



UNITED NATIONS  
ECONOMIC AND SOCIAL COUNCIL

---

✓ 610465601



LIMITED

ST/ECA/PALM/HRP/3/81  
Annex II  
August 1981  
Original: ENGLISH

ECONOMIC COMMISSION FOR AFRICA

First Meeting of the Conference of Ministers  
Responsible for Human Resources Planning,  
Development and Utilization

Monrovia (Liberia), 5-8 October 1981

MEDIUM-TERM PLAN FOR THE PERIOD 1984-1989

MEDIUM-TERM PLAN FOR THE PERIOD 1984-1989

Plan Form 1

EDUCATION, TRAINING, LABOUR, MANAGEMENT AND EMPLOYMENT

A. The International Development Strategy in this sector:

1. Although the Strategy falls short of treating this programme as a sector in its own right, it does however acknowledge the importance of education in Development and States that the development of human resources provides a broad basis for development as it enhances the capacity for people to participate constructively in the development process.

2. In view of the constraints of unemployment, illiteracy, poverty and lack of qualified personnel, the Strategy calls for technical and financial support and an over-all increase in resources for the eradication of illiteracy, provision of universal education and full primary enrolment and the reduction of all forms of unemployment, all by the year 2000. To this end, the Strategy is to support the efforts of developing countries, including their commitment to self-reliance in this sector.

B. The planned contribution of the United Nations

3. The United Nations will provide technical and financial support and accord high priority to supporting developing countries' efforts in personnel development through education and training so as to enable them to be self sufficient and to minimize their current overdependence on foreign human resources.

Plan Form 2

A. General orientation of the programme

4. In the light of the International Development Strategy for the Third United Nations Development Decade, the programme is designed to lend support to the region's efforts in developing the required human resource base for acquiring the pre-requisite skills, knowledge and attitudes, for the implementation of the Lagos Plan of Action.

5. Such skills and knowledge must be developed in various disciplines, including the following areas:

(a) multinational trade negotiations and negotiations on the United Nations Code of Conduct for Transnational Corporations;

(b) determination of the continent's natural resource endowment and its exploitation for rapid industrialization, increasing food production and for eliminating hunger, disease and poverty;

(c) managing financial resources and stabilization of monetary conditions;

(d) acquisition and application of technology;

(e) development and maintenance of transport systems.

These skills which are required for effective technical co-operation at national and regional levels are consistent with the human resources component of the Lagos Plan of Action.

6. The region currently suffers from:

(a) A shortage of high- and middle-level technical manpower for industry at the workshop and design levels for improved agricultural production, marketing and distribution for machinery maintenance service for business support institutions and for activities major sectors such as natural resources exploration, etc.

(b) The inadequacy of the infrastructural base of related

(i) Administrative structures at the regional, subregional and often national levels for the co-ordination and rationalization of human resources development and utilization efforts;

(ii) Policy guidelines that would make national/subregional/regional co-ordinating efforts effective;

(iii) Administrative framework, machinery and technical knowhow in human resource planning, career planning and guidance and employment planning for the total mobilization and utilization of available human resources;

(iv) Specialized institutions and instructional materials for the development of specialized personnel.

7. The programme is geared to:

(a) The review of policies, systems and practices for the development of appropriate machineries for effective co-ordination and rationalization of programmes in human resource planning, development and utilization and for ensuring that these activities become an integral part of over-all national planning activities;

(b) The consolidation and integration of financial and institutional resources for fellowships in priority areas of manpower needs and the provision of education and training opportunities to greater numbers of people;

(c) The reform and reorientation of education, training and employment planning systems and practices so as to increase their responsiveness to socio-cultural and development needs;

(d) The adoption of innovative programmes for employment generation, elimination of illiteracy, extension of appropriate technology to rural producers, linkage between the world of learning and the world of work and full use of existing facilities in the education, training and employment systems.

(e) The formulation of employment policies that not only promote intra-African co-operation but which also give more employment opportunities and cover the school-leaver youth and women as well as employable adults.

## B. Subprogramme narratives

Subprogramme 1 : education and training for development

### (a) Legislative authority

8. Commission resolutions 82(V), 110(VI), 125(VII), 172(VII), 195(IX) and 202(IX); Conference of Ministers resolutions 306(XIII), 318(XIII), 349(XIV), 370(XIV) and 389(XV); General Assembly resolution 3201(S-VI) and 3202(S-VI); recommendations of the Conference of Ministers of Education of African States, Lagos, February 1976; and the Lagos Plan of Action of April 1980.

### (b) Objective

#### 9. (i) Intergovernmental objectives

a. To review educational systems, policies, programmes and practices so as to reorient and make them more relevant and responsive to the implementation of the Lagos Plan of Action;

b. To accord high priority to training and career guidance and establish effective administrative machinery for the co-ordination and operation of training and in-service career planning by:

i) Developing and retaining corps of training and staff development officers;

ii) Instituting measures such as training levies to ensure that employers contribute to training costs and that regular funds are available to finance training;

c. To promote intergovernmental co-operation in the development and utilization of specialized training institutions and support an intra-African fellowship programme for the placement and training of personnel in specialized areas of manpower needs;

#### (ii) General objective of the secretariat

#### 10. Formulation and promotion of an operational strategy for:

a. The reorientation of training and educational content and practices to prevailing socio-cultural and skill needs;

b. The development and establishment of (i) an effective machinery for the promotion and operation of a dynamic training and in-service career guidance system and (ii) alternative sources of funding training including training levies; and

c. Intergovernmental co-operation in the establishment, development and use of specialized training institutions and support for intra-African fellowships programme.

(c) Problem addressed

11. The demand for education and training opportunities has grown far in excess of what African States can support. Political decisions to increase school intakes or build more facilities have often rendered planning efforts ineffective; hence education and training services are frequently not planned with any long-term consistency.

12. Where States have attempted to provide educational and training services, the gap between the urban and the rural sectors in terms of quality of services and facilities has been worsened by (i) the shortage and poor quality of trained teachers; (ii) irrelevant curricula and instructional materials and methods; (iii) uncontrolled growth of substandard educational institutions,

13. The foregoing constraints have also resulted in an increased tendency to rely excessively on foreign sources of instructional materials, teachers and even for advisory and consultancy services in the reform of educational practice and content.

14. To support the region's commitment to self-reliance through intra-African co-operation, there is a need to develop the region's own capability and capacity to re-orient its education and training systems, develop and operate appropriate machineries and train staff to spearhead the reform, the effective management of the reform, and the development and use of relevant curricula and instructional materials.

15. The widening gap between rural and urban areas in terms of: (i) the availability and quality of educational facilities, (ii) technological sophistication; and (iii) literacy and numeracy levels means that a large section of the region's human resource base may be unable to comprehend and cope with development efforts including problem identification and use of the reservoir of available knowledge and technology for problem solving. To narrow the gap there is a need to exploit innovative techniques of extension and mass media communications so as to give disadvantaged communities more access to centres of knowledge, information and technology.

16. The teaching/learning process provides minimal educational guidance and relies on a testing, evaluation and assessment system that terminates many individuals rather than channel them into a meaningful career.

17. Additionally, once an occupation is taken, the system does not recognize the importance of training; and it also lacks training and occupational guidance personnel. Hence the region's education and training systems, pass out people with irrelevant skills.

(d) Strategy for the period 1984-1989

(i) The situation at the end of 1983

18. It is envisaged that by 1983 the region will have become more aware of the need to initiate and manage the reform of education and training systems; States will have agreed on the nature, scope and dimensions of the problems and alternative strategies and systems.

19. More and more countries will have developed machineries for designing, developing and managing training and employee guidance services; policies for training funding will start to emerge.

20. It is anticipated that African intergovernmental institutions will have passed through their formulative phases and Governments will have started to give them greater support through an effective intra-African fellowships programme and financial support.

(ii) The period 1984-1989

21. This period will be characterized by the following:

- a. Consultative missions and studies to determine the problems, prepare reports and formulate proposals containing alternative actions, strategies and guidelines;
- b. Preparation and dissemination of proposals, reports and strategies followed by consultations to agree on the proposed action and guidelines;
- c. Intergovernmental meetings to determine national and regional actions, as well as evaluate progress on implementation of agreed action;
- d. Instructional seminars and workshops for the preparation of personnel to spearhead the agreed course of action or the development of related technical and administrative skills and machineries;
- e. Evaluation activities at every stage in the programme budgeting cycle and at meetings of appropriate policy organs.

(i) Evaluation

22. The purpose of the evaluation will be to:

- a. assess the effectiveness and impact of the respective components of the subprogramme and thus gather a data base for redesigning needed measures;
- b. determine the utility of the respective strategies or proposals.

23. The evaluation process will be characterized by:
- a. field surveys and studies undertaken in collaboration with participating countries and institutions. Where applicable, specific cases will be studied;
  - b. conferences and seminars at which performance reports will be presented and analysed;
  - c. day-to-day observation and testing in the case of workshops and seminars.
24. Performance indicators for this subprogramme will be the scope of the education reorientation process, the levels of requests for assistance, the establishment and operation of viable institutions for co-ordinating the training and career guidance function, the establishment of the related corps of staff and training lines; appearance of work-oriented education and training curricula; linkage of learning activities with work experiences; a balance between science and arts curricula in relation to prevailing socio-economic needs; increased use of mass media, extension techniques and non-formal education methods.
25. Means of information gathering will be questionnaires, case studies, etc. jointly undertaken by ECA, technical assistance donor agencies and participating governments.
26. The findings will be used to modify the provisions of the subprogramme for increased effectiveness and utility to participating governments.

Subprogramme 2 : manpower and employment planning and policies.

(a) Legislative authority

27. Commission resolutions 110(VI), 125(VIII), 173(VIII) and 195(IX); Conference of Ministers resolutions 306(XIII), 319(XIII), 348(XIV) and 309(XV); General Assembly resolutions 3201(3-VI) and 3202(3-VI); and the Lagos Plan of Action of April 1980.

(b) Objective

(i) Intergovernmental objectives

- 28.
- a. To accord high priority to human resources and employment planning, development, utilization and to integrate these activities in the over-all national socio-economic development plans and machinery;
  - b. To review, strengthen or establish viable and effective central machineries and sectoral structural linkage units for effective execution and co-ordination of human resources planning and related employment generation programmes;

c. To recruit, train and place qualified human resources and employment planning personnel, where appropriate, using technical assistance advisory personnel for guidance in the execution of strategies;

d. To improve the quality, quantity and regularity of data flows on human resources and employment planning, including the co-ordination and support of the activities of the sectoral data collection units.

(ii) General objective of the secretariat

29. Formulation and promotion of a comprehensive strategy for the development and operation of effective human resources and employment planning system, including the training of personnel and the improvement of human resource and employment planning data base.

(iii) Time-limited subsidiary objectives of the secretariat

30. a. Consultations on development and dissemination of alternative strategies to improve and establish more effective human resources and employment planning system and practices; publication of reports and strategies; the elaboration and dissemination of project activity plans;

b. Identification of participating countries and establishment of a schedule of consultations and advisory activities;

c. The development and dissemination, of mutually agreed alternatives for the improved system.

(e) Problem addressed

31. The characteristic human resources problems such as all forms of unemployment (under-employment, structural unemployment) migrant labour phenomena, brain drain and the possible social deviancies; the unbalanced scientific, technical and arts skill mix in educational system with the resultant surplus of skills in one area and a deficit in another; could very well be traced to ineffective planning of human resource development and utilization and to employment generation effort.

32. Even when some countries are known to produced a surplus of manpower, while others have a deficit, the region is still unable to co-ordinate its efforts in reducing the gap through subregional and regional co-operation in the development of mutually agreed arrangements for

a. reducing the adverse effects of the brain drain and migrant labour phenomena and foster free human resource movement;

b. strengthening African interdependence and co-operation in the effective use of human resources under technical co-operation among the developing countries;



c. reducing the risk of overdependence on non-African experts and consultants in the execution of the Lagos Plan of Action; and

d. strengthening regional self-sufficiency in skilled human resource.

33. With the paucity of the data base for formulating realistic human resources development strategies and plans for employment generation and the effective utilization of human resources, and with the inadequate and often non-existent structural linkage arrangements for sectoral manpower surveys, an unrealistic and distorted picture emerges of the region's manpower and employment situation.

34. In addition to the paucity of data, the paucity of specialists in human resources and employment planning poses yet another complex problem, particularly in the light of the overdependence on external consultancy organizations.

35. Special problem of limited entrepreneurial capabilities in African businessmen and women resulting in their incapacity to venture into businesses and production activities requiring some measure of scientific and technological background.

(d) Strategy for the period 1984-1989

(i) The situation at the end of 1983

36. By the end of 1983 it is envisaged that the trend of according high priority to human resources planning would have spread to most of the countries in the region, and that human resources planning will be treated as an integral part of over-all economic planning. It is assumed that by then countries would have reviewed their manpower policies and planning structures and that many effective ones would have started to emerge. To man these units, many more manpower and employment planning personnel will be trained on the job. The present state of inadequate manpower data will have improved, appropriate structural linkages for effective data collection would have started to appear, and consequently more and more relevant data would have started to accumulate. As the situation improves ECA promotional action in manpower planning could very well diminish with countries taking action on their own. With respect to the development of indigenous entrepreneurial capabilities in public and private sectors a beginning would have been made in encouraging African governments to initiate positive action to encourage entrepreneurial growth.

(ii) The period 1984-1989

37. The following will be part of the strategy during the Plan period:

a. The preparation of manpower profiles related to production activities particularly with reference to the basic industries;

b. Workshops and seminars based on (a) and intended to relate the pattern of output of educational institutions to manpower profiles relevant to the skill and managerial needs for products derived from the national versions of the LPA;

c. Promoting the development of effective manpower planning machinery and techniques relevant to (a) and (b)

d. Assistance in the development of manpower as determined under (a) - (c) at the national and multinational levels.

e. Studies, training and advisory services on the development of indigenous entrepreneurial capabilities in public and private sectors of African countries.

(e) Evaluation

38. The purpose of evaluation will be to collect data for evaluating the effectiveness of the subprogramme and deciding on possible changes to ensure relevance and adequacy.

39. A survey approach will be adopted requiring the participation of governments and their relevant institutions, technical assistance donor agencies and ECA.

40. Performance and impact indicators will focus on the extent to which human resources planning will have become an integral part of the over-all economic planning structure, the establishment of the related central machinery and sectoral linkage units for data collection and over-all sectoral co-ordination; the quality and frequency of sectoral and human resources surveys; and in general the extent to which data base has been augmented.

41. Of critical interest will also be the level of employment, the rate of employment opportunity generation and the extent to which there will be increased intra-African co-operation in the development and utilization of skilled human resources. Evaluation will also focus on the extent to which the adverse effects of brain drain and migrant labour will have been brought under control; and the magnitude of the human resources planning exercise will have had an effect on the planning and programming of education and training output.

42. The means of information collection and sources will vary in relation to the planned activities. None the less they will include on-the-spot appraisal of the machineries, analyses of pertinent staff performance appraisal responses and performance test instruments on courses and workshops.

43. The anticipated application of findings will be to modify and redesign the subprogramme activities and guidelines.

C. Organization

1. Intergovernmental review

44. The work of the secretariat in this programme is reviewed by the Technical Preparatory Committee of the Whole as well as the Conference of Ministers which meet annually. The last meetings were held in March and April 1981. In addition the Commission's work in the sector is to be reviewed by a body of Ministers responsible for Human Resource Planning, Development and Utilization whose establishment was recommended by the Conference of Ministers in its resolution 389(XV).

## 2. Secretariat

45. The secretariat unit responsible for this programme is the Manpower Development Section of the Public Administration, Management and Manpower Division in which there were 10 professional posts authorized as of 1 January 1981. The section had the following units as of January 1981:

<u>Unit</u>	<u>Professional Posts</u>		<u>Total</u>
	<u>Regular budget</u>	<u>Extrabudgetary sources</u>	
Office of the Director	(see Public Administration and Finance)		
Education and Training	3	-	3
Fellowships	1	2	3
Manpower and Employment Planning	<u>3</u>	<u>1</u>	<u>4</u>
Total	<u>7</u>	<u>3</u>	<u>10</u>

## 3. Divergences between current administrative structure and proposed programme structure

46. The basic administrative structure shown above is compatible with the proposed programme structure except that fellowships are integrated in the education and training subprogramme. None the less the staffing strength, and grading pattern do not reflect the importance now accorded to the programme by the region, and neither are available resources adequate to cope with the ever increasing demands since three professionals operate on the fellowships project element.

### D. Co-ordination

#### 1. Needed intergovernmental co-ordination

47. In recognition of the need for a specialized body in this sector the ECA Conference of Ministers resolution 309(XV) recommended the establishment of a forum that would ensure compliance with paragraph 4C of General Assembly resolution 32/197 in respect of the Commission's activities in this sector.

#### 2. Formal co-ordination within the secretariat

48. While the work of the substantive divisions in this sector is often referred to the Manpower Development Section of the Public Administration, Management and Manpower Division for comments and integration, formal co-ordination is effected through interdivisional committees on (i) training and fellowships, (ii) integrated rural development and (iii) least developed countries, as well as through the Policy and Programme Co-ordination Office.

3. Formal co-ordination within the United Nations system

49. The work of the secretariat is to be co-ordinated within the United Nations system through UNDP's periodic submission of all regional projects requiring UNDP funding to ECA for comments and to UNDP inter-agency meetings. In respect of education, co-ordination of activities on specific projects of mutual interest to ECA and UNESCO is achieved through the ECA/UNESCO Joint Concertation Meetings.

4. Units with which significant joint activities are expected in the period 1984-1989

50. Within the secretariat joint activities are planned with the ECA/UNIDO Joint Industry Division, ECA/FAO Joint Agriculture Division and the Transport, Communications and Tourism Division.

51. Within the United Nations system joint activities are envisaged with UNESCO, UNIDO, ILO, FAO and UNICEF.

Plan Form 1

PUBLIC ADMINISTRATION AND FINANCE

A. The International Development Strategy in this sector

1. The International Development Strategy in the public administration sector calls for:

- (a) Strengthening institutions for the formulation and implementation of development plans, participation in international economic relations and effective execution of international agreements, including strengthening of sovereignty over natural resources;
- (b) Promoting education and training of managerial and technical personnel for the public services;
- (c) Improving the productivity and effectiveness of public sector enterprises;
- (d) Striking a better balance between centralized and decentralized functions to maximize efforts for development;
- (e) Improving financial management, including accounting, to strengthen the mobilization of resources and improve accountability;
- (f) Building new dimensions in public administration and finance to meet the growing demands of development.

2. Furthermore the Strategy for the Third Development Decade includes the development of new and more effective forms of selective international intervention to adjust the mechanisms of international markets to give the developing countries a greater voice in managing them and setting their rules, to reduce their imperfections, to increase their transparency, to smooth their workings and to make them more predictable. Also developing countries will be given a more effective role in the decision-making process of multilateral development institutions.

B. The planned contribution of the United Nations to the Strategy

3. The United Nations contribution will take the form of:

- (a) Provision of funds and expertise;

- (b) Organizing training programmes and fellowships to prepare national governments for the roles they are expected to play;
- (c) Studies of bottlenecks and problems in public administration and possible solutions;
- (d) Advisory services to Governments on specific problems.

Plan Form 2

4. General orientation of the programme

4. The objectives of the major programme are:

- (i) To improve the capability of African public institutions, to formulate policy and execute it;
- (ii) To improve the quality of African public service performance and the managerial and entrepreneurial capabilities of public enterprises;
- (iii) To improve the ability of Governments to mobilize their financial resources;
- (iv) To improve techniques of financial management and auditing.

5. In the absence of an intergovernmental forum for this sector the secretariat's approach and strategy for the programme is to deal directly with individual countries or groups of countries for the execution of projects. The secretariat will execute its programme inter alia through training workshops at the national, subregional and regional levels, and through field studies, dissemination of new techniques and the provision of advisory services on request to individual governments, and national or intergovernmental institutions.

6. The programme objectives were derived from the Lagos Plan of Action which was adopted by the OAU Assembly of Heads of State and Government in April 1980 and also from Conference of Ministers resolution 348(IV), para. 5 of March 1979.

7. The priorities determined in this sector by the ECA Conference of Ministers, and endorsed by the African Economic Summit are:

- (i) Restructuring and streamlining national administrative structures;
- (ii) Setting up performance audit systems;
- (iii) Improving the quality of public services;

- (iv) Investigating opportunities for financial resources mobilization and deployment for development;
- (v) Promoting sound financial management;
- (vi) Improving financial audit and expenditure control;
- (vii) Enhancing the role of the public sector in development.

B. Subprogramme narratives

Subprogramme 1: Public Administration

(a) Legislative authority

8. Commission resolution 172(VIII) and Conference of Ministers resolutions 202(IX), 274(XII) and 307(XIII); General Assembly resolutions 3201(S-VI), 3202(S-VI) and 34/137; Economic and Social Council resolutions 1977(LIX) 1980/12 and 2013(LXI); and the Lagos Plan of Action of April 1980.

(b) Objective

9. The objectives of the subprogramme are:

(i) At the intergovernmental level

10. Development of efficient and effective institutional, managerial and administrative capabilities for development administration and economic integration.

(ii) At the secretariat level

11. Review and formulation of institutional and administrative policies and human resources development measures for development administration.

(iii) Time-limited subsidiary objectives of the secretariat

12. Development and dissemination of guidelines and methodologies for the planning and implementation of administrative reform and management improvement measures as well as improvement in the capability of public servants; publication of studies on governmental structures to be completed by 1982; publication of studies on fundamental issues and problems in the operational effectiveness of African public services, management practices, methods of work, commitment to duty and attitude to work will be undertaken in 1983 in support of the subprogramme.

(c) Problem addressed

13. A major problem in the field of public administration is the shortage of trained skilled manpower to enable governments to discharge their functions as managers of socio-economic change which include realistic planning

as proprietors of entrepreneurship in the public sector; as negotiators in international economic relations and finally as innovators. These complex functions obviously need high quality trained and skilled manpower, which must operate within an effective structural framework. Particular problems relate to the need for performance improvement in public officials and administrative structures and in the role and operations of public enterprises.

(d) Strategy for the period 1984-1989

(i) The situation at the end of 1983

14. For two decades the Public Administration Section of the ECA secretariat has, in collaboration with member States and other regional institutions, been preoccupied with improving the administrative structures and institutions of member States so as to make them more responsive to the task of transforming existing social and economic patterns. This task calls for development- and achievement-oriented structures and institutions as well as skilled and trained manpower.

15. However although considerable resources have been channelled to such improvement, many African countries have still a very long way to go to attain the desired goals. An institutional gap exists in Africa for dealing with policy. Most policy decisions in Africa are taken on an ad hoc basis without serious consideration of the consequences and repercussions. It is necessary that the strategic issues confronting Africa should be properly identified and analysed before they become problems. Africa needs an institution to handle such matters. By the end of 1983 African countries will still be plagued by a shortage of skilled and trained manpower at all levels both in quantitative and qualitative terms. Administrative structures and institutions will still have bottlenecks and would require realignment and reform to enable them to respond to the new challenges of development. The public sector will still be inadequately oriented in entrepreneurial and management capabilities to play an effective role in the implementation of the IPA.

(ii) The period 1984-1989

16. As indicated above the problem addressed is three fold:

- (a) To improve the quality of administrative and managerial personnel to enable them to foresee problems, formulate the necessary plans and measures and be fully capable of implementing those plans and measures with good results;
- (b) To improve the governmental structural and institutional framework within which these personnel will have to operate;
- (c) To improve the effectiveness of the role of the public sector and the managerial and entrepreneurial capabilities of public enterprises.



17. In view of the above the Public Administration and Management Section will take the following specific steps in order to enable government machinery to cope with these complex functions.

- (a) Studies already commenced on improvements and reform of administrative structures and institutions will continue focusing on critical problem areas (procurement and supplies management, role of the public service and public servants, development of internal problem-solving capabilities, new dimensions in using public enterprises to foster and manage intra-African multinational joint ventures);
- (b) Training workshops and advisory missions to member States to help in the reform of their administrative institutions and the upgrading of their human resources;
- (c) Publication of reports and guidelines for dissemination to member States on administrative reforms and management improvement measures in the public sector;
- (d) Establishment of an African Institute for Public Policy Analysis and Future Studies to act as a "think tank" for the region, to study critical issues likely to confront the continent and to come up with viable alternatives before these issues develop into problems.
- (e) Study reports, workshops and advisory missions on the role and entrepreneurial potentials of public enterprises and ways to secure more efficient management of these enterprises within the context of public sector role in the implementation of the LPA.

(e) Evaluation

(i) Kinds of changes/results to be measured

18. Realignment of government structures, removal of bottlenecks; improvement and simplification of work systems. Improved performance/output of administrators/managers; increased productivity in the public sector.

(ii) Characteristics of self-evaluation, including methodology

19. Performance indicators will be built into the subprogramme; an evaluation will also be made annually during training and advisory missions to member States which will play a major role in such evaluation exercise.

(iii) Nature of performance and impact indicators to be employed

20. The extent to which member States utilize the output of the subprogramme will be assessed during advisory missions. The output will form basic material for teaching in African management training institutions.

(iv) Means of information collection and sources

21. Information will be collected by secretariat staff on mission to member States from ministries, departments and other governmental institutions as well as by mail request.

(v) Anticipated application of evaluation findings

22. To redesign the subprogramme, increase its effectiveness or adapt certain subprogramme features for use in other activities.

Subprogramme 2: Development of budgetary and taxation systems

(a) Legislative authority

23. Commission resolution 165(VII) Conference of Ministers resolution 207(X), paragraph 2, and 213(X) paragraph 3, Economic and Social Council resolutions 1977(LIX) and 2013(X) and Lagos Plan of Action, paragraphs 32-34.

(b) Objective

24. The objectives of the subprogramme are:

(i) At the Intergovernmental level

25. Development and improvement of budgetary and taxation systems and administration and of financial manpower capability for adequate mobilization and efficient redeployment of domestic financial resources for national development.

(ii) At the secretariat level

26. Investigation of the opportunities for domestic financial resources mobilization and redeployment through improved budgetary and taxation systems and administration and advice to member States individually and collectively on the exploitation of these opportunities.

(iii) Time-limited subsidiary objectives of the secretariat

27. The following are time-limited subsidiary objectives of the secretariat:

- (a) Dissemination of study reports on (i) recent developments in budgetary systems aimed at improving decision making in the allocation of resources in priority sectors of the economy and in facilitating plan implementation; (ii) reforming and reorienting taxation systems and administration to make them more responsive to changes in economic and social development and be able to deal with leakages in the taxation of multinationals and their financial reporting, to play an important role in income distribution and wealth, and to facilitate the harmonization of taxation policies;

- (b) Assistance in the training of public finance officials through national training courses and seminars on public financial management and administration.

- (c) Problem addressed

28. African countries have now realized that they should pay more attention to the proper mobilization and redeployment of their domestic financial resources through both conventional and new measures because of the consistent fall in their external financial resources. In this, African countries, however, face problems because of; (a) ineffective tools in budgeting and taxation systems for mobilizing and reallocating financial resources and (b) the managerial incapability of their practicing public finance officers. The budgeting system and administration is too weak in structure and management for effective decision making in allocating priorities for the redeployment of financial resources and for plan implementation while the taxation systems and administrations are not properly strengthened and reoriented to be more responsive to changes in economic and social development and be able to deal with taxation of multinationals and their financial reporting, play a leading role in income distribution and facilitate the harmonization of taxation policies for economic co-operation.

- (d) Strategy for the period 1984-1989

- (i) The situation at the end of 1983

29. It is expected that at the end of 1983 information and guidelines would have been disseminated through study reports on improved budgetary systems and administration; measures will have been taken to ensure the harmonization and reform of taxation systems at the national and subregional levels, and feasibility of introducing and operating efficiency-audit systems in the use of public resources will have been studied.

- (ii) The period 1984-1989

30. Study reports dealing with recent developments in budgetary systems aimed at improving decision making in the allocation of resources, reform of taxation systems and administration for increased tax revenues and effective financial control in the Government will be prepared and disseminated to serve as guidelines in public financial management. The study reports will also serve as background documents for training courses and seminars on public financial management which will be organized during the plan period. Steps will be taken to promote the development and strengthening of training facilities and centres for the training of African public finance officials. Training of personnel in taxation and budgetary management and advisory services in these fields and support to the African Association of Tax Administrators will form part of the subprogramme strategy.

(e) Evaluation

(i) The purpose of the evaluation

31. To assess decisions taken by member States to implement the recommendations contained in the study reports and evaluate the relevance or suitability of the training courses and seminars in upgrading the skills of African public finance officials.

(ii) Characteristics of the evaluation

32. At the subprogramme level, a periodic review will be undertaken to assess improvements which member States have made in government budgeting, taxation systems and financial control for effective mobilization and redeployment of domestic financial resources.

(iii) Performance and impact indicators

33. Performance indicators will include acceptance of the recommendations of the study reports by ministries of finance in member States. Impact indicators will show the number of advisory services on fiscal policies as well as national training courses requested by member States.

(iv) Means of information collection and sources

34. Information will be collected by secretariat staff on mission to member States from ministries of finance and other government departments concerned with government revenue and financial management and administration.

(v) Anticipated application of evaluation findings

35. The findings of the evaluation will help in redesigning and orienting the subprogramme to meet the needs of member States.

C. Organization

1. Intergovernmental review

36. The work of the secretariat is reviewed by the ECA Preparatory Technical Committee of the whole which meets every year. It will review this plan at its meeting in April 1981.

2. Secretariat

37. The secretariat units responsible for this programme are the Public Administration and Management Section and the Budgeting and Financial Management Section of the Public Administration, Management and Manpower Division in which there were nine professional posts authorized for the programme as of 1 January 1981. The Division had the following branches/sections/units as of 1 January 1981:

<u>Unit</u>	<u>Regular Budget</u>	<u>Extrabudgetary sources</u>	<u>Total</u>
1. Office of the Director of Division	1	-	1
2. Public Administration and Management Section	2	3	5
3. Financial Management Section	<u>2</u>	<u>1</u>	<u>3</u>
Total =	<u>5</u>	<u>4</u>	<u>9</u>

3. Divergences between current administrative structures and proposed programme structure

38. None

D. Co-ordination

1. Needed intergovernmental co-ordination

39. None

2. Formal co-ordination within the secretariat

40. There is no formal co-ordination

3. Formal co-ordination within the United Nations system

41. Although no formal co-ordination exists, occasional consultation take place with the Development Administration Division of the United Nations Secretariat to ensure co-operation and collaboration.

4. Units with which significant joint activities are expected during the period 1984-1989

42. No joint activities are envisaged under this plan although co-operation with the Development Administration Division at Headquarters will take place as a matter of course.