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**REPORT ON STRENGTHENING HUMAN RESOURCE MANAGEMENT AND
INSTITUTIONAL CAPABILITIES IN THE TRANSPORT AND
COMMUNICATIONS SECTORS IN AFRICA**

SUBREGIONAL AND REGIONAL WORKSHOPS ON STRENGTHENING HUMAN
RESOURCES MANAGEMENT CAPABILITIES WITHIN THE
TRANSPORT AND COMMUNICATIONS SECTOR IN AFRICA

1. Introduction

It is clear that after the implementation of the first Decade of Transport and Communications Decade for Africa (1978-1988), the region had not developed Institutional and Human Resources capacity to adequately operate and maintain transport and communications infrastructure and services. In view of this, and before commencement of the Second Transport and Communications Decade for Africa (1991-2000), a UNDP project was launched which aims at creating an effective system for planning, developing and utilizing human resources with transport ministries and agencies. The project is to identify the factors in the Africa region that have constrained the development of the sector, provide a clear understanding of the nature of those factors and make policy recommendations for implementation during the second decade. The Economic Commission for Africa, together with the United Nations Specialized Agencies concerned with the development of the sector have embarked on a new approach to the problem which includes preparation of case studies and modal reports and subregional and a regional workshops.

2. The workshops

Six sub-regional workshops to be organized by ECA are planned for 1991, and will cover Sub-Saharan Africa countries (see annex I for workshops structure dates arrangements and sponsorship). The countries selected have been grouped along geographic and linguistic lines that is, there will be three workshops for the English speaking countries and three for the Francophone countries (see annex II for grouping of countries) One subregional workshop will be conducted in Addis Ababa, 22 and 24 May 1991.

3. Objectives of the workshops

The long term objective of the subregional workshops is the enhancement of practical understanding of manpower problems in the Sector and the

development of institutional structures and systems to improve performance in the different transport agencies and institutions. Objectives of the two categories of workshops are as following:

(i) The subregional workshops

- to enhance a practical understanding of the importance of institutional reforms and human resources management for creating a self-sustaining and self-reliant transport and communications sector;
- to review and exchange views on those factors which promote or constrain institutional and human resources development and performance within the transport and communications sectors;
- to evolve strategies and plans for the development of institutional capacity and human resources management capabilities within the transport and communications sectors.

(ii) The regional (policy) workshop

- to create a better understanding and appreciation of the issues and problems of the human resources management and institutional reforms and development in the transport and communications sectors;
- to enable the participants to study and exchange views on the issues and to appreciate the strategy guidelines and plans proposed by the subregional workshops;
- to lay the ground against which the Ministers can initiate action on policy reforms in the sector in their respective countries preferably, through policy making organs and interaction with other sectoral policy makers.

4. Expected outputs of the sub-regional workshops

- a) Enhanced awareness and crystallization of the institutional factors and human resources problems hindering the effective performance and the development of the transport and communications sector.

b) Sensitization of the importance of human resources in the sectors and the need to streamline and systematize mechanisms for its proper management for improved performance.

c) A set of strategies and plans of action for improving organizational and institutional systems and procedures of the Ministries of Transport and Communications and other transport agencies;

d) Creation of benchmarks against which the performance of the sector as a whole or various modes, can be measured and compared;

e) Preparation of the technocrat, as well as the policy makers for the implementation of the Second United Nations Transport and Communications Decade for Africa.

5. Workshops contents

For the subregional workshops, the main contents will be: two lead papers prepared by the ECA, one highlighting elements about the project, its present status and the commitments required by the participants and their governments. The other focusing mainly on the framework and strategy for developing human resources management and institutional capacities in the transport and communications sectors. The second set of contents will be a number of issues derived from the modal summaries, the sector report and discussions by the participants.

For the regional policy workshop, the contents will consist of two papers, again to be prepared by ECA. The first paper will focus mainly on the policy implications of the conclusions reached by the participants of the subregional workshops, while the second paper will be a synthesis of the reports of the subregional workshops.

6. Methodology

As is shown in annex I, the structure of the workshops is so organized as to maximize participation by the participants within the short time available.

This will be accomplished through group discussions and plenary sessions. Personnel from UN specialized agencies will assist as resource people in the groups. Each group will have a chairman and a rapporteur. These two will be responsible for the preparation of group reports.

7. Participants

In view of the importance attached to the sub-regional workshops, the potential participants should be very senior officials of the Ministries of Transport and Communications. On this account, it is suggested that country participants should be led by the Permanent/Principal Secretary in the Ministry dealing with Transport and Communications and other members should be Chief Executives from the various modes of transport and/or communications. Annex II (a) and (b) provides an indicator of the mix of participants, but the relevant Ministries are expected to make the final nominations. The number of participants expected from each country is also indicated annexes II (a) and (b). For the policy workshop participants will be the Ministers of Transport and Communications from Sub-Saharan Africa countries.

B. CONTENTS

(i) Two lead papers: One highlighting elements about the project, its present status and commitments required by the participants and their governments. The other focussing mainly on the framework and strategy for developing human resources management and institutional capacities in the development of the transport and communications sectors.

(ii) A cluster of issues derived from the modal summaries, the sector report, and discussions from the floor.

C. PARTICIPANTS

Participants to the subregional workshops will all be high level functionaries directly involved in the transport and communications sectors either at Ministry level or at individual enterprise level. It is therefore expected that at each of the workshops, each country delegation will be led by the Permanent Secretary or Chief Administrative Officer of the Ministry dealing with transport and communications and that the other participants will include the Chief Executives of the selected modes. Preliminary guidance on the nomination of participants has been prepared by ECA as shown in Annex I.

D. CLOSING DATE

The closing date for acceptance of application for participation was 30, 1991.

E. WORKING LANGUAGE

The workshops will be conducted in English and French. No interpretation will be provided.

F. RESOURCE PERSONS

It is planned that each workshop will have a minimum of four resource persons selected by and from within ECA.

G. DURATION, VENUE AND DATES

Each subregional workshop will last five working days. The participants are therefore advised to arrive at the respective venues of the workshops the day before the workshop starts.

The first two workshops for the Anglophone countries will be held at the Eastern and Southern African Management Institute (ESAMI) which is based in Arusha, Tanzania. The dates for these workshops will be from 25 February to 1 March and from 4 to 8 March 1991, respectively. The third workshop will be held at the Regional Maritime Academy (RMA), Accra, Ghana from 18 March to 22 February 1991.

The first two workshops for Francophone countries will be held at the Ecole Superieure Africaine des Cadres des Chemin de Fer (ESACC) in Brazzaville, Congo. Dates for the two workshops are 25 February to 1 March 1991 and 4 to 8 March 1991. The third workshop will be held at the Institute Africain de Developpement Economique et de Planification (IDEP) from 18 to 22 March 1991.

H. SPONSORSHIP

The subregional workshops are being sponsored by the ECA. ECA will be responsible for the following:

- (i) The cost of travel to and from the venue of the particular workshop;
- (ii) Daily subsistence allowance for meeting, accommodation expenses either at the respective institution or at a nearby hotel will be given to participants at UN rates for Arusha and Accra for the duration of participation in the workshop.

I. CONTACT POINTS

To facilitate faster and easier communication, participants are advised to contact the Resident Representative of the UNDP office in their respective

countries. UNDP offices will co-ordinate arrangements for DSA and travel of the participants to and from the place of each of the workshops.

J. REPLIES TO INVITATION

Governments or organizations nominating participants to the workshops should reply directly to ECA through the following address:

Mr. M. Bongoy, Chief
Transport, Communications and Tourism Division
Economic Commission for Africa (ECA)
P.O. Box 3001
Addis Ababa
Ethiopia

Telex: 21029 UNECA ET
Cable: ECA ADDIS ABABA
FAX: (251) (1)51-44-16 (ETHIOPIA)

Replies should be copied to the local UNDP Resident Representative offices with another copy forwarded to:

1. The Workshop Co-ordinator
Human Resources and Institutional Development Project
Eastern and Southern African Management Institute
P.O. Box 3030
Arusha, Tanzania
Telex: 42076 ESAMI TZ
Cable: PERFORMANCE, Arusha
Telefax: 7776 Arusha.

For nominations from groups 1 and 2 countries (Eastern and Southern Africa)

2. The Workshop Co-ordinator
Human Resources and Institutional Development Project
Regional Maritime Academy
P.O. Box 1115
Accra, Ghana
Telex: 2293 MINWAY GH

For nominations from group 3 countries (Western Africa)

Further inquiries on the workshop should be forwarded to ECA.

Grouping of countries and number of participants
to be nominated by each country

(a) Sub-regional anglophone workshop

Group 1: Eastern Africa

Venue: Eastern and Southern African Management Institute
Arusha, Tanzania

Workshop dates: 25 March to 1 April 1991

<u>Countries</u>	<u>No. of Participants</u>	<u>Proposed designation of participants</u>
Ethiopia	4	- Permanent Secretary, Min. of Transport - Chief Executive, Railways - Chief Executive, Ethiopian Airlines - Chief Executive, Ethiopian Transport Construction Authority
Kenya	4	- Permanent Secretary, Min. of Transport - Chief Executive, Railways - Chief Executive, Kenya Airways - Chief Executive, Post and Telecom. Corp.
Malawi	3	- Permanent Secretary, Min. of Transport - Chief Executive, Malawi Railways - Chief Executive, Malawi Air Transport
Mauritius	2	- Permanent Secretary, Min. of Transport - Director-General, Mauritius Ports
Somalia	3	- Permanent Secretary, Min. of Transport - Director-General, Port of Mogadisho - Chief Executives, Posts and Telecom. Corp.

<u>Countries</u>	<u>No. of Participants</u>	<u>Proposed designation of participants</u>
Seychelles	1	- Permanent Secretary, Min. of Transport
Tanzania	4	- Permanent Secretary, Min. of Transport - Chief Executive, Tanzania Railways - Chief Executive, Air Tanzania - Chief Executive, Port of Dar-es-Salaam
Uganda	4	- Permanent Secretary, Min. of Transport - Chief Executive, Uganda Railways - Chief Executive, Peoples Transport - Chief Executive Posts and Telecom. Corp.

Group 2: Southern Africa

Venue: Eastern and Southern African Management Institute
Arusha, Tanzania

Workshop dates: 4 to 8 March 1991

<u>Countries</u>	<u>No. of Participants</u>	<u>Proposed designations of participants</u>
Botswana	4	- Permanent Secretary, Min. of Transport - Chief Executive, Botswana Railways - Chief Roads Engineer - Chief, Executive Air Botswana
Lesotho	2	- Permanent Secretary, Min. of Transport - Chief Executive, Roads
Mozambique	4	- Permanent Secretary, Min. of Transport - Chief Executive, Posts and Telecom. Corp. - Chief Executive, Air Transport - Chief Executive, Maritime Transport
Namibia	4	- Permanent Secretary, Min. of Transport - Chief Executive, Namibia Road Authorities - Chief Executive, Posts and Telecom. - Chief Executive, Namibia Railways
Swaziland	3	- Permanent Secretary, Min. of Transport - Chief Executive, Swaziland Railways - Chief Executive, Posts and Telecoms.
Zambia	4	- Permanent Secretary, Min. of Transport - Chief Executive, Zambian Railways - Chief Executive, Zambia Airways - Chief Executive, Posts and Telecom. Corp.

<u>Countries</u>	<u>No. of Participants</u>	<u>Proposed designation of participants</u>
Zimbabwe	4	<ul style="list-style-type: none">- Permanent Secretary, Min. of Transport- Chief Executive, Air Zimbabwe- Chief Executive, Zimbabwe Railways- Director, Roads Department.

Group 3: Western Africa

- Venue: Regional Maritime Academy, Accra, Ghana
- Workshop dates: 18 to 22 March 1991

<u>Countries</u>	<u>No. of Participants</u>	<u>Proposed designation of participants</u>
Ghana	6	<ul style="list-style-type: none"> - Permanent Secretary, Min. of Transport - Chief Executive, Ghana Railways - Chief Executive, Roads - Director-General, Ghana Ports - Chief Executive, Ghana Airways - Chief Executive, Ghana Shipping Lines
Gambia	4	<ul style="list-style-type: none"> - Permanent Secretary, Min. of Transport - Director-General, Port of Banjul - Chief Executive, Posts and Telecom. - Chief Executive, Roads
Liberia	4	<ul style="list-style-type: none"> - Permanent Secretary, Min. of Transport - Director General, Port of Monrovia - Chief Executive, Posts and Telecom.
Nigeria	7	<ul style="list-style-type: none"> - Director-General, Min. of Transport - Chief Executive, Nigerian Railways - Director General, Ports Authority - Chief Executive, Nigeria Airways - Chief Executive, Roads - Chief Executive, Shipping Lines - Director-General, Min. of Aviation
Sierra Leone	4	<ul style="list-style-type: none"> - Permanent Secretary, Min. of Transport - Director-General, Port of Freetown - Chief Executive, Roads Sector - Chief Executive, Roads Transport.

FRANCOPHONE WORKSHOPS

List of participants at the sub-regional
seminarGroupe I :

Lieu : Ecole Supérieure Africaine des cadres des Chemins de fer
(ESACC) BRAZAVILLE, CONGO.

Dates : 25 February to 1 March 1991

Pays	Nombre de participants	Proposition de désignation de participants
<u>Groupe I</u>		
Burundi	2	- Secrétaire général du Ministère des Transports - Directeur général du Port de Bujumbura
République centrafricaine RCA	3	- Secrétaire général du Ministère des Transports - Directeur général des PTT - Directeur du Port de Bangui
Congo	4	- Secrétaire général du Ministère des Transports - PDG de l'ATC - PDG - Lina - Congo - Directeur de la STUB Brazzaville
Comores	2	- Secrétaire général du Ministère des Transports - Directeur général des Transports
Djibouti	3	- Secrétaire général du Ministère des Transports - Directeur général du Port de Djibouti - Directeur général de Air Djibouti
Madagascar	3	- Secrétaire général du Ministère des Transports - PDG des Chemins de fer malgaches - Directeur du Port de TAMATAVE

Pays	Nombre de participants	Proposition de désignation de participants
Ruanda	2	- Secrétaire général du Ministère des Transports - PDG de la Société Nationale des Transports routiers
Zaire	6	- Secrétaire général du Ministère des Transports - PDG - SNCZ - PDG - ONATRA - PDG de l'INPP - PDG - Air Zaire - PDG des PTT

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List of participants at the sub-regional
seminar

Groupe II

~~du développement économique et de~~
planification (IDEP) Dakar, Sénégal.

Dates : 18 to 22 March 1991

Pays	Nombre de participants	Proposition de désignation de participants
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Groupe II

Burkina Faso	3	- Secrétaire Général du Ministère des Transports - PDG-des Chemins de fer du Burkina - PDG-de l'Office des Transports routiers du Burkina
Tchad	2	- Secrétaire Général du Ministère des Transports - PDG-de la Société nationale des transports routiers
Côte d'Ivoire	4	- Secrétaire Général du Ministère des Transports - PDG-de la régie de Chemins de Fer ivoiriens - Directeur du Port d'Abidjan - Directeur général des PTT
Mali	3	- Secrétaire Général du Ministère des Transports - PDG-des Chemins de Fer du Mali - PDG - de Société nationale des Transports Routiers du Mali
Mauritanie	2	- Secrétaire Général du Ministère des Transports - PDG-des Chemins de Fer mauritaniens

Pays	Nombre de participants	Proposition de désignation de participants
Niger	3	<ul style="list-style-type: none">- Secrétaire Général du Ministère des Transports- PDG- de la CNUT
Sénégal	3	<ul style="list-style-type: none">- Secrétaire Général du Ministère des Transports- PDG- des Chemins de fer du Sénégal- PDG- du Port de Dakar
Sao Tomé et Príncipe	1	<ul style="list-style-type: none">- Secrétaire général du Ministère des Transports
Cameroun	4	<ul style="list-style-type: none">- Secrétaire Général du Ministère des Transports- PDG- du Port de Douala- PDG- de l'Institut national de développement professionnel- PDG des Chemins de fer du Cameroun

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List of participants at the sub-regional
seminar

Groupe III

- Lieu : ~~Ecole supérieure africaine des Cadres des Chemins de Fer (ESACC), BRAZZAVILLE, CONGO.~~

- Dates : 4 to 8 March 1991

Pays	Nombre participants	Proposition de désignation de participants
Angola	5	<ul style="list-style-type: none">- Secrétaire Général du Ministère des Transports- PDG-Des Caminho de Ferro de Banouela- PDG-du Port de Lobito- PDG-Air Angola- Directeur général des transports terrestres
Bénin	3	<ul style="list-style-type: none">- Secrétaire Général du Ministère des Transports- PDG OCBN (Chemins de fer)- Directeur général du Port autonome
Cap-Vert	2	<ul style="list-style-type: none">- Secrétaire Général du Ministère des Transports- Directeur général du Ministère des transports
Guinée équato.	2	<ul style="list-style-type: none">- Secrétaire Général du Ministère des Transports- Directeur Général des transports
Gabon	4	<ul style="list-style-type: none">- Secrétaire Général du Ministère des Transports- PDG-Port Port GENTIL- PDG-Air Gabon
Guinée Bissau	2	<ul style="list-style-type: none">- Secrétaire Général du Ministère des Transports- PDG du Port de Bissau
Guinée	4	<ul style="list-style-type: none">- Secrétaire Général du Ministère des Transports- PDG - Chemins de Fer- PDG - Port de Conakry- PDG - PTT

Pays	Nombre participants	Proposition de désignation de participants
Togo	3	<ul style="list-style-type: none">- Secrétaire Général du Ministère des Transports- PDG des Chemins de Fer du Togo- PDG du Port