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## REPORT ON ECA'S ACTIVITIES IN THE FIELD OF MANPOWER AND TRAINING 1967-1968 (first part) (prepared by the secretariat)

### Table of Contents

	<u>Paragraphs</u>
Introduction . . . . .	1 - 6
I <u>ECA Regular Training Programme</u> . . . . .	7 - 28
(i) In-service training . . . . .	7 - 8
(ii) Training in specialized fields . . . . .	9 - 27
(iii) Training Information Notice . . . . .	28
II <u>Manpower Planning Activities</u> . . . . .	29 - 37
(i) Technical assistance in manpower planning . . . . .	30
(ii) Research in manpower and training . . . . .	31 - 36
(iii) Working Party on Manpower and Training . . . . .	37
III <u>Assistance to the Training Programmes of     Other Organizations</u> . . . . .	38 - 39
IV <u>Constraints on Efforts</u> . . . . .	40 - 43
V <u>Future Activities</u> . . . . .	44

### Annexes

- I Bilateral Fellowship Programme:  
Donor Countries and Organizations
- I(a) Progress in the Bilateral Fellowship  
Programme, 1965-1968
- II Fellowships granted under the Regular  
Training Programme, 1967-1968

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REPORT ON ECA'S ACTIVITIES IN THE FIELD OF MANPOWER AND TRAINING,  
1967-1968

INTRODUCTION

1. This report covers briefly the activities of the ECA secretariat during the biennium 1967-1968 in the field of human resources development, particularly manpower planning and training. These activities were motivated by a keen sense of concern over the serious manpower bottleneck which hampers national development effort and the level of unemployment which restrains the effective mobilization of human resources for sustained development.
2. Although the training activities were largely directed to assisting with the development of trained personnel in the public service, an increasing attention was paid to the needs of other areas of development, including the private sector.
3. Training facilities have been provided to Africans by the ECA in several critical areas of development needs and sustained efforts were devoted to stimulating the demand for the training of Africans in essential fields, including attachment training in industries and other establishments. It was during the biennium that the secretariat initiated a programme of advice and encouragement to member States in establishing and developing appropriate national machinery for manpower planning and training programming, the training of personnel to run the machinery and assistance in evaluating the manpower programmes of member States so requesting it.

Main achievements

4. Important among the activities undertaken during the biennium mention may be made of the co-ordination of bilateral fellowships and scholarships, the stimulation of demand for training and the organization of training courses for manpower planners and administrators of national training programmes.
5. Since 1965 the Manpower and Training Section of the secretariat has been operating an active programme of co-ordinating bilateral scholarships channelled through the Commission. Under this programme over 150 Africans have benefitted from training abroad in priority fields of development. The secretariat acts as an intermediary for securing offers from donor Governments making available training facilities appropriate for African training requirements and selecting suitably qualified African candidates for the available offers. Although several donor countries are participating in the programme there are still many countries with suitable facilities which have not yet found it convenient to co-operate with the Commission in this respect. On the other hand only one African Government has been able to make an offer to a less-fortunate member State through the programme. A statistical summary of the bilateral fellowships co-ordinated for the period 1967-1968 is attached as Annex I.

6. Bilateral fellowships and scholarships have been utilized for short and long-term training, with courses ranging from 2-3 months to 4-5 years and for training in both academic and professional fields. While during 1967 only a dozen African countries benefitted from the awards, experience during 1968 indicates that many more African countries are now taking advantage of the training opportunities ECA is putting at their disposal under the programme. Fields of training have also expanded. In 1967 for example, awards were made in the fields of architecture, agronomy, education, economic planning, finance, electronics, thermal power, geophysics, medicine, railway signalling and operating, industrial standardization, community development, cartography, photogrammetry, etc.

#### I. ECA REGULAR TRAINING PROGRAMME

##### (i) In-service training

7. The research facilities of the secretariat continue to be available for the in-service training of nominated African civil servants through attachment to particular Divisions of the secretariat for periods varying from one to two years. In 1967 two trainees were provided with training programmes, one from Congo (Brazzaville) and the other from Congo (DR). Currently, two trainees, one from Gambia and the other from Zambia, are on the programme and arrangements are being made to receive another trainee from Niger. These trainees work and train on programmes specially designed to meet their requirements and are supervised and directed by senior members of the secretariat. Furthermore, action is being taken to promote more active interest in the programme and to increase the average number of Africans training in the secretariat.

8. The ECA in-service training programme has also been extended to regular staff members. By special arrangements the Commission released four of its staff members to United Nations Headquarters during 1967-68 for attachment training and three other members have also attended training seminars sponsored by the Dag Hammarskjöld Foundation in 1968.

##### (ii) Training in specialized fields

9. The substantive Divisions and technical Sections of the secretariat have, during the biennium, organized some thirty training courses, including seminars with substantial training content, in order to cope with identified training needs in their respective sectors. A total of over 640 African participants attended these courses. In the implementation of these courses the Commission received valuable assistance in the form of teaching personnel, course materials and fellowships for Africans from several specialized and operational agencies within the United Nations family of organizations as well as from bilateral sources. Some 65 per cent of the fellowships utilized for these courses were financed by the United Nations. A statistical summary on course types and fellowships is contained in Annex II.

10. A summary account of the training activities in the principal sectors covered by the ECA regular training programme now follows.

Training in agricultural development

11. The ECA/FAO Joint Agriculture Division, in collaboration with the German Foundation for Developing Countries sponsored a "Joint Seminar on Problems and Approaches in Planning Agricultural Development" which was held in Addis Ababa from 16 October to 9 November 1967. The seminar was aimed at exchanging views and experience on the problems and new approaches involved in agricultural development. Thirty participants, all working in government ministries of agriculture, finance and planning, from fourteen English-speaking African States took part in the Seminar.

Training in industry and housing

12. A Training Course in Co-operative and Aided Self-help Housing was initiated by the Industry and Housing Division in 1967, and again repeated in 1968. The 1967 Course was co-sponsored by the ECA, ILO, WHO, USAID, and the Government of Kenya which acted as host. It was specially designed for the East African countries. The aim of this Course was to provide participants with specialized knowledge of co-operative and aided self-help housing techniques and the practical skill required in the planning and organization of low-cost housing projects. The same Course was repeated in 1968 for the benefit of West African countries and the Government of Liberia played host.

13. During 1968, the Industry and Housing Division, in collaboration with ILO and WHO, also initiated a mobile course for Building Contractors in four East African countries. The main aim of the course was to encourage African entrepreneurship in the building contracting business and to stimulate nationals to participate to a greater degree by identifying groups of existing or potential national contractors, and by demonstrating the effectiveness of training possibilities in the field. The course operated in Ethiopia, Kenya, Uganda and Zambia and some 97 participants took part in the course without having to leave their country.

Training in trade, fiscal and commercial policy

14. In 1967 the Trade and Economic Co-operation Division organized a Seminar on Budget Planning and Management, in addition to its annual training courses on Foreign Trade and Commercial Policy, organized in collaboration with GATT Trade Centre. These latter courses are conducted on a monolingual basis for English-speaking and French-speaking participants and the programmes are designed for senior officials of government ministries concerned with trade and monetary matters.

Training in statistics

15. For the academic year 1967-1968, the middle-level Statistical Training Centres established in the region enrolled 168 trainees; this brought the total enrollees to 923 for the entire period during which the centres have been operating. Overall, the success rate among the trainees has been about 80 per cent.

16. The Achimota Centre, which has been merged with the Institute of Statistics at the University of Ghana, again received personnel assistance from the United Nations during the course of the year. The Addis Ababa Centre, for which responsibility has now been transferred to the Imperial Ethiopian Government continued to receive assistance from the United Nations. The agreement with the United Nations relating to the operation of the Dar-es-Salaam Centre will not expire until 1970. United Nations assistance to the Yaoundé Centre, in its present form, will be discontinued by mid-1969. The Government of Cameroon has, however, already submitted a request to the Special Fund of the United Nations Development Programme for continued assistance to the Centre. The Rabat Centre which has been developed as an Institute of Statistics and Applied Economics, with assistance from the Special Fund, continued to offer a three-year course for professional level statisticians. The Centre enrolled 87 trainees for the academic year 1967-1968.

17. A new five-year agreement between the Government of the UAR and the United Nations has now been signed to enable the continuation of the Demographic Training and Research Centre in Cairo which was established in 1963 with the assistance of the United Nations. The Centre is at present conducting a special course on the evaluation of basic demographic data.

18. Negotiations are continuing for the establishment of an Institute of Statistics and Applied Economics in Uganda with the assistance of the Special Fund. The Institute will be designed to provide training facilities at the professional level.

19. In collaboration with the ILO, the Research and Statistics Division of the ECA organized in 1967 the "Second African Seminar on Labour Statistics" for the benefit of French-speaking and English-speaking professional African statisticians respectively. A "Working Group on the Revision of the United Nations System of National Accounts" was also convened to consider the adaptation of the revised System of National Accounts for use in Africa. In 1968 the same Division conducted a "Seminar on Sampling Methods" to review the experience of the last six years in sampling applications in Africa. In preparation for the 1970 World Census Programme another "Seminar on the Organization and Conduct of Censuses of Population and Housing" was held with the collaboration of the United Nations Statistical Office, FAO, ILO, UNESCO, UNICEF, WHO USA and the Population Council. Towards the end of the year, a "Working Group on Income Distribution" will be organized in collaboration with the United Nations Statistical Office. A "seminar on the application of demographic data and analysis in development planning" is also being prepared.

Training in the fields of natural resources, science and technology, and of transport

20. The ECA organized three training seminars in the field of natural resources viz:

- (a) Regional Training Seminar on Hydrometeorological Instrument and Methods of Observation and on the Establishment of Hydrometeorological Networks in Africa (in co-operation with WMO);
- (b) Seminar on New Metals and Minerals;
- (c) Seminar on the Role of Meteorological Services in Economic Development in Africa (in co-operation with WMO).

21. In Science and Technology the ECA, in co-operation with the German Foundation for Developing Countries, organized a seminar on "Science and Mass Media" for members of the press of selected African countries.

22. Two study tours to the United States were organized during the biennium. Each dealt with River Basin Development. The first for participants from the West African sub-region and the second for participants from the East African sub-region, including Sudan and UAR.

23. In the field of transport a study tour on "Road Planning and Development" in India was also organized.

Training in human resources development and utilization

24. About half of the ECA training courses were undertaken by the Human Resources Development Division. The courses initiated by the Division were designed to improve the performance capacity of senior civil servants in member States, up-grade their professional competence as well as to develop personnel in skills needed for planning and plan implementation.

25. The Public Administration Section of the Division has organized seminars on "Methods and Procedures to Improve Personnel Administration". It has also conducted a "Training Course in Local Government", and courses on "Organization and Methods", and on "In-service Training Methods and Practices". A seminar on the "Management of Public Enterprises", and a "Study Tour in Local Development Administration" were also undertaken.

26. A "Sub-regional Training Course on Rural Extension and Community Development" in East Africa was organized by the Social Development Section. The course was jointly sponsored by the ECA and the United Nations Division of Social Development, with the collaboration of FAO, WHO, UNESCO, ILO and the Government of Kenya. The aim of the course was to provide senior government officials engaged in the planning, administration, organization and implementation of rural and community development programmes, an intensive refresher/training course on the methods and techniques of rural development, problems of organization and co-ordination of policies and field practices. The Section also collaborated with the Danish Board of Technical Co-operation with Developing Countries in organizing an "African Group Training in Community Development" held at the Halte Rural Development College, Denmark, in 1968.

27. In response to the Working Party (Manpower and Training, first session) recommendation no.19, an annual training course in manpower planning and training programming was initiated by the Manpower and Training Section in 1967. The first "Training Course in Human Resources Planning" was held in Dakar (Senegal) from 18 July to 7 September 1967 for English- and French-speaking participants, while the second course was held in Nairobi (Kenya) from 8 July - 31 August 1968 for English-speaking participants. Both these courses were sponsored by the ECA with the active participation of IDEP, ILO and the USAID. Also assisting in the conduct of the first course were UNESCO, FAO, WHO and UNIDO. These courses were designed to provide technical training for senior government officials in the approaches, techniques and methodology of manpower planning and training programming. They were aimed at assisting member States in building up corps of African manpower planning specialists needed for manpower planning action on a continuing basis. The Section also co-operated in a similar training course organized in Washington, DC (USA) by the USAID for the benefit of French-speaking African manpower planners.

(iii) Training Information Notice

28. In a sustained effort to keep member States adequately informed of available facilities for the training of Africans, the ECA Training Information Notice, first initiated in April 1965, has continued to be issued quarterly. The Notice gives information on select fellowship and training opportunities within and outside Africa and it is circulated to the officers in all member States specially charged with the co-ordination of external training at the national level. The aim of the Notice is to facilitate decisions regarding which of various training opportunities best suited the needs of the country and consequently should be utilized in training nationals.

## II. MANPOWER PLANNING ACTIVITIES

29. In addition to the training activities already described, the ECA secretariat has continued to provide, on request, technical advice and evaluation missions to member States in the field of human resources development and utilization. In particular advisory services have been provided in such fields as personnel systems in central and local government administration, community development and social welfare services, employment and manpower planning within the context of national overall development. Manpower studies, including educational studies, have also been undertaken and these studies provide a rational basis for the operation of advisory services for the benefit of member States.

### (i) Technical assistance in manpower planning

30. On request, advice was provided to member States on the establishment and development of appropriate machinery for manpower planning and training programming within the context of overall development planning, in evaluating manpower programmes, as well as in formulating appropriate strategy and programmes of human resources development and utilization. In this respect the Regional Adviser in Manpower Planning was available to the Imperial Ethiopian Government for a period of three months in order to assess the manpower and training requirements of their Third Five-Year Development Plan. In response to requests for technical advice in evaluating manpower and training problems in several African countries, the Regional Adviser also made country visits, each of one to three weeks' duration, to Sudan, UAR, Kenya, Congo (DR), Swaziland, Malawi, Cameroon, Burundi and Zambia.

### (ii) Research in manpower and training

31. Studies have been undertaken in the field of manpower analysis and evaluation of educational and training needs. Some of the studies and the reports prepared thereon were initiated in response to the documentation requests for the meetings of other organizations in which the ECA offered collaboration and/or participated. The following papers were so prepared:

"Africa's Economic Transformation and Implications for Educational and Manpower Development" (E/CN.14/WP.6/18);

"Manpower, Education and Training in Africa" (document for the Fourth Inter-Regional Seminar on Development Planning);

"Some Aspects of the Economic Implications of Book Development in Africa" (for the Meeting of Experts on Book Development in Africa);

"Reflections on the Criteria and Methodology for the Analysis of the Costs of Education in Africa" (for the Regional Seminar on Technical Assistance in Educational Investments in the Arab States).



32. Studies aimed at identifying and assessing manpower requirements by types and levels have also been undertaken. In particular the manpower requirements for the implementation of industrial development programmes in the East and West African sub-regions have been assessed and the report thereon is contained in document E/CN.14/WP.6/22 - "Africa's Requirements of Trained Manpower in Critical Areas of Development Activities". Other documents have been prepared in connexion with the programme of the second session of the Working Party on Manpower and Training.

33. In the training field a "Memorandum on the Value of Practical Training in the Education of Scientific and Technical Personnel in Africa" (document MPTR/10/68) was prepared and issued to all African universities and technical colleges as well as to member States. Other studies completed were "Higher Teacher Training Facilities in Africa" and "Correspondence Education in Africa".

34. A "Roster of African Specialist Manpower Resources" has been established. The roster contains the names and particulars of African specialists serving in higher educational and research institutes who are willing to make their services available to member States or institutions outside their own home countries. The purpose of the roster was to provide clearing house arrangements facilitating the use of African specialists for short-term consultative services and for other technical assistance programmes within the framework and spirit of inter-African co-operation in the utilization of scarce manpower resources. An "African Directory of Demographers" has also been established.

35. In accordance with the recommendation of the ECA Seminar on New Metals and Minerals a list of experienced geologists, mining engineers and other technical personnel engaged in mineral resource development in Africa and who are employed by African Governments has been prepared and circulated to all member States.

36. A reconnaissance survey of Education, Training, Manpower Resources, and Manpower needs for the Mineral Industry and Geosciences in fifteen African countries was carried out jointly with UNESCO and with bilateral assistance. The report is in the draft stage. A similar study in the field of water resources development is being carried out on an inter-agency basis and with bilateral assistance in the West African sub-region. Work has also been resumed on an assessment of high- and middle-level manpower needs in certain sections of the transport industry. It is intended to identify present and future needs and to make recommendations on practical measures for meeting them. Similar work is in progress in relation to the proposed establishment of an institute of fuel and energy to serve regional needs.

(iii) Working Party on Manpower and Training

37. As part of ECA's machinery for encouraging member States to take appropriate action for the effective development of the region's human resources, the identification of manpower and training requirements in the context of national development effort and the collective search for adequate solutions to the manpower bottlenecks restraining economic and social development in African countries, the second session of the ECA Working Party on Manpower and Training has been scheduled for late October 1968. The purpose of the meeting is to enable country experts and the representatives of interested organizations to focus attention on the region's current manpower and training problems, review the secretariat's future work programme in the field of human resources development and make recommendations aimed at stimulating action designed to resolve identified manpower and training problems.

III. ASSISTANCE TO THE TRAINING PROGRAMMES OF OTHER ORGANIZATIONS

38. The ECA secretariat has actively supported the training schemes initiated by other organizations of the United Nations family where such schemes were designed for, or open to African trainees. In this regard the secretariat has co-operated in securing and selecting qualified African candidates for the annual in-service training programme and study tour programmes organized by the Economic Commission for Europe. Briefing courses were also provided by the ECA secretariat for African officials participating in the Group Training Programme in Techniques and Procedures of Technical Assistance organized by UNITAR.

39. As mentioned earlier ECA has participated in a number of regional meetings of other specialized and operating agencies concerned with manpower, educational and training problems in Africa. In this regard, particular mention may be made of the UNESCO-OAU Conference on Education and Scientific and Technical Training in Africa which was held in Nairobi (Kenya) from 16 through 27 July 1968. The Conference was organized in close collaboration with the ECA. Apart from the preparatory work to which the secretariat made some contributions, a background working paper<sup>1/</sup> was prepared and presented to the Conference and ECA representatives took active part in the work of Committees I and II of the Conference.

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<sup>1/</sup> Africa's Economic Transformation and Implications for Educational and Manpower Development, document E/CN.14/WP.6/18.

#### IV. CONSTRAINTS ON EFFORTS

40. The improved staff position of the Manpower and Training Section in 1967 made possible the intensified action taken in some areas of the ECA's training activities reported above. However, the staff position is still far from adequate to deal with the task entrusted upon the Section. The strenuous operational and administrative action involved in bilateral fellowship and scholarship co-ordination has so tasked the resources of the Section that insufficient resources and time have been found available for undertaking more operational studies and research in the field of education and training in Africa.

41. The bilateral fellowship/scholarship programme has continued to receive support from several donor countries with adequate facilities for the training of Africans. Although more offers in priority fields of training requirement are needed and can be utilized, some of the scholarships channelled through the Commission were not utilized for reasons such as lack of suitable candidates, insufficient time allowance for getting nominations through, lack of funds for meeting international travel costs where awards did not include provision for this, and lack of interest in some countries to take advantage of offers brought to their notice. It is to be hoped that any future establishment of an African Scholarship and Fellowship Fund under ECA's initiative will allow for support and supplementary awards to Africans receiving bilateral fellowships for training in critical areas and whose Governments are unable to meet the international travel costs involved.

42. In general, the response to the offer of scholarships has been characterized by limited participation by countries with the greatest need for training. It is mostly this group of countries that commonly find it difficult to present suitable trainees or release for short period their staff requiring some up-grading in their skill capacity. Another limitation is the tendency for African countries to look only to the public service set-up in nominating candidates for offers of training channelled through the Commission, even in cases where it has been stressed that candidates from the private sector should be considered.

43. Even if response to offers of training abroad have so far been satisfactory, more needs to be done to encourage African Governments to consider participating in the programme in order to assist one another through making available training facilities to nationals of other African countries in the real spirit of inter-African co-operation. This is particularly desirable where neighbouring African countries are known to possess the type of training facilities being sought by trainees from other African countries.

#### V. FUTURE ACTIVITIES

44. A detailed account of the secretariat's planned activities in the field of human resources development over the coming quinquennium will be found in the draft Programme of Work and Priorities, 1969-1973.

ANNEX I

BILATERAL FELLOWSHIP PROGRAMME:

DONOR COUNTRIES AND ORGANIZATIONS

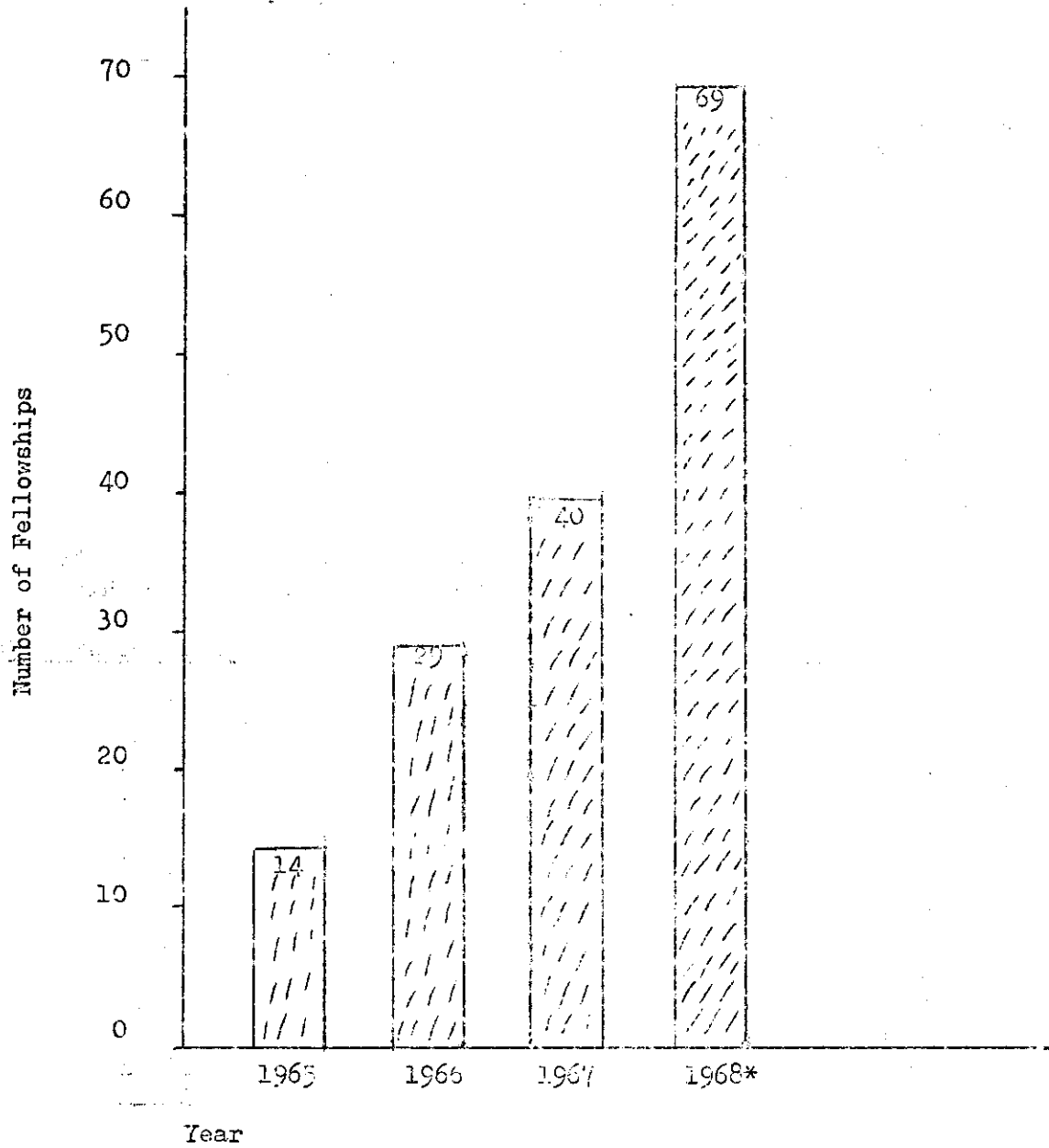
1965	Czechoslovakia	2	1967	Belgium	6
	France	1		Bulgaria	5
	Netherlands	10		Denmark	7
	Yugoslavia	<u>1</u>		ECE	1
	Total	14		India	2
				Israel	2
1966	Belgium	10		Netherlands	9
	India	2		Pakistan	4
	Israel	3		Poland	<u>4</u>
	Netherlands	8		Total	40
	Poland	4			
	United Kingdom	1			
	UAR	<u>1</u>			
	Total	29			

1968 Total of results is not yet available. The following countries and organizations have pledged to make offers of fellowships.

<u>Countries</u>	<u>Total pledged (P) or Awarded (A)</u>
ECE	2
GATT	5 A.
Austria	12 A.
Belgium	5 A.
Bulgaria	5 A.
Dag Hammarskjöld Foundation	3 A.
Czechoslovakia	5 P.
IAESTE	3 A.
Netherlands*	1 A.
Poland	10 P.
USAID	12 P.
IDMI*	P.
Denmark*	<u>6 A.</u>
Total (as of 28.8.68)	<u>69</u>

\* Total number of awards is not fixed.

PROGRESS IN THE BILATERAL FELLOWSHIP PROGRAMME  
(1965-1968)



\* Provisional

ANNEX II

FELLOWSHIPS GRANTED UNDER THE REGULAR TRAINING PROGRAMME, 1967-68

Division	Course Title	Number of Trainees		Fellowships Granted of which UN Sources			
		1967	1968	Total		UN Sources	
		1967	1968	1967	1968	1967	1968
TECD	Budget Planning and Management	10					
	Foreign Trade and Commercial Policy (E)	15	13				
	Foreign Trade and Commercial Policy (F)	19					
IHD	Course in Co-operative and Aided Self-help Housing	16	30	16	24	16	na
	Course for Building Contractors		97	33	97	33	97
JADD	Seminar on Planning Agricultural Development	30					
HRDD/PAS	Seminar on Methods and Procedures to Improve Personnel Administration (F)		23		16		16
	Improve Personnel Administration (E)		23		19		19
	Training Course in Local Government	26		12		12	
	Organization and Methods Course	26		14		14	
	In-service Training Methods and Practices	20		15		15	
	Seminar on Management of Public Enterprises		20				
	Local Development Administration Study Tour		10		10		10
HRDD/SDS	Course on Rural Extension and Community Development		25		18		18
	Training Course in Community Development		30		30		-
HRDD/MTS	Training Course in Human Resources Planning in Africa	16	11	15	9	15	9
RSD	Seminar on Labour Statistics (F)	13		12			
	" " " " (E)	11		9			
	System of National Accounts	14		12		12	
	Seminar on Sampling Methods		24		20		20
	Seminar on Organization and Conduct of Census of Population and Housing		29		23		23
	Working Group on Income Distribution		na		na		na

Division	Course Title	Number of		Fellowships Granted				
		Trainees		Total		of which		
		1967	1968	1967	1968	UN Sources	1967	1968
NRTD	Seminar on Hydrometeorological Instrument and Methods of Observation	37		37			37	
	Seminar on New Metals and Minerals		10		10			10
	Seminar on the Role of Meteorological Services in Economic Development in Africa		20		20			14
	Seminar on Science and Mass Media							
	Study Tours on River Basin Development	10	6	10	6	10	6	
	Study Tour on Road Planning and Development		8*		8*		8*	
	Total	263	379*	185	310*	164	250*	

\* Provisional total only.

na: Not available.