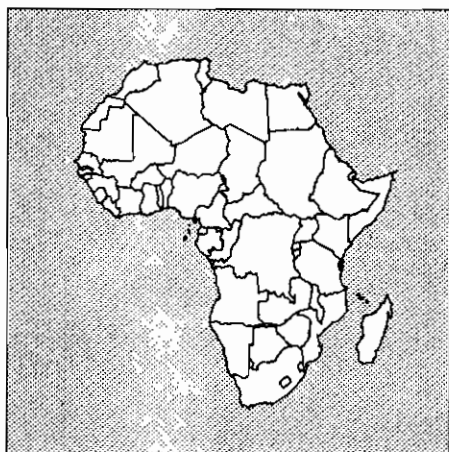




United Nations  
Economic Commission for Africa

# Strategic Agenda for Development Management in Africa in the 1990s



**Regional Conference  
Development Management in Africa:  
Thirty Years of Experience,  
Emerging Challenges and  
Future Priorities**

**Africa Hall, Addis Ababa, Ethiopia  
8 - 12 March 1993**

Organized by the  
United Nations  
Economic Commission for Africa's  
Public Administration,  
Human Resources and  
Social Development Division,  
within the Framework  
of SAPAM

<b>PREFACE</b>	<b>iii</b>
----------------	------------

<b>PREAMBLE</b>	<b>1</b>
-----------------	----------

<b>I</b>	<b>PREPARING FOR THE FUTURE: PRIORITY AREAS FOR ENHANCING DEVELOPMENT MANAGEMENT IN AFRICA IN THE 1990S</b>	<b>3</b>
----------	---	----------

i	Improving the Public Policy-Making Process	3
ii	Enhancing Efficiency and Quality of the African Civil Services	4
iii	Promoting Ethics and Strengthening the Mechanisms of Accountability in the Civil Service	6
iv	Strengthening the Resource Mobilization and Financial Management Capacity of African Governments	8
v	Public Enterprise Sector Reform	9
vi	Enhancing Entrepreneurial Capacity and Promoting Private Sector Development	13
vii	Ensuring Effective Popular Participation in Development and Governance	20
viii	Decentralization for Sustained Development	22

ix	Enhancing the Participation and Skills of Women for Effective Involvement in Development Management	24
x	Optimizing the Use of Information Technology in African Public Administration	27
<b>II</b>	<b>THE ROLE OF NATIONAL, REGIONAL AND EXTERNAL ACTORS IN THE ENHANCEMENT OF DEVELOPMENT MANAGEMENT CAPACITY IN AFRICA</b>	<b>30</b>
<b>III</b>	<b>MECHANISMS FOR COORDINATION, EXCHANGE OF INFORMATION AND NETWORKING</b>	<b>38</b>

## **ANNEX I**

## **ANNEX II**

## PREFACE

This document contains a ***Strategic Agenda for Development Management in Africa in the 1990s*** which was elaborated and adopted by participants at a major regional conference on the theme **Development Management in Africa: Thirty Years of Experience, Emerging Challenges and Future Priorities** held in Addis Ababa, Ethiopia, during 8-12 March, 1993. The conference was organized by the United Nations Economic Commission for Africa's Public Administration, Human Resources and Social Development Division, within the framework of its Special Action Programme for Administration and Management (SAPAM) Regional Project, and co-sponsored by the United Nations Development Programme, the Commonwealth secretariat, the Ford Foundation and the Royal Norwegian Ministry of Foreign Affairs. The conference was attended by over 100 participants, among whom were ministers and senior officials from the region with key roles in the management of development in their respective countries; representatives of the private sector and non-governmental organizations, African regional and sub-regional organizations and associations, international agencies and institutions, and academics from universities within the region and overseas.

Following a programme consisting of plenary and group sessions, over 25 commissioned papers were presented and discussed. These were supplemented by several more presentations reflecting country and institutional experiences. The task of discussing and formulating the detailed proposals on the various subjects that now constitute the ***Strategic Agenda*** was assigned to working groups. The document that finally emerged was presented to participants at a final plenary session where further amendments and revisions were proposed before being adopted by acclamation.

As a product of the collective deliberations of the conference, the ***Strategic Agenda*** reflects the insights and experience of participants. As such, it is an authoritative, robust and incisive statement of the priorities and modalities for the reform of development management in the region during the rest of the 1990s. In putting the recommendations of the ***Agenda*** into effect, the underlying philosophy of the document is worth emphasizing:

*The answer to [Africa's] socio-economic revitalization does not lie with the governments alone; nor with private entrepreneurs and voluntary organizations alone. Past strategies that have emphasized only one set of actors must be replaced with one that emphasizes the role that every body has and potentially can play and the interdependence of these roles.*

The responsibility for giving effect to the **Strategic Agenda**, much like that of accelerating development in the region, is a shared one among the public and private sectors; the people and their organisations; non-governmental organisations; educational, training and research institutions; and professional organizations acting in concert with the international community. It is however the case that future development efforts must accord the private and voluntary sectors an expanded role; a strategy which implies the need for greater pluralism and decentralized decision-making. Much can be achieved simply by doing things more efficiently and with greater determination.

Enquiries about the conference should be addressed to:

The Director,  
Public Administration, Human Resources  
and Social Development Division  
United Nations Commission for Africa,  
P.O. Box 3001,  
Addis Ababa,  
Ethiopia

Fax 251-1-514416  
Telex 21029 UNECA ET

## **PREAMBLE**

After a decade in which most people in Africa have suffered a significant decline in their living standards and African economies have fallen further behind those of the rest of the world, development management has assumed a new and critical importance. This stems from a growing recognition that Africa is not lacking in physical and human resources. But their effective utilization still remains an elusive task. If Africa is going to reassert itself, reverse economic decline and revitalize its economies, investment in these resources and the management of development are likely to provide the most effective returns.

We refer here to this challenge as that of development management. Unlike the earlier concept of development administration which centred on the public sector only, development management implies the involvement of all sectors and institutions in society: state and civil society; public, cooperative and private enterprises; and non-governmental, voluntary agencies and people's organizations. It is a burden shared by everybody, including external agencies and actors involved in the continent's development.

After a series of disappointments with past approaches to development and its management, the question of what can be done at this point is justified. Why spend money on an activity that in the past has yielded little? We believe that current political and economic reform processes in Africa provide a window of opportunity that its people can seize to their benefit. To do so, however, requires a readiness to think and act boldly and moreover in a manner that strengthens society as a whole. African countries have come to realize that there is no alternative to accelerating the process of growth and development on a sustained and sustainable basis; that such a process must be human-centred; and that democracy, popular participation, good governance and accountability are essential prerequisites of socio-economic regeneration. The answer to socio-economic revitalization does not lie with the governments alone; nor with private entrepreneurs and voluntary organizations alone. Past strategies that have emphasized only one set of actors must be replaced with one that emphasizes the role that everybody has and potentially can play and the interdependence of these roles. New strategies, approaches and institutions will be needed to achieve this kind of self-reinforcement and reintegration.

Having collectively assessed the experience of thirty years of development management in Africa in the light of emerging development challenges, priorities, and changing global and regional realities and situations, we became convinced of the need for African countries to articulate a coherent, pragmatic, imaginative and bold strategic development management agenda for the rest of the 1990s. And further, we commit ourselves to the implementation of this agenda.

In what follows, we have spelt out the components of this agenda, namely the priority areas for enhancing development management in Africa in the 1990s; the actions that are required to support the enhancement of development management capacity and the effective implementation of these priorities; and last, but not least, the mechanisms for co-ordination, exchange of information and networking among all actors and supporters.

The measures and modalities identified in this document will require a willingness on the part of both governments and Africa's partners to make adjustment in their approaches and operations. None of these, however, should be difficult to make, given the significant gains that can be made in the long run. In the interest of Africa's future, we believe that what is being asked of everybody here is very little and achievable. The costs of not acting now, however, are forbidding. For these reasons, we hope that all actors involved in managing Africa's development, whether local or external, will embrace the recommendations made in this document with the seriousness that they deserve and forge a dedicated partnership for its effective implementation.

## **I PREPARING FOR THE FUTURE: PRIORITY AREAS FOR ENHANCING DEVELOPMENT MANAGEMENT**

### **i Improving the Public Policy-Making Process**

1. Recent economic and political reform measures have dramatized the need to strengthen skills for policy analysis, formulation, implementation and review. If African civil services are to guide and manage the public policy process effectively, the following are among the key measures required:

- a Policy analysis units should be established and/or strengthened at appropriate levels of government with a view to build capacity for policy formulation, implementation and review. These units should be properly connected to each other and individually linked to information gathering centres and appropriate data bases.
- b Policy units should have a critical mass of staff of high professional standing in the field of policy analysis and should have adequate capacity for data and information gathering, analysis and processing.
- c Governments should take advantage of and nurture the reservoir of knowledge and skills available locally to benefit national policy-making by encouraging closer interface with local universities, training and research centres.
- d The resources of universities and other relevant institutions, including private think-tanks, should be developed with a view to strengthening their role in all phases of the policy-making process.
- e Effective popular participation, transparency and communication in policy formulation should be ensured as this broadens the basis on which public policy rests and thus enhances the prospects for successful policy implementation.



- f Independent evaluation of the outcome of policy decisions by legislative, judiciary and watchdog organisations should be encouraged.
- g Governments and private sector organizations such as Chambers of Commerce should strive to provide formal institutional frameworks to support cooperation between researchers, policy makers and representatives of business and entrepreneurial interests. In this connection, there should be institutional arrangements for regular interactions between governments, the private sector, and research institutions.
- h Governments should establish formal institutional channels to support co-operation and regular interactions between researchers and indigenous "think-tanks" on the one hand and policy-makers and implementers on the other hand.
- i At the regional or sub-regional level, forums such as workshops and seminars should be organized on a regular basis at which researchers and policy-makers interact and discuss common policy issues and problems.

## **ii Enhancing Efficiency and Quality of the African Civil Services**

1. Africa's problem is largely a production problem. Africa's civil services have been a drag on the productive process. Accordingly, attention should be directed in every country to restructure and overhaul the civil services so that they can be productive and also capable of facilitating the productive processes in the wider economy.

2. It follows from this that current political and economic reforms of the context within which African civil services operate

should be pursued with greater vigour and imagination. Specific measures for improving the productivity and professionalism of Africa's civil services should include:

- a     **Improvement of the Organization for Managing the Public Service:** There is need to streamline and rationalize civil service management systems by establishing or strengthening an authoritative system of decision-making on all civil service management issues. This will facilitate monitoring of management procedures and guidelines but leave detailed implementation to the operational units.
  
- b     **Raise Levels of Competence:** This can be accomplished through an integrated approach to human resource development in the civil service, covering both pre-service and in-service training and linking training with the specific needs of the formulation, implementation and review of national development policies.
  
- c     **Compensation:** Low, declining, non-market related levels of compensation have been a major factor constraining productivity and efficiency in the civil service - especially at a time when inflation and currency devaluations have reduced the real value of take-home pay. Low real wages and salaries have resulted in low levels of performance, wide-spread laxity at work, moonlighting, indiscipline, lack of care for public property, pilferage, brain drain, and a host of other problems. There is, therefore, a need to improve morale and commitment to duty, thus raising levels of performance by providing appropriate compensation. The following measures can be taken towards this end:
  - i       Use of market forces and collective bargaining to determine wage/salary levels within the context of prevailing economic conditions.

- ii      Periodic adjustment to cushion wages against inflation.
  - iii     Establishment of linkages between pay and performance
  - iv      Rationalization of fringe benefits.
  - v       Stringent efforts should be taken to maintain discipline and accountability through clearly established criteria of performance.
- d      **Improvement of the Knowledge Base of African Public Administration:** Available information on public administration systems in terms of structure, size and other variables in many African countries is patchy. There is need to build up-to-date and comparative data and information on African public administration systems.

### iii      **Promoting Ethics and Strengthening Mechanisms for Accountability**

1.      Lack of accountability, unethical behaviour and corrupt practices have become entrenched, and even institutionalized norms of behaviour in their own right, in civil services across Africa, to the extent that the issue has now become a matter of major and general concern. Such practices in public office are not peculiar to Africa. However, deteriorating economic and social conditions in the region have intensified the problems.

2.      In order to tackle pervasive ethical violations and institutionalized corruption in African public services, it is proposed that the following strategies be pursued as a matter of urgency.

- a       African governments should match the reduction in civil service employment levels with increased pay and commensurate incentives for those who remain

in the service. This will help to reduce the incidence of corrupt practices arising out of personal hardship aggravated by economic reform and structural adjustment programmes.

- b African governments should encourage the formulation of codes of ethics and accountability. Such codes should become the standard authority on 'best practice' and should not only contain expected norms of behaviour but should also include the sanctions that will be enforced when the code is breached.
- c Where appropriate, African governments should revise existing codes of conduct with a view to updating them, making them more relevant and realistic and to accommodate the existence of other ethical codes at group, professional and organizational levels. Generally, ethical codes should neither be too lenient nor too harsh.
- d Watchdog organizations, such as the code of conduct bureaus, public complaint commissions and public accounts committees, should be given adequate resources and independence to perform their job of exposing unethical practices, prescribing preventive measures against abuses and investigating public complaints of administrative abuses.
- e Budgeting, accounting and auditing practices and procedures should be improved or strengthened.
- f Institutions, such as legislatures and judiciaries, should be better resourced so they can adequately discharge their responsibilities of enforcing codes of appropriate conduct in the public service.
- g Ethical values are inculcated through the usual agents of socialization. In this regard, institutions such as the family, schools, religious institutions, political parties, the media, professional associations, youth clubs etc have a role to play. Beyond this, innovative

approaches in popularizing ethical values through the use of television, drama, music, etc. should be enhanced.

- h Public and private sector institutions and regional/international organizations should regularly assist educational and training establishments in developing comprehensive and relevant curricula on ethics. In this regard, the ECA, and other regional organizations should assist in developing specific training modules and packages appropriate for use in schools, training institutions and universities. In designing training programmes, care should be taken to reflect the requirements of employees at different levels.

#### **iv Strengthening Resource Mobilization and Financial Management Capacity of African Governments.**

1. Public and private expenditures and investments determine the level of activity in an economy. Financial resources and managerial expertise are key to fostering growth and development. To this extent, there is need to put in place effective mechanisms for resource mobilisation and utilisation. In this regard, the following measures are recommended:

- a restructuring of taxation systems to reduce avoidance, promote efficiency and equity, and provide incentives for savings and investments;
- b simplifying administrative procedures for tax assessment and collection;
- c encouraging the channelling of informal sources of savings and credit such as community-based savings arrangements into formal community banking systems;

- d instilling confidence in the banking sector and encouraging the growth of financial intermediaries and capital markets;
- e taking appropriate measures to reduce the incidence of capital flight and encourage repatriation;
- f facilitating the flow of external financial resources through an enabling environment of political stability and a sound macro-economic framework;
- g utilization of financial resources should be both effective and consistent with established national priorities;
- h on-going programmes of training and management development of public financial personnel is required to enable them to keep abreast with innovations in public financial management.

## **v Public Enterprise Sector Reforms**

1. Public enterprises continue to occupy a central role in African economies. To this extent, their efficient management is critical to the performance of national economies. For this reason, economic considerations must be taken fully into account in setting public enterprise objectives. Indeed, these principles are being recognised in current efforts at public enterprise reform.

2. While these reform efforts are shrinking the size of the public enterprise sector through divestiture or privatisation, public enterprises will continue to be used as instruments of development management. Nonetheless, it is clear that government cannot be involved in every sector of the economy as an operator. It follows from this that a strategic agenda for public enterprise reform has two main components: (i) taking measures to improve performance without changing ownership and (ii) transferring into

private ownership some proportion or all of the equity of those individual enterprises which should not remain in the public domain - privatization.

### **Improving public enterprise performance**

3. The following measures are considered essential in improving public enterprise performance:

- a Enterprise objectives should be clearly defined and autonomy established through such instruments as memoranda of understanding, performance contracts and strategic and corporate planning. This will facilitate managerial and commercial autonomy.
  - i clarification of objectives will make explicit the assumptions underlying corporate strategy;
  - ii autonomy will give managers the freedom to fix prices of products, to vary the type of product, to procure funds for investment, and to hire, discipline and fire staff;
- b Sound mechanisms and procedures for the appointment of chief executives and measures for effective human resource management must be introduced and strengthened. This will facilitate:
  - i the emergence of a competent, experienced, professional, creative and committed top management team;
  - ii the emergence of positive and responsive personnel policies based on merit and sound staff recruitment policies;
  - iii the emergence of management development and training policies geared to the specific needs of the

enterprise and designed to equip enterprise managers with skills required to analyse internal and external influences on performance and productivity;

- iv the motivation and development of employees including a competitive pay and benefits structure linked with productivity and job performance;

c The financial viability of public enterprises must be enhanced to ensure their contribution to growth and recovery in African countries through the following:

- i there should be conscious acceptance of financial profitability as a major objective of public enterprises. It is important to make policy-makers and managers aware that financial profitability is a necessary goal to pursue in the management of public enterprises to enhance generation of savings, capital formation, and ensure return on investment to the national treasury;
- ii there is a need to determine adequate capital structure for public enterprises given that under-capitalization is a major problem of African public enterprises. This, in turn, requires monitoring of capital mix and profitability through application of modern principles and practices of financial analysis such as Return on Capital Employed (ROCE), debt/equity ratios, etc; special financial indices should be devised as appropriate for measuring profitability;
- iii there is need to identify criteria for determining sick and potentially sick public enterprises through appropriate financial indices.



- d Opportunities for technological adaptation and innovation must be fully pursued with a view to achieving and maintaining full capacity utilisation. This will help to facilitate the strategic use of public enterprises for technological transfer and development.
- e Enterprise operations must be imbued with an entrepreneurial culture. This is vital for creativity and innovation, effective management styles and practices, optimum utilisation of plant equipment, technology, materials and supplies and attention to the details of quality control.

## Privatization

4. Experience of privatization in Africa and elsewhere points to the need for the process to be approached on an orderly basis. The following measures are considered essential for the success of the privatization process:

- a Privatization must not be approached on an *ad hoc* basis. There must be a carefully designed plan of action based on detailed study of the public enterprise sector and analysis of the specific problems of each enterprise;
- b The privatization programme must be clearly linked to broader efforts at economic reform, private sector development and competition;
- c Responsibility for the programme must be vested in an independent implementing agency. The calibre and technical competence of the professional staff of the agency must be of the highest order. There must be unambiguous political support for the work of the agency at the highest level;

- d Valuation of the enterprise should be clearly established prior to divestment by independent experts;
- e Every effort must be made to explain the programme to the general public. If transparency in the transfer of assets is to be maintained, the publicity aspects of the programme should not be underestimated;
- f As the privatization programme proceeds, there must be periodic evaluation of what is being achieved in relation to the plan of action and changing economic circumstances.

#### **vi Enhancing Entrepreneurial Capacity and Promoting Private Sector Development**

1. It is increasingly recognised that future growth in Africa rests with entrepreneurs, markets, and a supportive policy framework provided by governments.

2. Private enterprise provides a dynamic and potentially efficient means of meeting many of the emerging challenges of development in the region including regional economic cooperation. This can be accomplished through joint ventures between African entrepreneurs from different countries.

3. One of the key lessons of economic management which has emerged in recent years and now informs global programmes of reform is that government intervention is most successful when policies flow along with - rather than go against the grain of - market forces. This must be the guiding principle of a strategic agenda for building entrepreneurial capacity and enhancing private sector development in the African region. Among the key measures or main policy priorities would be the following:

- a **Political stability:** Entrepreneurship at any level cannot thrive in a context of political instability. Both the business community and public officials bear a heavy responsibility in educating public opinion on the relationship between political stability and business confidence. Africa's development partners should also take concrete measures to foster the consolidation of democratic processes and political stability in the region.
- b **Competent economic management, efficient civil services and sound infrastructure:** Measures to stimulate, develop and promote entrepreneurship in the region must rest on a firm foundation of sound economic management, efficient civil services, positive attitudes towards business and reliable infrastructure.
- c **Investment promotion:** Foreign investment and joint ventures must be encouraged to accelerate the transfer of managerial and other skills, technological capability and development. In sending missions abroad or advertising internationally, should be preceded by the establishment of a satisfactory business climate at home are already in place. Moreover investment promotion agencies and other public service agencies must first establish a 'service function' (rather than a purely screening or regulatory function) to assist entrepreneurs who are already doing business locally.
- d **Establish institutional capacity for policy development and coordination and sound information systems on microeconomic and market behaviour:** There should be sound institutional capacity in government for policy development, sensitivity analysis (to project the likely effect of particular measures) and, policy coordination. Any African government seeking to provide strategic direction on the promotion of entrepreneurship within the overall framework of development priorities and objectives must also first

collect and disseminate basic information about the scale and nature of existing businesses operating at all levels including linkages (or lack of them) between firms and the range of problems or difficulties that are being experienced as well as microeconomic and market behaviour.

**e Development of financial markets and institutions:**

Joint stock companies and equity markets have been slow to develop in African countries and formal sector entrepreneurs are denied both the flexibility of tapping this source of finance as well as the discipline of working under pressure from stock or capital markets. Hence, careful attention must be paid to the role and development of financial institutions with a view to promote versatility, flexibility and efficiency of financial and capital markets and banking institutions.

**4. Specific recommendations for particular levels of entrepreneurship**

**a Measures to promote informal sector microentrepreneurship:**

**(i) The role of market networks:** microentrepreneurs can overcome the limitations of market size and other constraints through linkages with formal sector businesses. Informal sector entrepreneurs can achieve access to bigger markets and information and advice on such matters as improved management and production methods and better product design through formal sector linkages. Moreover such market networks or linkages are often more effective mechanisms for the transfer of know-how and assistance than networks composed of government departments and non-governmental organizations.

**(ii) The role of government and NGOs:** Markets often fail to generate linkages for a variety of reasons, including information gaps between potential

collaborators. Through incentives and other measures, governments can encourage or facilitate linkages between informal sector entrepreneurs and their better established formal sector counterparts. The NGO community, often a reservoir of knowledge and expertise on grassroots activities and operations, can also play an important role in linking informal and formal sector business. Such policy and institutional support would at minimum include three key measures as follows:

- **Training:** the provision of facilities for technical and vocational training to upgrade the skills of informal sector workers and entrepreneurs is an important requirement. Government and NGOs can encourage and give recognition to this valuable service by making available grants and other incentives to foster the practice of informal sector apprenticeships.
- **Credit:** The provision of credit facilities specifically designed to meet the needs of entrepreneurs operating on a very small-scale, typically without collateral or an established business track-record is an important requirement. Grassroots or community-level banking and financial institutions are well-placed to provide these unconventional banking needs and practices fill this vacuum and should be encouraged through deliberate policies.
- **Enterprise-level support:** The provision of enterprise-level support systems, such as business advisory

centres, small-scale enterprise extension systems, and physical facilities, such as workshops, craft centres, water, electricity and telephones. Advisory and extension services can provide valuable information and assistance to informal sector entrepreneurs, especially in such areas as book-keeping, management, production and marketing techniques, facilitating linkages between informal and formal sector business; steering formal sector entrepreneurs through the unfamiliar corridors of government bureaucracies with which they must sometimes deal; and the promotion of informal sector goods and services through exhibitions, craft shows and trade fairs.

**b Measures to promote small- and intermediate-scale entrepreneurship:**

(i) As businesses grow along the small- to intermediate-scale continuum, they often face constraints such as limited managerial capabilities; difficulties with technology transfer and adaptation; and, as in the case of informal sector micro-entrepreneurs, inadequate or inappropriate public provision of enterprise-level support. Measures to promote and develop entrepreneurial capacity at these levels of the business structure in contemporary Africa must seek to surmount these constraints.

**(a) Overcoming managerial constraints:** Approaches to management education, development and training are undergoing a fundamental shift from 'traditional', formal, class room-based methods to an increasing emphasis on informal, in-house, on-the-job

learning and training. Dissatisfaction with traditional methods has opened the way for new arrangements which facilitate the acquisition of management skills that are directly relevant to the needs of business operations to emerge. One of the implications of this trend is that private businesses will increasingly bear the cost of training their own managerial personnel. Planners and policy makers in African governments will be well-advised to carefully consider the implications of this trend for national manpower and human resource development strategies.

**(b) Surmounting difficulties with technology transfer and adaptation:** Government has a key role to play in facilitating and encouraging technology transfer, local adaptation and development, by providing a policy framework consistent with national development objectives and priorities. Accordingly, efficient information flows between government and business on precise needs and requirements should be an essential part of the policy-making process and the targeting of incentives.

**(c) Enhancing enterprise-level support systems:** Entrepreneurs everywhere need advice, information and various kinds of services in setting up their businesses and in dealing with problems that arise in the normal course of operations. While technical and advisory services can be provided through market networks (via private consulting companies banks and financial houses) or through the tertiary sector (via Chambers of Commerce, management professional organisations, universities, colleges and NGOs), government intervention is also required to establish a general framework for business development as part of the planning and policy-making process. But such intervention must be designed to be well coordinated, flexible, unbureaucratic and results-oriented. African governments should systematically appraise existing policies and measures on enterprise-level support systems to make them relevant to the needs of entrepreneurs.

**c Measures to promote large-scale entrepreneurship:**

(i) Many of the foregoing recommendations on promoting specific levels of entrepreneurship also apply to the promotion of African entrepreneurship on a large scale. But the main constraints at this level are principally related to size, scale and complexity of extensive undertakings. African governments can adopt two strategies to overcome these constraints by providing:

- a The incremental approach:** an incremental approach to investment in large and complex undertakings - within the context of a supportive public policy framework - provides a sound and effective basis for establishing capacity and the experience to cope with higher levels of managerial, organisational and technological complexity.
- b The 'turn-key' approach:** the 'turn-key' approach to investment design and management of large-scale operations is a viable alternative to incremental growth in certain industries. Food processing, beverages, tobacco, soaps and detergents are good examples of such industries. Indeed, indigenous entrepreneurship is well-established in many such ventures in most African countries. One of the explanations of the success of the 'turn-key' approach in these cases is that the technology is relatively simple to acquire, install, operate and maintain and the products have been relatively stable.



## **vii Ensuring Effective Popular Participation in Development and Governance**

1. There has emerged a vigorous demand for full and genuine people's participation in the political, economic and social processes of their countries and for having a meaningful say in the formulation of policies and programmes that affect their lives.

2. Public policies and programmes have too often been framed without taking the people into account, the specific needs and preferences of the people who are directly affected by them or are supposed to benefit from them. The result is more often than not a failure of those policies and programmes because of apathy and indifference on the part of people.

3. It is clear that intentions to promote good governance, democratic pluralism and reverse Africa's economic decline requires a process of broad-based participation and effective citizen's involvement in decision-making. A democratic political and economic order can not be built without the popular support and participation of the people, nor can human conditions improve without the full and effective contributions, creativity and popular enthusiasm of the vast majority of the people. To this extent, popular participation in development can be consolidated in several ways as follows:

- a creating the political space where people and their organizations can flourish and by actively seeking people's input on decisions;
- b working with people and their representatives in formulating development strategies with the aim of achieving "self-reliant and people-centred development";
- c devolving power from the state to the people, adapting government efforts to people's initiatives, and creating an enabling environment which makes genuine empowerment of people a reality;

- d allowing people to direct their own socio-economic transformation by giving recognition to people's organizations and grassroots initiatives and developing cooperative partnership that reflect African priorities; and
- e developing creative and mutually beneficial partnerships between local government institutions and NGOs.

4. The role of NGOs, voluntary and people's organizations deserve further attention. Such organizations have a crucial responsibility in consolidating the movement towards political pluralism and democratic governance in Africa by undertaking initiatives and activities such as:

- a **Helping to foster democratic values and practices:** NGOs and people's organizations can initiate activities in civic education and public service programmes and encourage constructive criticism and practices that would help to institutionalize democratic values and traditions.
- b **Helping to build and strengthen democratic institutions:** NGOs and people's organizations have a critical role to play in helping to build democratic institutions especially in areas of monitoring electoral processes, organizing and conducting public debates on competing political views and perspectives, and providing support for autonomous research and policy centres that monitor government accountability.
- c **Helping to ensure respect for human rights:** NGOs and people's organizations, are particularly well placed to promote respect for the basic rights of the citizenry, both at the official and popular levels. They should engage in a wide range of useful activities, including human rights education, legal assistance, research and publications, sensitization campaigns, lobbying for the reform of laws and the ratification of international and regional charters.

- d **Helping to build and strengthen civil society:** As one set of institutions in civil society and as part of the public domain of governance, NGOs and people's organizations have the crucial role of strengthening civil society vis-a-vis the state and the ruling elite. NGOs and people's organizations should assist in the setting-up and strengthening of institutions, organizations and practices which encourage people to take responsibility for their own destinies.
- e **Helping to sensitize and mobilize the international community:** NGOs and people's organizations can play a valuable role in improving North-South relations through the active lobbying of the international community to create favourable conditions for the solution of the debt problem, increased inflow of resources, more equitable terms of trade and greater support for emerging democratic institutions.
- f **Helping in affirming democratically-elected authority over the military:** people's organizations can help in this regard by sensitizing civil society to affirm the right of popularly-elected civil authorities to exercise democratic control over the military
- g **Helping to guarantee the integrity, accountability and transparency of government:** NGOs and people's organizations can help guarantee the integrity of governments by playing a watchdog role and by strengthening the role of watchdog organizations. Potential NGO activities include periodic assessments of the state of bureaucratic accountability; and support for a free press.

## **viii Decentralization for Sustained Development**

1. Decentralization has long been recognized and advocated as a means of promoting socio-economic development. The result

in many African countries did not match this expectation because decentralization efforts have been limited to deconcentration and delegation of responsibilities rather than devolution of power from the centre to the sub-national units and local authorities.

2. Several factors, prominent among which are the poor record of the centralizing tendencies of the African state, growing demand for genuine popular participation in development and governance, and the spread of democratic processes have combined to give new impetus to decentralization.

3. If decentralization is to contribute to fostering socio-economic development and responsiveness to popular will, some policy measures will be required. Among these are:

- a **Enhanced commitment to devolution:** government at the central level should facilitate the transfer of power to sub-national units (regional or local authorities/communities). This should be backed up by appropriate legislation and commensurate revenues to the local authorities. Furthermore, definitive efforts should be made to empower local people enhance local government management capacities and ensure that they actually make the key decisions to enable them to fulfil their responsibilities effectively.
- b **Promoting partnership between central government, sub-national units and NGOs:** genuine partnerships between central governments and sub-national units are required. Dictatorial tendencies by central authorities should be abandoned in favour of dialogue and compromise in dealing with potential areas of conflicts. Local government institutions should in turn promote mutually beneficial partnerships with people's organizations and NGOs operating at the local level.
- c **Strengthening the leadership capacity of local institutions:** priority should be given to management training for local government staff, urban and village councillors, community leaders and leaders of NGOs.

This is necessary to develop both leadership capabilities and professional competence to better articulate needs, views, and perspectives from this level. Such training is also part of the process of empowering local leaders to seize the initiative on alternative policy options, programmes, and plans.

## **ix Enhancing the Participation and Skills of Women for Effective Involvement in Development Management**

1. In spite of the fact that women make up more than 50% of the African population and assume the larger share of responsibility especially in the food, agriculture and trade sectors, they have not been fully accorded the importance they deserve.
2. A human-focused development strategy cannot afford to ignore more than half of the population. While the marginalization of women has spanned all areas, this has been even more so in their involvement in political life and public management.
3. African women have to be given equal opportunity as men to contribute to national development by exercising leadership and responsibility at the highest and other levels and to participate in the formulation, design, execution and evaluation of public sector policies, programmes and projects. This requires conscious efforts and measures to effectively ensure that women play a major role in political life and development management. Among such measures would be the following:
  - a Existing gender disparities in civil service and public sector employment should be recognized. Appropriate measures should be taken to guarantee equity and fairness in providing women with access to public sector employment, especially in executive, managerial and other key decision-making and implementation roles and specifically in areas traditionally not open to women such as ministries of

planning, finance, foreign affairs, defence and national security, the judiciary etc.

- b In the private sector where women have been engaged in a number of activities including trade and food production, they have generally failed to achieve full potential and productivity largely because of inadequate access to financial, technical and other resources. For this reason, facilitating women's access to credit, training in enterprise management, and technology should be supported and encouraged both by government, private sector institutions and NGOs.
- c In particular, a large proportion of African women are engaged in a wide range of activities in the informal sector. This calls for conscious efforts on the part of African governments to provide an enabling environment for this sector to thrive and more specifically the millions of women entrepreneurs within it. This will involve first and foremost a radical change in the way governments perceive the informal sector.
- d Historically, women and girls have not had equal opportunity to education in general and even more so in scientific and technical fields. African governments should institute measures to increase the participation and performance of women in these areas. High level training programmes should also be set up or supported to provide women with appropriate managerial skills and experience.
- e Recognizing the multiple roles, family responsibilities, and other constraints women face in pursuing higher education, governments should apply appropriate incentives, including the provision of scholarships, and family support structures, for encouraging and enhancing women's participation in higher education.

- f At the same time, the alarming level of female illiteracy in African countries cannot be ignored. Neither can the necessity of supporting adult education efforts and encouraging the work of NGO's in this area.
- g At the work place in the public, private, and voluntary sectors, measures to guarantee equity and fairness in the access of women to employment opportunities should be promoted. Effective measures should also be instituted or strengthened and implemented to put an end to the sexual harassment of women at work.
- h Beyond these measures, the heavy responsibilities accompanying the multiple roles of women in their reproductive and productive roles, should be recognized. African governments should promote support systems such as part-time employment, flexible working hours, day-care centres, maternal, and child health services for women at work or pursuing educational opportunities.
- i Cultural attitudes and customary practices exert enormous influence in perpetuating myths about gender relations thereby reinforcing the barriers to women's advancement. In this regard, governments have a major responsibility in promoting public understanding of these issues. For example, gender sensitization and awareness raising programmes could be included in school curricula. Key non-governmental organizations such as the media, religious organizations, and women's organizations, should also play an active role in promoting public awareness and understanding.
- j A closely related issue is the simultaneous existence of conflicting customary, religious and statutory laws which gave rise to confusion and manipulation. African governments should carefully review overlapping provisions with the view of harmonization of all laws that affect the status of women.

- k Beyond this, all African governments which have not already done so, are urged to review their constitutions and other laws with the objective of explicitly outlawing all forms of discrimination on the basis of gender. The instruments of enforcement should also be strengthened.
- l Given the inadequacy of data and information on women's status in most African countries, governments should also take appropriate measures to create or support facilities for comprehensive research and data collection to ensure the desegregation by gender of development data as appropriate.
- m The ultimate responsibility for creating public awareness of gender issues and the merits of gender equity rests with women's organizations and women themselves. But women's movement seem to be weak in almost all African countries. Accordingly, women must - with appropriate support - seize the initiative to strengthen these movements in order that they may be more effective in serving their cause.

**x Optimizing the use of Information Technology in African Public Administration**

1. Information technology is vital for improved development management. Use of information technology facilitates the storage and retrieval of information and data, and advances the efficient flow of information. Key issues of a strategic agenda on the use of information technology in development management would include:



- a replacement of old and outdated equipment, particularly in the field of mini- and mainframe-computers;
- b elimination of the inconsistent, highly diverse equipment base brought in by different external donors;
- c improvement of the missing or inadequate standardization and harmonization in data storage;
- d creation of African data bases on the basis of user needs surveys;
- e creation and improvement of text-oriented data processing;
- f increasing the number and use of micro-computers in government offices as well as in the private and voluntary sectors;
- g promotion of computer literacy within the public service and more generally within the educational system; and
- h creation of micro-computers networks.

2. Implementation of this strategic agenda calls for action on the following:

- a a national strategy on information technology;
- b proper planning for the introduction or extension of information technology within the public administration system and with appropriate budgetary provisions;

- c    Increasing the acceptance of the use of Information technology at higher levels in the public administration system;
- d    provision of appropriate training and software development facilities within the country as well as by seeking external assistance;
- e    provision of appropriate salaries and incentives for specialized computer personnel.

## II THE ROLE OF NATIONAL, REGIONAL AND EXTERNAL ACTORS IN THE ENHANCEMENT OF DEVELOPMENT MANAGEMENT CAPACITY IN AFRICA

### i The Need for Concerted Action

1. The implementation of the **Strategic Agenda** will depend on the readiness of actors at different levels, individually and in concert, to step up their efforts in building and enhancing development management capacity. The main responsibility in this regard rests with member States. Much can be achieved by simply doing things more efficiently and with greater determination. Conditions in many parts of Africa are such, however, that it also requires bold and creative thinking and action. This means there must be the political will to do things differently, in some cases making room for new institutions. In a situation as difficult as the one facing Africa in the 1990s, despondency and inertia can only be challenged by initiatives that raise and sustain the hope for recovery and improvement.

2. In this context, it is important that more powerful institutions are ready to give enough space for initiatives by others. Future development efforts must accord the private sector and non-governmental organizations an expanded role; a strategy which implies the need for greater pluralism and decentralized decision-making.

3. Future progress depends on negotiating this transition to greater institutional pluralism and more broadly based participation in the mobilization and management of development resources.

4. The idea of providing an enabling environment applies at all levels: donors vis-a-vis recipient countries; regional organizations vis-a-vis national ones; and governments vis-a-vis private business, NGOs and people's organizations. Enhancing development management capacity must increasingly be driven from below rather than from above as the case has been in the past. This not only means providing adequate incentives for such initiatives but also a legal and regulatory framework in which equity, fairness and professional considerations prevail. An independent judiciary

becomes a particularly important guarantor of such an environment.

## **ii The Role of National Actors**

1. A major challenge for actors at the national level is to ensure that the framework in which development is going to take place becomes more hospitable for private and public initiatives. More specifically, the following actions to enhance development management capacity are recommended to actors at the national level.

### **2. Governments should**

- a reassess existing legislation, policies and regulations so that they become more supportive of entrepreneurial activities but also protect the public realm from being exploited by illicit actions;
- b encourage a political climate in which public debate about specific national policies is encouraged and strengthened so as to broaden the involvement of other actors in policy-making;
- c maintain political stability and initiate the necessary steps to make governance more transparent and accountable;
- d provide a favourable macro-economic environment;
- e develop and strengthen national capital markets with a view to enhancing the capacity for domestic funding of development initiatives;
- f ensure better and more effective use of public resources, for example, by using funds earned from privatization to fund specific projects such as the reform of public enterprises retained in the public portfolio.

### **3. Business should**

- a facilitate the access of small-scale entrepreneurs to markets and credit facilities;
- b encourage the development and use of technology that draws on domestic ideas and resources;
- c develop and maintain ethical practices and social responsibility to ensure that its public image is one of propriety and concern with development as much as with profit;
- d forge partnerships with institutes and universities to promote applied research and training;
- e encourage and secure reinvestment of profits locally so as to build up confidence and attract foreign investments that is vital for national development.

### **4. The people, their Organizations and NGOs should**

- a be ready to seize the initiative and exploit new opportunities;
- b foster partnership with government and business through appropriate frameworks to promote entrepreneurship and strengthen development management;
- c help to create an environment conducive to investment and business confidence and activity by fostering democratic traditions, national cohesion and stability;
- d form and strengthen institutions of civil society that play the role of watchdog on public institutions;
- e mobilize local resources through self-help activities that match outside contributions for local development;

- f educate grassroots opinion to benefit from entrepreneurial promotional schemes such as cooperatives, credit and saving facilities etc. etc.
- g establish viable and effective networks and communication structures to exchange information, disseminate innovations and success stories on entrepreneurial and voluntary initiatives.

**5. Institutions of Higher Learning and Training and Research Centres should**

- a enhance the interface with government with a view to further the contribution of national experts and "think-tanks" to the making, implementation and evaluation of national policies, strategies, programmes and projects.
- b revise curricula to reflect current African realities and provide students with knowledge that is relevant to dealing with today's and tomorrow's problems in general and meeting the challenge of development management in particular.
- c take the necessary steps in consultation with government and other relevant actors to retain faculty and providing them with incentives to be more productive in both teaching and research.
- d initiate and participate in the development and promotion of indigenous technology drawing on ideas and resources both within and outside existing research institutes.
- e network with managers, researchers, administrators and scientists in government, business and other sectors with a view to transfer knowledge for application in the world of business.
- f promote inter-and intra-African cooperation among centres of higher learning.

### III The Role of Regional and Sub-regional Actors

1. Although each individual country must develop policies and capacities that are relevant to its own challenges and opportunities, regional and sub-regional actors have an important role to play as catalysts of new ideas, promoters of greater mobility of talents within the continent, and advocates on behalf of Africa and the African perspective in international fora.

2. Many of the specific proposals of the **Agenda** as well as its underlying philosophy of shared responsibility in development management will enhance the implementation of the *Treaty Establishing the African Economic Community*.

3. With specific regard to the implementation of the **Agenda**, regional actors are expected, inter-alia, to take the following responsibilities:

- a promote the effective implementation of the **Agenda** and the *Treaty Establishing the African Economic Community*.
- b co-operate in mobilizing resources from the international community for the implementation of the **Strategic Agenda**.
- c help foster human-centred development, democracy, popular participation, participatory institutions and good governance.
- d help foster regional and national mechanisms for peacekeeping, peace building and conflict resolution.
- e promote and facilitate the dissemination and adaption of successful entrepreneurial initiatives and effective development management techniques between African countries.
- f facilitate the establishment of multi-country business ventures at sub-regional and regional level.

- g help improve efficiency and accountability of the public sector and business through regional seminars and workshops for managers, administrators, policy makers, etc. and encourage networking among national "watchdog" organizations and professional associations dealing with these concerns.
- h help establish and maintain dialogue among African experts for assessing new concepts and approaches for development management and entrepreneurship.
- i promote applied cross-country research and comparative policy analysis in areas of development management and entrepreneurship.
- j encourage whenever appropriate the utilization of African personnel by facilitating their participation in consultancies and other activities across the continent.
- k create networks of indigenous experts from all over Africa and the diaspora.
- l distill country-by-country experiences to evolve general principles and practices and disseminate these to trainers and policy-makers through conferences and other appropriate means.
- j coordinate activities within the region and sub-region so as to avoid unnecessary duplication and poor use of scarce talents and resources.
- k articulate the African perspective e.g. on debt recycling and international accountability and the priorities listed in the **Strategic Agenda** through participation in international fora where African development issues are being discussed.



#### IV The Role of External Actors (Governments, Business, Multilateral Agencies and NGOs)

1. The main objective of the **Strategic Agenda** is to enhance national and regional self-reliance and capacity. The primary responsibility in this regard is clearly that of African countries.

2. For some time to come, most African countries will require substantial external support to supplement their efforts. Africa's partners can make significant contributions towards enhancing development management capacity.

3. But it must be acknowledged that the manner in which technical assistance has generally been administered in the past has not had the desired impact. This has been largely due to the fact that such assistance has often been 'donor-driven' and designed to execute specific projects and programmes according to donor specifications rather than to build and sustain local capacity. Part of the problem has also been due to the fact that the various aspects of development management - as demonstrated in this document are interconnected and require simultaneous action on several fronts.

4. Among the key responsibilities of external actors, and notably the donor agencies, in implementing the **Strategic Agenda** are the following:

- a provide support and substantial external resources to strengthen development management in Africa.
- b co-ordinate funding and assistance which should be targeted to priority areas that promotes capacity-building and self-reliance at the national, sub-regional and regional levels. Establishing a politically and legally independent development fund could be another modality. (See proposal)
- c provide the means for more effective use of external assistance. Imaginative modalities and institutional arrangements are needed. This could include debt

for development management capacity building swaps.

- d provide assistance in support of better governance. This should include the promotion of national and international accountability. In particular, the donors and international financial institutions should be ready to accept responsibility (including financial responsibility) for any failure of their policy advice.
- e assist programmes that stem and reverse the brain drain from Africa.
- f international NGOs should promote the need for adequate support of the **Strategic Agenda**.

### III MECHANISMS FOR COORDINATION, EXCHANGE OF INFORMATION AND NETWORKING

1. There is a great number of institutions and organizations, at the national, sub-regional, regional and international levels, that could provide inputs and are expected to participate actively in the implementation of the **Strategic Agenda**. Mechanisms for co-ordination of their activities, exchange of information and networking will therefore have to be established.

- a Overall co-ordination should be provided by the ECA and specifically by its Public Administration, Human Resources and Social Development Division. It is therefore essential that ECA/PHSD capacity be strengthened to oversee the implementation of the **Agenda** and to effectively liaise with African countries and also with the institutions and networks concerned.
- b ECA and AAPAM (the African Association for Public Administration and Management) are urged to deal with issues concerning the **Strategic Agenda** and regularly review the status of its implementation at AAPAM's annual roundtable.
- c ECA should take stock of existing national and regional development management institutes and their particular expertise and capacities. This information should be published in a sourcebook form and made it available to all user organizations, governments, donors, NGOs, development management institutes etc.
- d ECA should also establish a roster of experts/consultants in the field of development management and make this available to member states and user organizations. The sourcebook and roster should be regularly updated through points of contacts to be established in each country.

- e African governments, donors, management institutes and other agencies are urged to assist ECA in compiling

the sourcebook and the roster by responding promptly to its request.

- f To make better use of the broad range of valuable research on African development management issues, it is proposed that ECA organizes a special African Research Clearing House on Development Management Issues.

- g Technical assistance provided to individual African countries and at the regional level constitutes much potential for transfer of experience to other countries of the region. ECA is therefore encouraged to make an inventory of technical assistance to Africa in the field of development management.

- h ECA should strengthen its co-operation with Africa's sub-regional and regional organizations, especially the Organisation for African Unity (OAU) and the African Development Bank (ADB) and professional associations with a view to ensuring the effective implementation of the **Strategic Agenda**.

- i The reform of the public enterprise sector which is under way in most of the African countries is considered to be one of the main issues in African development today. It should be regularly monitored at the regional level to provide information of comparative experience, successes and deficiencies. The International Centre for Public Enterprises (ICPE) and its African member countries are therefore encouraged to form an appropriate network to facilitate the exchange of experiences and information.

- j **The Strategic Agenda for Development Management in Africa in the 1990s** should be made available to interested parties in the donor countries. Special fora,

such as the annual meetings of the African Studies Association in the United States, and International Association of Schools and Institutes of Administration (IASIA) should be utilized to spread information about its content and progress of implementation. To this effect, special panels should be organized on a regular basis at these meetings to deliberate on the concerns of the **Agenda**.

- k The ECA is invited to convene an International Conference to undertake a mid-term review of progress in the implementation of the **Agenda** in 1996 and also an End-of-Decade Conference in 2000, where progress in the implementation of the **Agenda** will be assessed and actions will be taken as appropriate.

**ANNEX I**

# **P R O G R A M M E**

# PROGRAMME

**Monday, 8 March 1993**

8:00 - 09:45

**Registration**

10:00 - 11:30\*

## **OPENING SESSION**

- o Opening Statement by:  
Mr. Layashi Yaker  
UN Under-Secretary-General  
and Executive Secretary of  
ECA
- o Opening Address by:  
H.E. Meles Zenawi,  
President of The Transitional  
Government  
of Ethiopia

11:30 - 14:30

Lunch Break

14:30 - 18:30

## **Round Table on Managerial and Economic Empowerment of Women**

14:30 - 14:45

Introductory Remarks:

Mr. Layashi Yaker  
UN Under-Secretary-General  
and Executive Secretary of ECA

14:45 - 15:15

- o Presentation by MARIA NZOMO,  
University of Nairobi, "Women in the  
Public Service: Status, Access and  
Strategies for Advancement"

---

\*Participants are kindly requested to be seated latest by 9:45

15:15 - 16:15

Discussion

Chairperson:  
Ms. Simon Testa,  
Minister of Education (Seychelles)

16:15 - 16:30

Coffee Break

16:30 - 17:00

- o Presentation by Zeinab El-Bakry,  
African Development Bank, "The  
African Woman Entrepreneur: An  
Agenda for Enhancing Capacity  
and Empowerment"

17:00 - 18:00

Discussion

Chairperson:  
Mrs. Aissatu Kane  
Chairperson, Francophone West  
African  
Women Association (Mauritania)

**Tuesday, 9 March 1993****Morning**

8:30 - 11:00

**Panel: Public Sector Management in  
Africa: An Overview**

Chairperson:  
Ali D. Yahaya  
Secretary-General  
AAPAM

8:30 - 09:45

Presentations by:

- o Dele Olowu, Obafemi Awolowo  
University, Ile-Ife, Nigeria, "African  
Public Administration Crisis and the  
Challenges of Productivity  
Improvement"



- o Rwekaza S. Mukandala, Department of Political Science and Public Administration, University of Dar-es-Salaam, Tanzania, "Public Enterprise Management in Africa: Past Performance and Changing Roles"
- o Ladipo Adamolekun, The World Bank, Washington D.C., "Administrative Reform: An Assessment"
- o Peter Koehn, University of Montana, U.S.A., "Decentralization for Sustainable Development: Opportunities and Constraints"

09:45 - 11:00

Discussion

11:00 - 11:15

Coffee Break

11:15 - 13:30

**Panel: Public Administration and the Challenge of Development and Structural Transformation**

Chairperson:

Sali Dalrou

Minister of Public Service, Cameroon

11:15 - 12:00

Presentations by:

- o M. J. Balogun, ECA Multi-Disciplinary Regional Advisory Group, UNECA, "Managing Structural Adjustment and Structural Transformation: A Critical Review of the Changing Role of the Public Sector in Africa's Development"

- Herbert Girkes, Pan African Development Information System, ECA, "The Challenges and Opportunities of Information Technology in Public Management"
- Hamadan Benaissa, Transnational Corporations and Management Division, United Nations, New York, "Towards Effective Financial Resource Mobilization and Utilization: Changing Strategies and Future Directions of Financial Planning and Management"

12:00 - 13:30

Discussion

13:30 - 15:00

Lunch Break

### ***Afternoon***

15:00 - 16:30

**Panel: Democracy, Accountability and Popular Participation**

Chairperson:  
Abdul Mohamed  
Inter-Africa Group

15:00 - 16:00

Presentations by:

- Michael Chege, The Ford Foundation, Harare, Zimbabwe, "Democratic Governance: What Does It Entail"
- Sadig Rasheed and Getachew Demeke, Public Administration, Human Resources and Social Development Division, ECA, "Democracy, Popular

Participation and Good Governance: The Role of People's and Non-Governmental Organizations"

- o Hassan Adebayo Sunmonu, Organization of African Trade Union Unity, Accra, Ghana, "Democracy, Popular Participation and Good Governance: The Role of Peoples' and Non-Governmental Organizations"
- o Sadig Rasheed, ECA, "Promoting Ethics and Accountability in the African Public Services"

16:00 - 17:00

Discussion

17:00 - 17:15

Coffee Break

17:15 - 19:00

**Panel: Promotion of Entrepreneurship and Private Sector Development**

Chairperson:  
Goran Hyden  
University of Florida

17:15 - 18:00

Presentations by:

- o David Luke, Public Administration, Human Resources and Social Development Division, ECA, "Promoting Entrepreneurship: Trends, Issues and Prospects"
- o Imonile Christopher Imolsili, Employers' Consultative Association, Nigeria, "The Changing Context of Government-Business Relations: The Shift from Direct Environment to Regulatory and Supportive Roles"

- o Rhomari Mostafa, L'Ecole National d'Administrative Publique, Rabat, Morocco, "Privatization Experiences In Africa: Selected Case Studies"

18:00 - 19:00

Discussion

**Wednesday, 10 March 1993**

**Morning**

8:30 - 13:00

**Panel: Perspectives on Regional Capacity Building for Development Management**

Chairperson:  
O. Fadahunsi  
Assistant Director  
Commonwealth Secretariat

8:30 - 11:00

Presentations by:

- o Herbert M. A. Onitri, UNDP Project on African Economic Community, Addis Ababa, "Achieving the African Economic Community: Implications and Management"
- o African Association for Public Administration and Management (AAPAM), Nairobi, Kenya, "Regional Perspectives on Building Utilizing Capacity for Training, Research and Policy Development: The Experience of AAPAM"
- o United Nations African Institute for Economic Development and Planning (IDEP), Dakar, Senegal, "Regional Perspectives on Building and Utilizing Capacity for Training,

## Research and Policy Development: The Experience of IDEP"

- o CAFRAD, Tangi rs, Morocco, "Les D fas du D veloppement: Exp rience du CAFRAD"
- o ESAMI, Arusha, Tanzania, "Regional Perspectives on Building and Utilizing Capacity for Management Education and Training: The Experience of ESAMI"
- o Eastern and Southern African Universities Research Programme (ESAURP), Dar-es-Salaam, Tanzania, "Building and Utilizing Capacity for Research, Training and Policy in ESAURP Countries: Some Experiences"
- o Frans B. Lenglet, EDI, World Bank "UNEDIL, UNDP/EDI/ILO Programme for Strengthening Management Training Institutions in Africa"

11:00 - 11:15

Coffee Break

11:15 - 13:00

Discussion

13:00 - 14:30

Lunch Break

### **Afternoon**

14:30 - 16:30

**Panel: External Support for Institutional and Management Capacity Building in Africa**

Chairperson:

Tom Vraalsen

Ministry of Foreign Affairs, Norway

14:30 - 15:30

Presentations by:

- o O. Fadahunsi, Management Development and Fellowship Programme, the Commonwealth Secretariat, London, "External Support for Institutional and Management Capacity Building: Past Trends and Emerging Priorities: The Experience of the Commonwealth Secretariat"
- o G.M. Wolde, African Development Bank, External Support for Institutional and Management Capacity Building: Past Trends and Emerging Priorities: The Experience of the African Development Bank"
- o E. Prikmajer, International Centre for Public Enterprises in Developing Countries (ICIPE) "External Support for Institutional and Management Capacity Building: Past Trends and Emerging Priorities: The Experience of International Centre for Public Enterprises in Developing Countries"

15:30 - 16:30

Discussion

16:30 - 16:45

Coffee Break

16:45 - 18:45

**Panel: Priority Areas for Enhancing  
Development Management in  
in the 1990s and Beyond**

**Africa**

Chairperson:  
Sadig Rasheed,  
ECA

16:45 - 17:45

Presentation by:

- Goran Hyden, University of Florida, U.S.A., "Priority Areas for Enhancing Development Management in Africa in the 1990s and Beyond"
- ECA, "Elements of a Strategic Agenda for Development Management in Africa the 1990s"

17:45 - 18:30

Discussion

**Thursday, 11 March 1993**

**Morning**

9:00 - 10:30

Working Group Meetings

Working Group 1: Strategic Agenda for  
D e v e l o p m e n t  
Management in Africa  
in the 1990s

Working Group 2: (i) Mechanisms for  
Co-ordination,  
Exchange of  
Information and  
Networking

(ii) Support for  
Initiatives to  
Enhance the  
Development  
Management  
Capacity in  
Africa

10:30 - 10:45

Coffee Break

10:45 - 13:00

Working Group Meetings Continue

13:00 - 14:30                      Lunch Break

***Afternoon***

14:30 - 16:30                      Preparation of Working Group Reports

16:30 - 16:45                      Coffee Break

16:45 - 18:45                      Presentation of Working Group Reports

***Friday, 12 March 1993***

9:00 - 17:00                      Free for Participants/Preparation of  
Strategic Agenda for Development  
Management in Africa in the 1990s

17:00 - 18:45                      **PRESENTATION AND ADOPTION OF THE  
STRATEGIC AGENDA.**

18:45 - 19:00                      Closure of the Regional Conference



## **ANNEX II**

# **LIST OF PARTICIPANTS**

## **LIST OF PARTICIPANTS OF THE REGIONAL CONFERENCE**

### **ALGERIA/ALGERIE**

His Excellency Mr. Amar Bendjama  
Ambassador of Algeria  
Embassy of Algeria  
Addis Ababa, Ethiopia

Mr. Ahmed Hachemi  
Deuxieme Secetaire  
Embassy of Algeria  
P.O. Box 5740  
Addis Ababa, Ethiopia

### **ANGOLA**

H.E. Mr. Luis de Almeida  
Ambassador of Angola  
Embassy of Angola  
Addis Ababa, Ethiopia  
Tel. No. 510085

Mrs. Genoveva Da C. Lino Pollicarpo  
Director, National Coordination  
and Dinamization of S.E.P.D.M  
Luanda, Angola  
Telex: 33 87 45

Mr. Gualberto Lima Campos  
Director D P G C P  
Ministry of Finance  
Luanda, Angola

Mrs. E. D. P. Silva Jose Martins  
Economist  
Ministerio Das Financas  
Luanda, Angola  
Tel: 334330 (Res.)

Mr. Manuel Gomes dos Santos  
First Secretary  
Embassy of Angola  
Addis Ababa, Ethiopia  
Tel. No. 513456

## **BENIN**

H.E. Mr. A. Antoine Gbegan  
Ministre de la Fonction Publique  
et de la Réforme Administrative  
B.P. 907  
Cotonou, Benin  
Tel. No. 229) 313112

## **BURUNDI**

Mr. Augustin Nkengurutse  
Director  
Bureau ASAP  
B. P. 1480  
Bujumbura, Burundi  
Tel. No. 22 74 21  
Fax No. (257) 228715

## **CAMEROON/CAMEROUN**

His Excellency Mr. Sali Dalrou  
Minister of Public Service and Administrative  
Reforms  
Bastos, Yaounde  
Cameroon  
Tel: 22 03 56/23 08 00 (Off.)  
20 50 90 (Res.)

Mrs. E. Ngo Basse  
Inspecteur Général  
MINASCOF  
Yaounde, Cameroun  
Telex No. 8211 KN  
Tel: 23 14 68

Mr. Oumarou Dalil Abdoulaye  
Chef De Division Formation et Stages  
Ministere Fonction Publique  
Yaoundé, Cameroun  
Tel: 22 03 26  
Fax: 23 08 00  
Telex: 8597 KN

## **CAPE VERDE**

Mr. Jose Haísa Neves  
Cadre Supérieur du Ministère de  
l'Administration Publique et Affaires  
Parlementaires  
B.P. 200  
Praia, Cape Verde  
Tel: 61 37 73  
61 57 72

## **CHAD/TCHAD**

M. Issaka Palkoubou  
Directeur  
MTPT  
B.P. 828  
Njamena, Tchad  
Fax: 51 26 02  
Tel: 51 23 24

M. Madou Sangueh  
Economiste/ Science etudes et  
Prospectives  
Min. Affaires Etrangeres  
B.P. 746  
Njamena, Tchad  
Telex: 5238 KD

## **CONGO**

Mr. Maurice Badila Makaya  
Directeur-General de l'Economie  
B.P. 64  
Brazaville, Congo  
Tel: 83 43 24 poste 417

Dr. Jean-Jacques Baloula  
Conseiller Economique  
Ambassade de la République du Congo  
Addis Ababa

## **COTE D'IVOIRE**

Mlle Yao Affoue  
Minister de la Promotion de la Femme  
Ingenieur Agronome  
20 B.P. 1044  
Abidjan, Cote d'Ivoire  
Tel: 21 64 79

Mr. Gaston Yao Koffi  
Chargé d'Affaire  
Ambassade de la Cote d'Ivoire  
P.O.Box 3668  
Addis Ababa, Ethiopia  
Tel. No. 711213

Mr. Latte N.L. Ahouanzi  
Sous Directeur des Procédures et de  
la Réglementation  
Minister de l'Emploi et de la Fonction  
Publique  
B.P. V256 Abj.  
Abidjan, Côte d'Ivoire  
Tel. No. 210023/211603

Mr. Pierre Nemlin  
Embassy of Côte d'Ivoire  
P.O. Box 3668  
Addis Ababa, Ethiopia

## **ETHIOPIA**

Mr. Geremew Mekonnen  
Senior Expert  
Ethiopian Civil Service Commission  
Addis Ababa, Ethiopia

Mr. Getachew Ta'a  
Acting Head  
Department of Training  
Organization and Methods  
Ministry of Labour and Social Affairs  
P.O. Box 2056  
Addis Ababa, Ethiopia

Mr. Iyob Tesfu  
Head/Production and Maintenance Management  
Department  
Ethiopian Management Institute  
P.O. Box 23511  
Addis Ababa  
Tel. No. 113343

Mr. Alemayehu Gessese  
Ethiopian Management Institute  
Addis Ababa, Ethiopia  
Tel. No. 150294, Fax No. (251) 1 512799

Dr. Bakary Simaga  
RADEV (ONG)  
P.O. Box 60233  
Tel. No. 514963  
Addis Ababa, Ethiopia

Mr. Gessesse Tadesse  
Secretary  
RADEV (ONG)  
P.O. Box 60233  
Addis Ababa, Ethiopia  
Tel. No. 514963

Mr. Aklilu Tadesse  
Lecturer  
Addis Ababa University  
P.O. Box 32652  
Addis Ababa, Ethiopia

Mr. Abdul Mohammed  
TDTER-AFRICA GROUP  
P.Q. BOX 1631  
Addis Ababa, Ethiopia  
Tel: 51 03 83 (Off.)  
51 67 26 (Res.)

## **DJIBOUTI**

H.E. Ambassador Djibril Djama Elabe  
Ambassador  
Embassy of Djibouti  
Addis Ababa, Ethiopia

Mr. D. Yacui Ahmed  
Fonctionnaire  
Embassy of Djibouti  
Addis Ababa, Ethiopia

## **EGYPT/EGYPTE**

7

Dr. Mohamed El Bassiouni  
Minister Plenipotentiary  
Embassy of the Arab Republic  
of Egypt  
P.O. Box 2580  
Addis Ababa, Ethiopia

Mr. Aly Elhefny  
Counsellor  
Embassy of the Arab Republic  
of Egypt  
P.O. Box 2580  
Addis Ababa, Ethiopia

Prof. Baher Atlam  
Vice-Dean  
Faculty of Economics and  
Political Science  
Cairo University  
40 Sobhy Fahmy St. Heliopolis  
Cairo, Egypt  
Tel. 732933

## **EQUATORIAL GUINEA**

Mr. N. Ntugu Abeso Oyana  
First Secretary  
Tel. No. 610034  
Embassy of Equatorial Guinea  
Addis Ababa, Ethiopia

## **FINLAND**

Mr. K. Vovvonen  
Attaché  
Embassy of Finland  
Addis Ababa, Ethiopia  
Tel No. 513900



**GABON**

H.E. Ambassador Emmanuel Mendoume-Nze  
Ambassador  
Embassy of Gabon  
Addis Ababa, Ethiopia  
Tel. No. 611075

Mr. Alfred Mougara  
Premier Conseiller  
Embassy of Gabon  
P.O. Box 1256  
Addis Ababa, Ethiopia  
Tel. No. 611075

Mme. Catherine Mendoume-Nze  
Conseillère des Affaires Sociales  
Embassy of Gabon  
Addis Ababa, Ethiopia  
Tel No. 611075

**GAMBIA**

Ms. Isatou Njie Saldy  
Executive Secretary  
The Gambia Women's Bureau  
C/O The Vice-President's Office  
State House  
No. 47 Kairaba Avenue  
Banjul, The Gambia  
Tel. No. 28730  
Fax No. 27034

Mr. Yusupha A. Kah  
Director  
Policy Analysis Unit  
Office of the President  
State House  
Banjul, The Gambia

9

Fax: (220) 27034  
Telex: 2204 PRESOF GV  
Tel: (220) 28929; 27881 (Off.)  
(220) 95750

## **GUINEE/GUINEA**

His Excellency M. Fassou Rene Loua  
Ministre de la Reforme Administrative  
Fonction Publique et du Travail  
B.P. 533  
Conakry, Republique de Guinea

Mr. Ibrahima Camara  
Directeur National  
Ministry of Labour  
C/o Embassy of Guinea  
Addis Ababa, Ethiopia  
Tel. No. 651308

Mr. Alpha Ibrahima Sow  
Conseiller  
Embassy of Guinea  
Addis Ababa, Ethiopia  
Tel. No. 651308

Mr. Ibrahim Soumah  
First Secretary  
Embassy of Guinea  
Addis Ababa, Ethiopia

**KENYA**

Hon. Adan M. Noir  
Deputy Minister in Vice-President  
& Ministry of Economic Planning  
Nairobi, Kenya  
Tel: 33 81 11 (Off.)

His Excellency Mr. J.B. Tuma  
Ambassador of Kenya  
Kenya Embassy  
Addis Ababa, Ethiopia  
Tel. No. 610033

Mr. Mukiria Muturi  
Chief Economist  
Office of the Vice-President  
and Ministry of Planning and  
National Development  
P.O. Box 30005  
Nairobi, Kenya

Dr. Maria Nzomo  
Senior Lecturer  
Institute of Diplomacy and  
International Relations  
University of Nairobi  
P.O. Box 30197  
Nairobi, Kenya

Mr. Mohamed Lugh  
Second Secretary  
Kenya Embassy  
Addis Ababa, Ethiopia  
Tel. No. 610033

Mr. Samuel M./ Nduati  
Kenya Embassy  
P.O. Box 3301  
Addis Ababa, Ethiopia  
Tel. No. 610033

## **LIBERIA**

H.E. Ambassador Thomas C.T. Bestman  
Ambassador  
Embassy of Liberia  
Addis Ababa, Ethiopia  
Tel. No. 513655

Mr. David J. Saryee, JR.  
Counsellor  
Embassy of Liberia  
Addis Ababa, Ethiopia  
Tel. No. 513655

Ms. Genevieve A. Kennedy  
First Secretary  
Embassy of Liberia  
Addis Ababa, Ethiopia  
Tel. No. 513655

## **LIBYA**

Mr. Khalifa M. Med  
Counsellor  
Embassy of the Great Socialist  
People's Libyan Arab Jamahiriya  
Addis Ababa, Ethiopia

**MALAWI**

Mr. M. P. Magwira  
First Secretary  
Embassy of Malawi  
P.O. Box 2316  
Addis Ababa, Ethiopia  
Tel. No. 712440

**MALI**

Mr. Fousseyni Samake  
Directeur de Cabinet  
Ministère de la Fonction Publique et  
du Travail  
B.P. 80  
Bamako, Mali  
Tel. 223431/227020

**MAURITANIA/MAURITANIE**

Mr. Lafdal Abdel Wedoud  
Directeur Général de l'ENA  
de Nouakchott  
Nouakchott, Mauritanie  
Telex No. 865MTN  
Tel. No. 53022/53222/53367

**MAURITIUS**

Mr. Soocramanien Vithilingem  
Principal Assistant Secretary  
Staff Management and Management Development Unit  
Port Louis, Mauritius  
Tel: 201 1398 (Off.)  
454 3694 (Res.)  
Fax: 230 - 2129528

**MOROCCO/MAROC**

Mr. Mohamed Blrouk  
Permanent Secretary  
Ministry of Administrative Affairs  
Rabat, Maroc

Prof. Mostafa Rhomari  
Professeur a l'ENAP  
Rabat, Maroc  
Fax No. (212) 7.730231

Mr. Mohamed Rassifi  
Chargé de Coopération Internationale  
Ministère des Affaires Economiques et Sociales  
Rabat, Morocco

Mr. Mohamed Hajoui  
Professor in Public Administration  
Ecole Nationale d'Administration  
de Maroc  
Rabat Maroc  
Tel. (07) 670060

**MOZAMBIQUE**

H.E. Mr. Daniel Antonio  
Ambassador of Mozambique  
Embassy of Mozambique  
P.O. Box 5671  
Addis Ababa, Ethiopia  
Tel. No. 710020

Mr. Carlos Lwanga Sabonete  
Ministry of State Administration  
Chief of Department  
Rua d Radis Mozambique  
P.O. Box 4116  
Maputo, Mozambique  
Tel: 42 33 35 (Off.)  
74 34 80 (Res.)  
Fax: 42 87 34 on 42 86 65  
or 42 51 30

Mr. Alexandre Manjlite  
Third Secretary  
Embassy of Mozambique  
P.O. Box 5671  
Addis Ababa, Ethiopia  
Tel. No. 710020

## **NAMIBIA**

H.E. Ambassador Hinyangerwa P. Asheeke  
Ambassador  
Embassy of Namibia  
P.O. Box 1443  
Addis Ababa, Ethiopia

Ms. Sonja A. Poller  
First Secretary  
Embassy of Namibia  
P.O. Box 1443  
Addis Ababa, Ethiopia  
Tel. 611966  
Fax No. 612677

Mr. James Thubazumbe  
Counsellor  
Embassy of Namibia  
P.O. Box 1443  
Addis Ababa, Ethiopia  
Tel. No. 611966

Mr. Katoke Folarin Adebolu  
Director-General  
Establishment & Management Services  
Federal Secretariat  
Phase I, Ikoyi  
Lagos, Nigeria

Prof. L. Adele Jinadu  
Director-General  
Administrative Staff College of Nigeria  
I.M.B. 1004  
Topo-Badagry  
Nigeria  
Tel: 732300-4  
Fax: 234-01-617506

Prof. Dele Olowu  
National Council on Inter-governmental  
Relations  
P.M.B. 261  
Abuja, Nigeria  
Tel: 09-5232968/5230225  
or  
Department of Public Administration  
Obafemi Awolowo University  
Ile-Ife, Nigeria  
Tel: 036-233337

Dr. Imonitie C. Imoisili  
Director-General  
Nigeria Employers' Consultative Association  
(NECA)  
P.O. Box 2231  
Lagos, Nigeria  
Tel: 01-860314  
Fax : 234-1-860309



Mr. Fatal Ablodun Salami  
Establishment & Management Services  
Federal Secretariat  
Phase I, Ikoyi  
Lagos, Nigeria

## **RWANDA**

Ms Pauline Nyiramasuhuko  
Ministre de la Famille et de  
la Promotion Feminine  
B.P. 969  
Kigali, Rwanda  
Tel. No. 85901  
Fax No. (250) 76263  
Telex. 22528 UNDP RW

Mr. Anastase Nteziyaremye  
Directeur des Strategies de  
Développement Communal et Regional  
Ministère du Plan  
Kigali, Rwanda  
Tel: (250) 75113 Ext 228  
Fax: (250) 76263 (PNUD)  
Telex: 22528 UNDP RW

## **SUDAN**

Mr. Mohamed Yousif Abdalla  
First Secretary  
Embassy of Sudan  
Addis Ababa  
Ethiopia  
Tel. No. 516477

**SENEGAL**

Mrs. Fatou Sow  
Chercheur  
Department des Sciences humaines  
IFAN, Université Cheikh Anta Diop  
B.P. 206  
Dakar, Sénégal  
Fax No. (221) 24 1998 C/O The Population Council  
Tel: (221) 25 00 90/20 03 55

**SIERRA LEONE**

His Excellency Mr. A. E. Koroma  
Sierra Leone Embassy  
Addis Ababa, Ethiopia  
Tel: 71 00 33/71 10 90

Mr. Emmanuel Osho Coker  
Principal Assistant to the Secretary  
National Provisional Ruling Council  
State House  
Freetown, Sierra Leone  
Fax: 222250  
Telex: 3230 PRISEC SL

Mr. Bangura William Sebara Bangura  
Counsellor/Head of Chancery  
Embassy of Sierra Leone  
Addis Ababa, Ethiopia  
Tel. No. 710033

**SEYCHELLES**

Her Excellency Simone Testa  
Minister for Education  
Victoria  
Mahe, Seychelles

Tel: 248- 24357 (Off)  
248- 44158 (Res.)  
Fax: 248 - 25166  
Telex: MINED SZ 2305

Ms. Marja MacGaw  
Director General  
Human Resources Division  
Ministry of Administration and Manpower  
P.O. Box 56  
Victoria, Seychelles  
Fax: 24936  
Tel: 24041 (Off)  
24369 (Res.)

**SWAZILAND**

His Excellency Mr. David Motsa  
Minister of Labour and Public Service  
P.O. Box 170  
Mbabane, Swaziland  
Tel: 42188 (Off.)

Mr. Eric Joseph Vilakazi  
Under Secretary  
Ministry of Labour and Public Service  
Mbabane, Swaziland  
Tel: 43521 (Off.)

**TANZANIA**

Mr. William H. Shellukindo  
Principal Secretary  
Prime Minister and First Vice  
President's Office  
P.O. Box 3021  
Dar es Salaam, Tanzania  
Fax: 46935  
Telex: 41352  
Tel: 46204 (Off.)  
35699 (Res.)

Mrs. Priscilla Ole Kambaine  
Director, Women Affairs and Children  
Ministry of Community Development  
Women's Affairs and Children  
P.O. Box 3446  
Dar es Salaam, Tanzania

Mr. Francis Mwalpaja  
Second Secretary  
Embassy of Tanzania  
P.O. Box 1077  
Addis Ababa, Ethiopia

Dr. Rwekaza Mukandala  
Professor  
University of Dar es Salaam  
P.O. Box 35042  
Dar es Salaam, Tanzania  
Tel: 48252 (Off.)  
48549 (Res.)  
Fax: 44274  
Telex: 41327

**TUNISIA**

Miss. Zghidi Hayet  
Administrateur Conseiller  
Sous Directeur  
Premier Ministre Tunisie  
Tunis, Tunisia  
Tel: 796275/796944

**UGANDA**

Hon. Bwambale Lolce  
Deputy Minister  
Ministry of Women In Development  
P.O. Box 7136  
Kampala, Uganda  
Fax: 041- 256 374 Kampala

His Excellency Mr. Jovan Kolany  
Ambassador of the Republic of Uganda  
P.O. Box 5644  
Addis Ababa, Ethiopia

Tel: 51 31 14 (Off.)  
51 31 29 (Res.)

Mr. James Kalebbo  
Director  
Uganda Management Institute  
P.O. Box 20131  
Kampala, Uganda

Tel: 256176, 259722 (Off.)  
242634 (Res.)

Mrs. Joyce Onek  
Second Secretary  
Embassy of Uganda  
P.O. Box 5644  
Addis Ababa, Ethiopia  
Tel: 51 31 14 (Off)  
61 12 37 (Res.)

## **UNITED STATES OF AMERICA (USA)**

Prof. Peter Koehn  
Professor and Director of International  
Programs  
University of Montana  
USA  
Fax: 406-243-2797  
Tel: 406-243-2288

Professor Goran Hyden  
Department of Political Science  
University of Florida  
Gainesville, Florida 32611-2036  
USA  
Fax: (904) 392-2435  
Tel: (904) 375 - 0285 (Res.)  
(904) 392-6539 (Off)

## **ZAMBIA**

Hon. Dr. Kabunda Kayongo, MP.  
Minister of Sport, Youth and Child  
Development  
P.O. Box 50195  
Lusaka, Zambia  
Fax: 223996  
Telex: 223995  
Tel: 223995 (Off.)  
254447 (Res.)

Mr. Robert H. Mataka  
Director  
Management Services Board  
Cabinet Office  
P.O. Box 50995  
Lusaka, Zambia  
Fax: 223507  
Telex: 40237  
Tel: 223507 (Off.)  
291131 (Res.)

Mr. G.M. Wakumelo  
Charge d'Affaires  
Embassy of Zambia  
Addis Ababa, Ethiopia

Mr. Mathews Charles Muzongwe  
First Secretary  
Embassy of Zambia  
Addis Ababa, Ethiopia  
Fax: 711475  
Telex: 21065  
Tel: 711302

## **ZIMBABWE**

Mrs. Hope Cynthia Sadza  
Commissioner  
Public Service Commission  
P.O. Box 8080  
Causeway, Harare  
Zimbabwe  
Tel: 727595 (off)

Dr. Samuel T. Agere  
Director-General  
Zimbabwe Institute of Public  
Administration and Management  
P.O. Box 126  
Harare, Zimbabwe  
Fax: 169 - 386  
Tel: 44003 (Off.)

Mrs. Faith Muguti  
First Secretary  
Embassy of Zimbabwe  
Addis Ababa, Ethiopia  
Tel: 61 38 77 (Off.)

## **INTERNATIONAL ORGANIZATIONS AND ASSOCIATIONS**

### **AFRICAN ASSOCIATION FOR PUBLIC ADMINISTRATION AND MANAGEMENT IN AFRICA (AAPAM)**

Mr. Ali D. Yahaya  
Secretary-General  
AAPAM  
P.O. Box 48677  
Nairobi, Kenya  
Tel: 254-2-521844  
Fax: 254-2- 52 18 45

### **AFRICAN ASSOCIATION FOR WOMEN IN RESEARCH AND DEVELOPMENT (AAWORD)**

Ms. Veronica Mullei  
Executive Secretary  
AAWORD  
B.P. 3304  
Dakar, Senegal



## **AFRICAN DEVELOPMENT BANK (ADB)**

Mr. Gebre Michael Woldu  
 Chief, Planning Division  
 ADB  
 B .P. 316  
 Abidjan, Cote d'Ivoire  
 Tel: (225) 20 41 52

Ms. Zeinab El Bakri  
 WID Coordination Office  
 African Development Bank  
 (ADB)  
 Abidjan, Cote d'Ivoire  
 Fax: (225) 20-4907 ADB  
 Tel: 20 57 41 (Off.)  
 43 36 31 (Res.)

Mr. Merkorewos Hiwot  
 Economist  
 Representative Office  
 African Development Bank (ADB)  
 P.O. Box 5794  
 Addis Ababa, Ethiopia  
 Tel: 61 13 78

## **AFRICAN TRAINING AND RESEARCH CENTRE IN ADMINISTRATION FOR DEVELOPMENT (CAFRAD)**

M. Mamosi Lelo  
 Expert  
 CAFRAD  
 B.P. 310  
 Tangier, Morocco  
 Tel: 212-9-942624/32/52  
 Fax: 212 9 94 14 15  
 Telex: 33664 M

**COMMONWEALTH SECRETARIAT**

Dr. Olu Fadahunsi  
Assistant Director  
Management and Training Services  
Division  
Commonwealth Secretariat  
Marlborough House, Pall Mall  
London SW1  
United Kingdom  
Fax: 071-9300827  
Telex: 27678  
Tel: 071-839 3411 (Off.)

**EASTERN AND SOUTHERN AFRICAN MANAGEMENT INSTITUTE (ESAMI)**

Mr. Washington Njuru  
Director/Management Consulting Services  
ESAMI  
P.O.Box 3030  
Arusha, Tanzania  
Telex: 42076  
Tel: ++255-057-8383

**EASTERN AND SOUTHERN UNIVERSITIES RESEARCH  
PROGRAMME (ESAURP)**

Mr. Godfrey Mutakyahwa  
Senior Researcher  
ESAURP  
P.O. Box 35121  
Dar es Salaam, Tanzania  
Fax: 73684  
Telex: 41327 UNISCIE/ 41561 UNIVIP  
Tel: 73689/90 (Off.)  
73619 (Res.)

**INTERNATIONAL CENTRE FOR PUBLIC ENTERPRISES (ICPE)**

Dr. Edo Pirkmajer  
Acting Assistant Director  
International Centre for Public  
Enterprises  
P.O. Box 92  
Ljubljana, Slovenia  
Fax: 3861 346389  
Tel: 3861 214211

**ORGANIZATION OF AFRICAN TRADE UNION UNITY  
(OATUU)**

Mr. Hassan A. Sunmonu  
Secretary-General  
OATUU  
P.O. Box M 386  
Accra, Ghana  
Fax: (233-2) 77 26 21  
Telex: 2673 OATUU

**ORGANIZATION OF AFRICAN UNITY (OAU)**

Ms. Hirut Befekadu  
Chief, Women's Section  
OAU  
P.O. Box 3243  
Addis Ababa, Ethiopia  
Tel: 51 77 00

Mrs. Joka Bangura  
Consultant to OAU Women's Unit  
OAU  
Addis Ababa, Ethiopia

Mrs. Yetunde Teriba  
Women Affairs Officer  
OAU, Addis Ababa, Ethiopia

M. Libere Buzingo  
 Chief of Industry  
 OAU  
 Addis Ababa, Ethiopia

M. Ngardoumlao Mbondsime Sahndol  
 OAU  
 Addis Ababa, Ethiopia  
 Telex: OAU ADDIS ABABA

### **RADEV**

Dr. Simala Bakary  
 RADEV/O.N.G.  
 P.O. Box 60233  
 Addis Ababa, Ethiopia  
 Fax: 515833

### **UNITED NATIONS DEVELOPMENT PROGRAMME (UNDP)**

Mr. Ousmane Slla  
 UNDP Representative to OAU  
 and Chief Liaison Office with ECA  
 Addis Ababa, Ethiopia  
 Tel: 51 59 19

M. Tamba Baldeh  
 UNDP/RLO  
 UNDP  
 Addis Ababa, Ethiopia  
 Tel: 51 59 19/51 10 37

M. Waegenare Xavier  
 UNDP/RLO  
 P.O. Box 5580  
 Addis Ababa, Ethiopia  
 Tel: 51 59 19/51 44 24

Ms. Hanna Gutema  
National Programme Officer  
UNDP Representation to OAU and  
Liaison Office with ECA  
P.O. Box 5580  
Addis Ababa, Ethiopia  
Tel: 51 59 19 (Off.)  
20 11 90 (Res.)

**UNITED NATIONS DEPARTMENT OF ECONOMIC AND  
SOCIAL DEVELOPMENT (UNDESD)**

Mr. Abdella Zoubi  
Inter-regional Adviser  
UNDESD  
One UN Plaza DC-1 Rm 922  
New York N.Y 10017  
USA  
Fax: 212 963 2916

**UNITED NATIONS AFRICAN INSTITUTE FOR  
ECONOMIC DEVELOPMENT & PLANNING (IDEP)**

Mr. Philip K. Quarcoo  
Head, Training Division  
IDEP  
Dakar, Senegal  
Fax: 22 29 64  
Telex: 51579 SG  
Tel: 23 10 20 (Off.)  
24 98 39 (Res.)

**UNITED NATIONS FUND FOR WOMEN (UNIFEM)**

Ms. Aster Zewdie  
Regional Program Advisor  
UNIFEM  
19 Rue Prchapps  
B.P. 154  
Senegal, Dakar

**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION  
(UNIDO)**

Dr. Peter Manoranjan  
UNIDO Country Director and Representative  
to ECA and OAU  
UNIDO  
P.O. Box 5580  
Addis Ababa, Ethiopia  
Tel: 51 42 45

**WORLD BANK**

Mr. John Graves  
Financial Adviser, Africa Region  
World Bank  
Washington D.C, 20433  
USA  
Tel: 202 473-4338  
Fax: 202 477 0499

**WORLD VISION INTERNATIONAL**

Mr. Tsega Wolde Marlam  
East African Regional Director  
World Vision International  
P.O. Box 3330  
Addis Ababa, Ethiopia  
Fax: (2511) 25 22 80  
Telex: 21228

Mr. W/Michael Negussie  
Operations Director  
World Vision Ethiopia  
P.O. Box 3330  
Addis Ababa, Ethiopia  
Tel: 611355 (Off.)/(2511) 25 22 80

**UNITED NATIONS ECONOMIC COMMISSION FOR AFRICA  
SECRETARIAT (UN ECA)**

Mr. Layashi Yaker  
United Nations Under-Secretary-General and  
Executive Secretary of the Economic  
Commission for Africa  
UNECA  
Addis Ababa, Ethiopia

Dr. Sadig Rasheed  
Director  
Public Administration, Human Resources and  
Social Development Division (PHSD)  
UN ECA  
P.O. Box 3001  
Fax (2511) 514416  
Telex 21029 ET  
Addis Ababa, Ethiopia

Dr. Asmelash Beyene  
Project Co-ordinator  
Special Action Programme for Administration  
and Management in Africa (SAPAM)-African  
Regional Project  
UN ECA  
Addis Ababa, Ethiopia

Mr. Ejeviome Eloho Otobo  
Project Expert  
Special Action Programme for Administration  
and Management in Africa (SAPAM)-African  
Regional Project  
UN ECA  
Addis Ababa, Ethiopia

Dr. M. Jide Balogun  
Senior Regional Advisor  
ECA Multi-disciplinary Regional  
Advisory Group  
UN ECA  
Addis Ababa, Ethiopia

Mr. J. Bassi  
Chief, Public Administration, Management  
and Finance Section  
Public Administration, Human Resources and  
Social Development Division  
UN ECA  
Addis Ababa, Ethiopia

Mr. P.H. Chiwona  
Chief, Human Resources Development Section  
Public Administration, Human Resources and  
Social Development Division  
UN ECA  
Addis Ababa, Ethiopia

Dr. Getachew Demeke  
Project Co-ordinator  
Popular Participation in Development Project  
Public Administration, Human Resources and  
Social Development Division  
UN ECA  
Addis Ababa, Ethiopia

Dr. David Luke  
Public Administration Officer  
Public Administration, Human Resources  
and Social Development Division  
UN ECA  
Addis Ababa, Ethiopia



Mr. J.M.B. Simelane  
Public Administration Officer  
Public Administration, Human Resources and  
Social Development Division  
UN ECA  
Addis Ababa, Ethiopia

Dr. R. Bardouille  
Economic Affairs Officer  
Public Administration, Human Resources and  
Social Development Division  
UN ECA  
Addis Ababa, Ethiopia

Dr. M. Sethi  
Project Officer  
ECA/IOM Return of Skills Programme for  
Africa (RESPA)  
Public Administration, Human Resources and  
Social Development Division  
UN ECA  
Addis Ababa, Ethiopia

Mr. Gaoussou Traore  
Chief UNIFAD/UNFPA Section  
UN ECA  
Addis Ababa, Ethiopia

Mr. Crispin Grey Johnson  
Regional Advisor  
ECA Multi-disciplinary Regional Advisory Group  
UN ECA  
Addis Ababa, Ethiopia