bulletin, Issue of February 15 - March 14, 1966, Page 462.

more sophisticated economic planning as well as to ensure satisfactory execution of existing plans and other government business. As president Nyerere of Tanzania has said "We must have more financial discipline within the Government and Government institutions. Administration must be streamlined and every Government employee must be more efficient."^{1/}

In most developing countries, the machinery of administration is still geared to the needs of government in the "pre-planning" era. This handicap arises partly from the fact that the administrative structures inherited by most African States from the metropolitan power were designed to be the executants of law and order and not the precipitates of an economic revolution. The organs of government were not designed, and have not been converted and supplemented, to undertake the many complex tasks involved in planning national development. Effective means must now be found for renewing existing administrative organs, reviewing the division and grouping of functions, and developing governmental institutions, practices and procedures to ensure that they are adequate to meet the needs of modern government and to undertake the tasks laid upon them by the decisions of the political authorities. Public servants must be prepared for their new tasks. The public must be made aware of the aims of government, the means by which these aims are to be met and the part which they themselves must play in meeting national aspirations. The tasks of the politician in deciding and framing policy must be clearly understood and distinguished from those of the administrator who is responsible for furnishing information needed for decision making and for effectively implementing the decisions made. Public servants, ministers and politicians must be clearly aware of the place of the public servants in administration; their functions of advising ministers and executing political decisions their duties, the ethical standards required of them and where their loyalties should lie.

^{1/} Speech reported in Africa Research Bulletin, Issue of May 15 - June 14, 1966, Page 520.

A number of African countries have pin-pointed specific administrative weaknesses which hinder development; in others there is a growing realization that one of the principal hinderances to plan fulfilment is poor administration, but specific diagnoses has not yet been completed. In Ghana General Ankrah announced in March 1966 the abandonment of the Seven-Year Plan "which for the last two years has existed in name only."^{1/} The Federal Minister of Finance, Cameroon, in May 1966 noted that bad management and carelessness by certain senior administrative officials in the past had led to irregularities over the use of public money.^{2/} Some countries have taken action to remedy weaknesses found; others are still searching for remedies. All that will be attempted here is to illustrate the type of problems, difficulties and weaknesses which have appeared in the administration with particular reference to the organs more particularly concerned with planning and implementation, and to make suggestions as to how diagnosis can be undertaken and remedies found.

The administrative implications of national planning

National planning and plan implementation imply the existence of a central authority or authorities capable of collecting the basic data necessary to prepare a realistic plan; the capability of marshalling that data, processing it and framing viable projects and programmes; the existence of effective implementing authorities and control machinery; the ability to apply scarce resources - financial, human and physical - to the implementation of the plan; the help and enthusiasm of an informed populace.

There are problems of dovetailing the planning agencies into the existing administration. In most cases these agencies are not focal

^{1/} Speech of 3 March 1966 reported in Africa Research Bulletin, Issue of February 15 - March 14, 1966, Page 464.

^{2/} Speech reported in Africa Research Bulletin, Issue of May 15 - June 14, 1966, Page 517.

points of the decision making process, and their impact, such as it is, is frequently determined by the personal influence of their directorial elite rather than by their inherent importance as institutional catalysts; and it is not uncommon that the onus of the planning commission ends with the adoption of the plan. In the field of co-ordination there are little or no effective links between sectoral targets and individual ministerial projects and with those of the central and local budgets. Frequently important public and private sector agencies operate outside of the plan's orbit, although their powers of decision may be of major importance to the nation's economic life.

Development administration cannot be considered in isolation. It is part of the general administration of the country and must be integrated with it. The creation of special planning organs without careful thought, planning and preparation relating them to existing administrative institutions, arranging for co-ordination of functions and action and definition of responsibilities cannot result in effective planning and plan implementation.

"Effective development planning requires a cluster of central government agencies with rôles in providing not only staff services but also national leadership, financial management and the handling of critical problems."^{1/} Political decisions, including the final approval of development plans, programmes and projects, must be taken by political bodies - ministers, cabinet and parliament. These bodies must be served by staff organs capable of giving advice and recommendations for action based on a consideration of all relevant factors - technical, financial, administrative, political and cultural, as well as economic. It should be emphasized that these organs must work in close collaboration with all other institutions - both those specially created to

^{1/} "The Administration of Economic Development Planning: Principles and Fallacies" p.44. United Nations Document ST/TAO/M/32, 15 August 1966, prepared by Professor B.E. Gross.

meet development needs and others, whether newly created or already in existence; they must draw upon them for information, expertise and advice. The principal co-ordinating body in the planning process - "the Planning Office" - to be effective must be closely associated with the most influential politico-administrative organs; it must be part of the office of the president, the office of the vice-president or the prime minister's office. Experience has shown that giving such responsibility to a minister of planning is ineffective unless the minister is virtually a vice-president or deputy prime minister; a minister on the same level as other ministers has not the real authority to control and co-ordinate their policies, whatever his formal powers may be. Other agencies in the "central cluster" must include those responsible for framing financial policy; for the collection and processing of statistical and other data; for undertaking research and consultation functions; for popularizing plans and their implementation; for ensuring that meaningful feasibility studies for projects are undertaken, taking into account non-economic as well as economic factors.

But the agencies in the "central cluster" are only a small part of the total planning machinery. Every senior public servant, every manager, every supervisor must be a planner within his own sphere. Careful consideration must be given to securing a judicious mixture of centralization and decentralization to ensure, at the same time, that there is effective co-ordination and overall direction at the centre, but that there is still real power of decision and interest at the periphery. To help to co-ordinate the plans of individual enterprises, projects, corporations, ministries and agencies, it is necessary to set up special staff units with planning and co-ordinating functions within such organizations. These may have to be supplemented by other units serving particular sections of the economy (sectoral committees) or particular geographic areas (regional or area committees). It is important to remember that: "Capital and people cannot be effectively used without the building, or adaption, of organizations with the capacity to use them."^{1/}

1/ "The Administration of Economic Development Planning: Principles and Fallacies" p.57. United Nations Document ST/TAO/M/32, 15 August 1966, prepared by Professor B.M. Gross.

Opportunities must be given to people, including those organized into various different political, social and economic groupings, to take effective part in the planning process. The populace in its various groupings will not do what they are expected to do at the implementation stage unless, through being brought into the planning process, they become emotionally involved in the success of programmes and projects.

Collection of information for project formulation

No matter how efficient planners are or how sophisticated planning and implementation machinery, the effectiveness of a national plan is conditioned by the data on which it is founded. The Uganda Argus commented: "Uganda is a mixed economy, the private sector includes peasant farmers, small-scale businessmen and traders and some large enterprises externally controlled. All these groups are difficult to influence. Information about the operation of the economy is incomplete and unreliable, and reasonably accurate forecasting is therefore difficult."^{1/}

Many African countries have set up central statistical offices, some of them closely linked with central planning units. The job of these offices is to co-ordinate the statistics produced by ministries and government agencies. It is, therefore, very important that the standard of statistical work in these ministries and agencies is high enough to ensure the level of accuracy needed by the planners.

Other data required by the planners such as reports on implementation of existing plans and projects; information on reactions of the people in various areas of the country to the implementation of plans and information on possible sources of raw materials may be even more difficult to obtain and to evaluate. Means must be found for doing this.

The formulation of plans and projects

The fact that planning has been accepted by so many African countries inevitably means that the formulation of plans and projects

^{1/} Uganda Argus, 13 May 1966.

has been given considerable attention. It is thus true to say that the standard of professional competence and administrative effectiveness is usually considerably higher at the stage of plan formulation than it is at the stage of implementation. Yet many African plans have been designed by expatriates, some of whom have little or no knowledge of African conditions and aspirations and who, in the absence of clearly articulated socio-political objectives, make inferences as to what they believe these objectives should be. Perhaps the harshest criticism that can be levelled against certain expatriate planners, though by no means all, is that upon completion of the plan blueprint they leave the country with no African residuary legateses for plan execution.

Planning must be conceived as a continuous operation; feed-back from plan implementation must be used in the formulation of future plans. The planning office must be in a position at all times to take advantage of new and more precise information which becomes available to it, and to modify its ideas as to what it is practicable to expect in the future.

The implementation of plans

So far as the private sector is concerned, efficient administrative means must be elaborated to control and direct firms and individuals indirectly in such a manner that they conform to the general intentions of the plan. This can be done to some extent by propaganda and persuasion, but this must be backed up by the use of economic tools such as tax holidays, cheap services (e.g. water, electricity, transport, waste disposal), grants of land, etc. to stimulate desirable activities, whilst exercising punitive taxes, import and export restrictions, currency control, etc. to deter undesirable activities. To be effective, these tools must be put in the hands of an efficient administration.

The execution of projects in the public sector is the task of ministries, local authorities and public corporations. There is no lack of evidence to state that ineffective administration is one of the prime causes of failure or less than complete success in this sector. "Owing to a number of causes (faulty organization, insufficiency of sub-professional staff, defective administration, etc.) it was discovered that many specialized professionals spent only a limited portion of their time performing truly professional tasks and a major portion on paper work, administrative chores and sub-professional tasks."^{1/} "The Commission finds that the Maize Marketing Board and the Ministry of Co-operatives were both responsible for the delay in obtaining second and further shipments when the shortage of maize began."^{2/} Commenting on the decision by the National Liberation Council in Ghana to hand over eighteen State enterprises to private and joint State/private sectors, "West Africa" stated "...this will reduce the area in which corruption and nepotism might flourish."^{3/} President Keita of Mali has stated: "The Government will attach a high premium to efforts by management and workers in State-owned industries to reduce costs, to obtain higher yields, and to deliver higher-quality goods."^{4/} The Minister of Agriculture in Kenya, in relation to the control of Agricultural Statutory Boards said "I do not want to inhibit the working of Boards doing their job efficiently and cheaply, but I shall not hesitate to make further directions to Boards that I consider are

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- 1/ United Republic of Tanzania: First Year Progress Report on the Implementation of the Five-Year Development Plan (Public Sector)
1 July 1964 - 30 June 1965.
 - 2/ Kenya: Report of Commission of Enquiry into Maize Industry,
1 July 1966, Government Printer.
 - 3/ "West Africa", 2 July 1966.
 - 4/ Speech of 13 July 1966 reported in Africa Research Bulletin, Issue of July 15 - August 14, 1966, Page 558.

not working efficiently or whose administrative costs are too high.^{1/} These comments are not a criticism of political decisions to undertake certain functions within the public sector, but merely an indication that, if political decisions are taken to this effect, then efficient administrative organs must be set up and maintained to carry out these functions.

Public corporations are a relatively new form of administrative organization. Criteria must be evolved which will help to determine under what circumstances, in any particular country, it would be administratively feasible or desirable for such a body to undertake a particular function. The relationship of any proposed public corporation to the council of ministers and to particular ministers or ministries must be considered, as well as the responsibilities of the governing board. Whether it will be required to make a profit, the degree of financial autonomy that it will have, under what conditions and procedures staff will be employed, its power to acquire, own and dispose of land and equipment, and the powers and functions of its General Manager and departmental chiefs are some of the questions that should be decided at an early stage and incorporated in a basic text governing its operation.

Evaluation and follow-up of plan implementation

There are few African plans for which periodic reports on plan targets exist. In certain cases new plans have been framed without any analysis of the extent of target fulfilment which is fundamental to successful planning.

Almost all African plans are indicative in the sense that although the plan document may have received a parliamentary and constitutional imprimatur there are no mandatory sanctions applied

^{1/} Speech of 2 February 1966 reported in Africa Research Bulletin, Issue of January 15 - February 14, 1966, Page 443.

to agencies and bodies that do not fulfil them. This leads to the negation of planning.

Criteria of efficiency and effectiveness, in plan implementation as in other spheres of activity, must be established and applied in the public service.

Administrative impediments to plan implementation

Instability in the administration and in the environment in which it works destroys the morale of public servants and has the effect of stifling its initiative. Lack of political stability leads to undue caution in decision making at the administrative level. Lack of real commitment to development on the part of the government and the politicians waters down enthusiasm and inhibits decisive action by the administration. Lack of proper rapport between politicians and administrations leads to misunderstandings, lack of a coherent policy and ineffective work. An administrative structure which has not been adapted to the needs of planning and plan implementation tends to leave gaps and areas for which nobody is responsible, as well as failing to prevent duplication and overlapping.

Committees are frequently set up or existing committees used for tasks which are either improper or not suitable to committees. Referring a matter to a committee is sometimes merely a device for delaying a politically difficult decision or for shelving a question completely. Committees can spend many weeks in dealing with questions which could be dealt with by efficient administration in a few hours or days. When a recommendation of decision by one committee would prove difficult or unpopular to implement, it is often referred to another committee.

Lack of understanding of the legal basis of administration leads to many difficulties. There are sometimes no laws covering particular situations or the laws which do apply are not known or not applied. Discrepancies arise between the provisions of principal legislation and subordinate legislation and are not resolved. Sometimes there

are not effective means, in practice, to determine the legality of provision in the law or of administrative acts. Lack of consolidation and codification of laws and the absence of copies of relevant laws in government offices leads to difficulties in administering according to the law. A tendency to "oral" administration leaves doubt as to what provisions of the law or administrative precedents have been taken into account when decisions are made.

Budgets are inadequately prepared and administered; sometimes the budgetary system itself is unsuitable or inadequate for planning purposes. Failures in financial control and accountability for money lead to defalcation, misappropriation and misuse of funds all of which delay and frustrate the implementation of plans. Failure to collect money due to the government either at all or at the proper time, because there is no proper system of collection, because of inadequate control and supervision or because of a lack of knowledge and diligence on the part of those who should collect it, lead to shortage of funds for development. When there is no proper appreciation of the nature of public funds and their use, money is held unnecessarily in safes or bank accounts used to give unauthorized loans and for other improper purposes and not applied at the proper time to the uses for which it is destined.

The tasks of public servants are often not clearly defined and responsibility is not properly allocated. Failure to delegate and over-centralize are common. When tasks are delegated, there is usually no adequate supervision of those to whom they are delegated. There is often lack of co-ordination, communication and integration of activities. These deficiencies lead to tasks being overlooked, badly performed or unduly delayed in their execution. Often when deficiencies are revealed, it is impossible to decide who was responsible for them.

Objectives are inadequately defined. Methods and procedures are not properly thought out or, when they are, they are not followed. Inadequate measures are taken to remedy errors and deficiencies when

they are disclosed. Written instructions and working forms do not exist, are out of date or otherwise inadequate.

Personnel administration suffers from bad, or even corrupt and improper, recruitment practices. The policy on remuneration is often out-of-date, inconsistent and inadequate to ensure that the administration can recruit and retain people with the qualities, qualifications and experience needed. Insufficient regard is paid to fixing and applying appropriate conditions of service, such as those covering hours of work, security of tenure, leave, sick leave, rules for official travel, promotion prospects, physical working conditions, discipline and retirement. Disciplinary procedures and practices are often inadequate and rarely enforced. Rules against self-interest, corruption and illegality do not exist or are ignored. Training requirements are not properly assessed or met. Public servants do not identify themselves as servants of the public, the morale of the public service is low and there is little conception of public service ethics.

Deficiencies in purchasing and supply procedures and arrangements result in the equipment being bought, unduly high prices being paid, overstocking, deterioration and obsolescence of equipment. There are often no proper tendering procedures or, if they exist, they are ignored. There tends to be over-reliance on local suppliers and agents rather than calling, in appropriate cases, for international bids, an administratively more complicated but usually much more satisfactory procedure. Inadequate specifications lead to a restriction on possible suppliers and to inferior or unsuitable items being purchased. Failure to apply proper inspection systems on receipt lead to inferior, damaged and inappropriate equipment being accepted. Poor storage facilities and maintenance arrangements lead to loss through deterioration of goods in stock. Inadequate scrutiny of demands for stores and equipment leads to incorrect and unnecessary issues and misappropriation. Stores accounting systems which are

poor or badly administered lead to losses through duplication of purchases, defalcation, overstocking, loss of discounts and misapplication of budget funds.

There is often a failure to establish, develop and use institutions at the provincial and local levels. The local administrations that are developed are not identified with the people and are not properly utilized either by the people or by the administration itself. There is often no clear understanding of the functions of local council members or proper distinction between their tasks and those of employees of the councils. The standing of local authorities is usually low compared with that of central government and its agencies.

There are usually no established criteria for the creation of public corporations and often no general law to govern their activities. There is a tendency to proliferate public corporations to undertake tasks for which they are not equipped. Sometimes this is done as a means of taking tasks away from ministries which are considered inefficient; this is rarely a satisfactory solution - it is far more profitable to take steps to improve the efficiency of the ministries. There is a tendency to create public corporations without a proper definition of functions, duties and responsibilities and with inadequate provisions for their political, financial and administrative control. In some cases public corporations are used as an outlet for nepotism when the more well established systems in the ministries prevent it or make it more difficult. The importation of too many civil-service type controls and day-to-day restrictions make it difficult to operate a public trading corporation on commercial lines.

Inadequate arrangements for the collection and dissemination of information and statistics is a well-known impediment to development planning and implementation. Adequate facilities often do not exist to collect and process basic data. Often sufficient and timely information is not available on the progress of plan implementation so that errors and deficiencies are not detected in time to put them right. Inadequacies in public relations and public information

services seriously hinder their usefulness; the public is not properly informed of plans and projects and what part they are expected to play in implementing them. Usually administrations are not well informed on the real needs and aspirations of the public. Often there is inadequate communication between the administration and the private sector of the economy. Lack of information on available resources and plan implementation leads to inadequate evaluation of the success of projects and the progress of development.

Inadequate organization of ancillary services within the administration impedes its efficiency and limits its usefulness for planning and plan implementation. Typical of the deficiencies in this connexion are poor transport facilities with high incidence of breakdowns and delays; inadequate registry and filing arrangements, with consequent loss of documents, delays and frustrations; telephone installations with too few extensions and inadequately trained operations; failures in building maintenance and supply of furniture equipment and supplies; errors and delays in sorting and routing mail.

Conclusion

Planning for administrative improvement should be an integral part of economic and social planning. No aspect of the administration and its organization, practices and procedures should be omitted; the efficiency and effectiveness of every part of it are important to successful development planning and plan implementation. The implementation of plans for administrative improvement should be subject to the same considerations as other aspects of the development plan, including the establishment of priorities, fixing of targets, programming of phases of execution and assessment of results and effectiveness.

APPENDIX

TABLE 1-1/

Trend of the gross domestic product and of the percentage allocated to public bodies

<u>North Africa</u>			Percentage of GDP allocated to the administration		Growth	Per capita GDP ^{b/}	
GDP ^{a/}		Growth	1958/59	1963/64	(per cent)		
1958/59	1963/64	(per cent)	1958/59	1963/64	(per cent)		
Algeria	2,718	1,789	-34	40	65	+ 7	∟ 200
Morocco	1,750	2,112	+20	15	15	+20	126-200
Tunisia	743	976	-	21	126-200
UAR	3,742	4,787	+28	30	62	+154	81-125
Sudan	990	1,216	+23	16	22	+70	81-125

<u>West Africa</u>			Percentage of GDP allocated to the administration		Growth	Per capita GDP	
GDP		Growth	1958/59	1963/64	(per cent)		
1958/59	1963/64	(per cent)	1958/59	1963/64	(per cent)		
Ivory Coast	486	847	+72	15	21	+266	∟ 200
Ghana	1,124	1,557	+36	18	24	+86	∟ 200
Mauritania	15	21	...	81-215
Nigeria	2,361	2,246	+16	12	14	+35	∟ 80
Togo	10	16	...	126-200
Senegal	21	∟ 200

a/ in thousands of US dollars

b/ in US dollars

... = information not available

1/ Extracted from "A Survey of African Budgetary Statistics" ECA Document E/CN.14/BUD/5, utilized in the Seminar on Budget Planning and Management held at Addis Ababa on 3-13 October, 1966.

TABLE 1 (cont'd)

	<u>East Africa</u>			Percentage of GDP			Per capita GDP	
	GDP		Growth	GDP		Growth		
	1958/59	1963/64	(per cent)	1958/59	1963/64	(per cent)		
Ethiopia	8	12	...	7	80
Kenya	582	699	+20	22	25	+36	7	81-125
Uganda	392	484	+27	17	18	+30	7	80
Madagascar	15	15	...	7	81-125
Malawi	115	127	+6	20	24	+35
Tanzania	488	575	+18	14	13	+8	7	80

	<u>Central Africa</u>			Percentage of GDP			Per capita GDP	
	GDP		Growth	GDP		Growth		
	58/59	1963/64	(per cent)	58/59	1963/64	(per cent)		
Cameroon	438	513	7	126-200
Congo - B	1,171	908
Congo - K	23	23	...	7	80
Gabon	15	20	...	7	126-200
Upper Volta	12	16	...	7	80
Mali	10	22	...	7	81-125
Niger	11	13	...	7	126-200
Ghad	193	188	-3	8	15	+86	7	80

... = information not available

TABLE 2^{1/}

Growth of cost of living and receipts and expenditure by public bodies
between 1958/59 (= 100) and 1963/64

<u>North Africa</u>				
	Cost of living	Expenditure	Receipts	Approximate percentages of current expenditure
Algeria	...	304	171	
Morocco	
Tunisia	107	...	161	
UAR	103	
Sudan	120	160	142	

<u>West Africa</u>				
	Cost of living	Expenditure	Receipts	Approximate percentages of current expenditure
Ivory Coast	116	363	404	82
Ghana	141	250	182	70
Mauritania	233	79 per cent including
Nigeria	112	213	173	73 per cent for staff
Togo	...	133	220	
Senegal	108	70
Sierra Leone	119	167	107	a/

a/ Budget tripled from 1953 to 1963/64

... = information not available

1/ Extracted from "A Survey of Developments in Public Finances of African Countries," ECA Document E/CN.14/Bud./6, utilized in the Seminar on Budget Planning and Management held at Addis Ababa on 3 - 13 October, 1966.

TABLE 2 (cont'd)

<u>East Africa</u>				
	Cost of living	Expenditure	Receipts	Approximate percentages of current expenditure
Ethiopia	...	170	192	
Kenya	109	129	137	
Uganda	112	130	180	
Madagascar	114	156	164	
Malawi	102	212	172	
Tanzania	98	175	115	
Zambia	108	184	173	
<u>Central Africa</u>				
	Cost of living	Expenditure	Receipts	Approximate percentages of current expenditure
Cameroon	
Congo - B	
Congo - K	372	...	106	
Gabon	132	300	296	88
Upper Volta	90
Mali	
Niger	110	200	270	88
Chad	193	89

Base = 100 in 1958; final figures for 1964.

... = information not available

TABLE 3^{1/}Wage-earners in the public sector, 1963/64North Africa

No information available

West Africa

	Total number of wage- earners	Percentage of working population	Private sector	Public sector	Percentage of wage-earners in the public sector
Dahomey	180,000	10	152,000	28,000	16
Ghana	30,000	7 3	17,000	13,000	43
Ivory Coast	350,000	10	200,000	150,000	42
Mali	21,000	7 3	15,000	6,000	29
Mauritania	19,000	5	12,000	7,000	37
Nigeria	530,000	2	420,000	110,000	20
Sierra Leone	80,000	7	74,000	6,000	8
Senegal	120,000		90,000	30,000	25
Togo	24,000		12,000	12,000	50

East Africa

	Total number of wage- earners	Percentage of working population	Private sector	Public sector	Percentage of wage-earners in the public sector
Kenya	535,000	12
Madagascar	227,000	7	176,000	51,000	23

Central Africa

	Total number of wage- earners	Percentage of working population	Private sector	Public sector	Percentage of wage-earners in the public sector
Burundi	68,000		49,000	19,000	28
Cameroon	85,000		61,000	24,000	38
Chad	48,000		63,000	5,000	11
Gabon	28,000	7 3	13,000	15,000	53
Niger	14,000	7 3	10,000	4,000	28
Rwanda	66,000		48,000	18,000	26
Upper Volta	16,000		11,000	5,000	31

... = information not available

1/ Extracted from ECA Documents Nos. E/CN.14/BUD/5 and 6, "A Survey of African Budgetary Statistics" and "A Survey of Developments in Public Finances in African Countries" utilized in the Seminar on Budget Planning and Management, held at Addis Ababa on 3-13 October 1966.