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UNITED NATIONS ECONOMIC COMMISSION FOR AFRICA

Multinational Programming and Operational  
Centre (ECA/MULPOC) for Eastern and  
Southern African States

Second Meeting of the Committee of  
High Commissioners and Ambassadors

15 - 16 March, 1990  
Lusaka, Zambia

REPORT OF THE SECOND MEETING OF THE COMMITTEE OF HIGH COMMISSIONERS  
AND AMBASSADORS OF MEMBER STATES OF THE LUSAKA-BASED MULPOC  
ACCREDITED TO ZAMBIA, 15 - 16 MARCH, 1990  
LUSAKA, ZAMBIA

## INTRODUCTION

1. The second meeting of the Committee of High Commissioners and Ambassadors of the Lusaka MULPOC accredited to Zambia took place in Lusaka, Zambia from 15 - 16 March, 1990 at the Lusaka MULPOC Offices. The meeting was attended by representatives from Angola, Botswana, Kenya, Lesotho, Malawi, Mozambique, Somalia, Tanzania, Uganda, Zambia and Zimbabwe. Thus, all the ten member States of the Lusaka MULPOC based in Zambia attended the meeting. In addition, Lesotho attended in their capacity as current Rapporteur of the Council of Ministers of the Lusaka MULPOC.
2. The full list of participants is appended to this report as Annex III.
3. The present meeting was convened in compliance with the decision of the Tenth Meeting of the Council of Ministers which took place in Lusaka, Zambia from 12 - 13 March, 1987. At that time, the Council decided that the Policy Organs of the Lusaka-based MULPOC should henceforth meet once every two years (i.e. 1987, 1989, 1991, etc.). Also the Council of Ministers decided that in between the meetings of the MULPOC Policy Organs, a Supervisory Committee of Ambassadors and High Commissioners accredited to Zambia should meet annually to monitor progress in the implementation of the work programme.
4. In accordance with the above provisions, the High Commissioners and Ambassadors of the member States of the Lusaka MULPOC based in Zambia met on 15 and 16 March, 1990 for the purpose of reviewing and appraising the progress and performance of the Lusaka MULPOC in the implementation of its work programme for 1988-1989 as well as prospects for the implementation of the current work programme for 1990-1991.

## OPENING OF THE MEETING

5. The meeting was officially opened by Mr. Wina K. Kawana, Acting Permanent Secretary, Ministry of Finance and National Commission for Development Planning of the Republic of Zambia, on behalf of the Minister, Hon. Gibson G. Chigaga, SC, MP.
6. In his opening statement, the Zambia delegate recalled the early successes of the Lusaka MULPOC when this institution assisted in the establishment of PTA, ESAMI, SADCC and the Southern African Labour Commission (SALC) in the subregion. However, despite these initial successes, during the past six to seven years, concern had mounted among the member States primarily because of what appeared to have been a lack of role and orientation for the Lusaka MULPOC especially after the establishment of PTA and SADCC.

7. Furthermore, the Lusaka MULPOC had in this period, not demonstrated any tangible results and had in fact failed to have an impact on the economic development activities and programmes of the subregion.

8. The lack of results and lack of a visible meaningful role and orientation for the Lusaka MULPOC had been the dominant issue at the last Council of Ministers' meeting in Harare in March, 1989. It was recalled that at that meeting, some member States had strongly called for closing down of the Lusaka MULPOC - a sentiment which still lingers around - and for its resources to be diversified into PTA or SADCC. Even the United Nations General Assembly was concerned about the lack of performance and results in the five MULPOCs in the Africa region and had established a UN Evaluation Mission which visited Zambia in May 1989.

9. The specific issues and problems cited by the UN Evaluation Mission related to the overall question of the management and administration of the MULPOCs (Lusaka included) and the evident lack of staff capacity, relevance and competence of the MULPOCs (Lusaka included) to address the key and priority economic development concerns of the subregion. Zambia, as host country for the Lusaka MULPOC, had also followed these same issues with concern.

10. Today, March 1990, i.e. one full year since the Ministers met in Harare, there had been some new and positive developments. The new substantive Director, Mr. Esrom T. Kuruneru, appointed by ECA, is in post since 3 May, 1989. Some important and positive initiatives and actions have already been undertaken with respect to (a) development of a new role and orientation for the Lusaka MULPOC, (b) identification of the substantive minimum requirements for the Lusaka MULPOC, and (c) consultations and promotion of relations with member States and IGOs in the subregion. In this connexion, the Director had already visited: Angola, Botswana, Malawi, Mozambique, Swaziland, Uganda, Zambia and Zimbabwe as well as SADCC and ESAMI.

11. The Zambia delegate underlined that the image and status of the Lusaka MULPOC was now much improved and was gaining respectability and recognition in the subregion. Here in Zambia, the Government had in the past eight months witnessed positive coverage, in the newspapers and television, of the Lusaka MULPOC. This was a trend to be urged and should be pursued and continued in the interest of the subregion. Zambia commended the Director for the positive results already now evident and for the enhanced image of the Lusaka MULPOC. The MULPOC has an important role to play in this subregion and Zambia will continue to support and welcome all positive efforts and initiatives which contribute to make this institution viable and relevant to development in Eastern and Southern Africa.

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12. However, the positive results so far attached during 1989/90 by the Lusaka MULPOC will not hold unless the Lusaka MULPOC has the requisite staff technical capacity, relevance and competence to build upon the policy reforms currently under way. The present Committee was urged to address the question whether or not the Lusaka MULPOC today had the essential above requisites to be functional and viable in development terms in the subregion. If not, what are the options for Eastern and Southern Africa.

13. Special attention should be given to the current work programme and outputs for 1990-91 to determine whether these outputs address the urgent economic and social development concerns of the member States.

#### ELECTION OF OFFICERS

14. The meeting agreed that Zimbabwe, the current Chairman of the Eleventh Meeting of the Council of Ministers of the Lusaka MULPOC should preside over the meetings and deliberations of the Committee. Similarly, Lesotho, which is also current Rapporteur of the Council of Ministers was designated as Rapporteur for the Committee.

Chairman: Dr. Andrew Mtetwa, High Commissioner to Zambia,  
Republic of Zimbabwe

Rapporteur: Mr. Anthony Maurice Phakoana, Deputy Principal Secretary,  
Ministry of Finance and Planning  
Kingdom of Lesotho

#### ADOPTION OF THE AGENDA

15. The meeting adopted the following agenda:

1. Official opening of the Meeting;
2. Installation of the Bureau: Chairman - Zimbabwe  
Rapporteur - Lesotho
3. Adoption of the Agenda and Organisation of Work;
4. Statement by the Chairman;
5. Statement by the Director:
  - General state of the MULPOC
  - Popular Participation in Recovery and Transformation
  - African Alternative Framework to Structural Adjustment Programme (AAF-SAP);

6. Report on the Implementation of the 1988/89 Work Programme of the Lusaka-based MULPOC;
7. Approved Work Programme of the Lusaka-based MULPOC for the biennium 1990/1991;
8. Annual Survey of Economic and Social Conditions;
9. Eleventh Meeting of the Southern Africa Labour Commission (SALC);
10. Issues, conclusions and recommendations;
11. Any other business;
12. Dates and venue of the:
  - (a) Next meeting of the High Commissioners and Ambassadors of the Lusaka MULPOC based in Zambia
  - (b) Next meeting of the MULPOC Policy Organs (Officials and Council of Ministers);
13. Consideration and adoption of the draft Report;
14. Closing of the Meeting.

Statement by the Chairman

16. In his opening statement, the Chairman of the Committee underlined that the task of the present meeting was to review the activities and the performance of the Lusaka MULPOC since the last meeting of the Council of Ministers in March, 1989 to the present. In particular, the meeting would need to review and advise on the policies, programmes, management and capacity of the Lusaka MULPOC and to report accordingly to the next meeting of the Council of Ministers in March 1991. An all important urgent issue to be addressed by the Committee was the question of the staff technical capacity and competence of the Lusaka MULPOC and the staff relevance of the Lusaka MULPOC to the economic and social development priorities of the Eastern and Southern Africa subregion which the MULPOC is established to serve.

17. The Chairman raised a number of issues which required attention. "How has the Lusaka MULPOC performed in the period under review? What are achievements and constraints in that performance? Can we recommend any measures to strengthen the MULPOC in its performance? Answers to these questions must be in our submissions from this meeting together with any recommendations which emanate from our deliberations. This will go a long way to assist the Ministers in their next meeting of the Council of Ministers".

18. "Our review exercise should not end with just monitoring past performance but it must also take a look at the future role and activities of the MULPOC in the hope that practical measures will be taken to ensure that the MULPOC has the appropriate or adequate capacity in terms of not only financial, but also, human resources".

19. At the Eleventh meeting of the Lusaka-based MULPOC Council of Ministers in Harare, 1989, member States were assured by the Executive Secretary of ECA, Prof. Adebayo Adedeji that the ECA was determined to develop and increase the capacity of the secretariat of the Lusaka MULPOC to meet the challenges of the subregion. Indeed, it was at that meeting that he also announced that as part of that process, Mr. Kuruneru had been appointed as Director of the Lusaka MULPOC and representative of the ECA in the subregion.

20. It was recalled that the meeting of the Council of Ministers, in March 1989 in Harare had taken place in quite a tense atmosphere of rather extreme criticism of the Lusaka MULPOC. The main issues were:

- (1) Lack of results by the Lusaka MULPOC;
- (2) Lack of a clearly defined development role and policy orientation for the Lusaka MULPOC in the subregion;
- (3) Lack of justification for the Lusaka MULPOC in light of the coming into existence of SADCC and PTA;
- (4) Calls for the closing down of the Lusaka MULPOC due to lack of performance and possible absorption of the Lusaka MULPOC inputs either into SADCC or PTA;
- (5) Lack of rationalisation and harmonisation of activities of the Lusaka MULPOC with those of PTA, SADCC and the other intergovernmental organisations (IGOs) into the subregion.

21. In the end, at the Harare meeting, the member States collectively resolved that the Lusaka MULPOC should be continued and that it could establish relevance to the subregion. The role and mandate of the Lusaka MULPOC would however, need re-orientation in light of the existence of PTA, SADCC and other IGOs. In particular, the technical and substantive capacity of the MULPOC needed to be significantly enhanced both qualitatively and quantitatively with expertise and personnel competent and directly relevant to the key economic development priorities of the subregion.

22. The Council of Ministers also resolved to review at its next meeting in March, 1991 the question of the capacity and relevance of the Lusaka MULPOC in the subregion.

23. From a review of the current staff capacity of the Lusaka MULPOC, it will be noted that the Lusaka MULPOC does not possess the requisite capacity, relevance and competence to perform its functions.

24. The existing programme staff comprising the Director and two programme staff (i.e. 3 persons) cannot meet the manpower needs of the Lusaka-based MULPOC to cover 18 countries and 5 intergovernmental organisations.

25. Moreover, the existing programme staff does not possess the relevant expertise for the urgent priorities of the subregion which are clearly in basic development economics or macro-economics, agriculture, transport, communications, industry, natural resources - water and energy development, manpower planning - labour issues and economics, as well as women participation in development. None of these expertise are on the present staff establishment of the MULPOC in Lusaka.

26. On a more positive note, the Chairman commended the new Director of the Lusaka MULPOC for the top priority given to on-the-spot consultations with member States and IGOs. A number of countries had been visited already, namely: Angola, Botswana, Malawi, Mozambique, Swaziland, Uganda, Zambia and Zimbabwe. Two IGOs have been visited namely: SADCC and ESAMI.

27. An important undertaking of the visits was to sensitise the Governments and IGOs on a new role and orientation for the Lusaka MULPOC. The reported Government and IGO acceptance of the proposed new role and orientation for the Lusaka MULPOC which was being obtained would enable the Executive Secretary of ECA to submit to the Council of Ministers of the Lusaka MULPOC in March 1991 specific proposals for endorsement and adoption by the Council. The Director was urged to continue these commendable initiatives and to complete the visits to the remaining member States and IGOs during 1990.

#### Statement by the Director

28. In his introductory statement, the Director informed the Committee that his first priority tasks since taking up his post in March 1989 had been (a) to define an appropriate new role and orientation for the Lusaka MULPOC; (b) to define the minimum technical capacity and support staff services required for the proper functioning of the Lusaka MULPOC; and (c) to promote consultations and relations with both member States and IGOs through on-the-spot visits to Governments and IGOs concerned.

29. These priorities had been adopted in order to respond to the concerns of the member States and the Council of Ministers whose requirements were for the urgent reactivation and rehabilitation of the Lusaka MULPOC.

30. The Director reported that the above tasks had been successfully implemented. Ten countries had been visited so far including two inter-governmental organisations. The remaining member States and IGOs would be completed during 1990. To-date the proposed new role and orientation had been widely accepted by the Governments and IGOs so far visited. The endorsement of the proposed new role by the Committee was requested in order to enable the Executive Secretary to submit the new framework to the next Council of Ministers meeting in March 1991 for adoption.

31. The Director reported that further achievements by the Lusaka MULPOC would depend on the availability of requisite technical capacity, staff relevance and institutional competence, which presently were lacking. In the view of the Director, the Lusaka MULPOC would remain unable to function as a viable economic development institution in the subregion unless these issues were redressed urgently.

32. The Director stated that the above problems were well known to his Headquarters and that decisions were awaited to enhance the capacity of the MULPOC. The need for systematic consultations between Lusaka and Addis Ababa was strongly urged so that the Director can exercise control and direction of the Lusaka MULPOC in accordance with his responsibility and accountability for the Lusaka MULPOC Office.

33. On matters of information, the Director informed the Committee on the following:

Meeting of the Ad Hoc Committee for the Review and Appraisal of the Lusaka MULPOC

34. The above Ministerial Ad Hoc Committee comprises: Angola, Lesotho, Comoros, Kenya, Zambia and Zimbabwe. The meeting previously foreseen for 28 - 29 March, 1990 had to be postponed due to the national elections in Zimbabwe which made it impossible for the Chairman (Zimbabwe) to attend. Consultations are currently under way to hold the meeting possibly in June 1990. The specific instructions of the Chairman of the Council of Ministers (Zimbabwe) are awaited with respect to the dates of the meeting.

Next Meetings of the Lusaka MULPOC 1991

- (a) Meeting of Officials
- (b) Meeting of the Council of Ministers

35. The above meetings are scheduled to take place in Luanda, Angola, in March 1991. The Ministry of Foreign Affairs of Angola has given the Director advance information on their agreement and readiness to host the meeting. The MULPOC has already sent the formal invitation to host the meeting. The formal acceptance by Angola is still awaited. The Government of Angola is urged to respond at an early date in order to permit logistic plans to be initiated.



Communications with member States

36. The MULPOC encounters persistent problems in communications with member States. Normally, these problems include lack of responses or even acknowledgements of telexes, letters and/or invitations. When responses were sometimes received, they were several months too late.

37. Obtaining appointments with Government Officials during missions was a major problem. Some Governments require clearance of missions, yet they never respond to communications. Staff of the MULPOC should not require formal mission clearances in the subregion. Rather the MULPOC should be facilitated to obtain appointments with the proper levels of Government officials.

38. Member States were urged to designate specific officials and specific ministries to liaise with the MULPOC. These focal points should constitute the technical and operational level of contact with the member State concerned. The Director of the MULPOC would pursue to establish this modality during 1990.

SPECIAL ACTIVITIES OF ECA

39. There were two special activities which ECA Headquarters has implemented during 1989-90 which deserve special attention to the countries in the Eastern and Southern Africa subregion. These are summarised below:

African Alternative Framework to Structural Adjustment Programmes (AAF-SAP)

40. It was recalled that last year, the Director had sent to all High Commissions and Embassies in Lusaka the document entitled "African Alternative Framework to Structural Adjustment Programmes for Socio-Economic Recovery and Transformation (AAF-SAP)". This document, prepared by the Economic Commission for Africa (ECA) constituted an important milestone in Africa's response to the traditional structural adjustment programmes organised under the auspices of the IMF and the World Bank.

41. The AAF-SAP programme seeks to provide African Governments with modalities for addressing the social dimensions and social sectors in a structural adjustment process so as to ensure transformation with a "human face". The document has since been endorsed by the Summit of Heads of State of the OAU as well as by the United Nations General Assembly.

42. The urgent issue now is how the AAF-SAP programme can be operationalised by Governments at country level. In this connexion, the Lusaka MULPOC has opted to organise during 1990, a subregional seminar or workshop for senior technical personnel of the Ministries of Finance and/or Economic Planning for the 18 countries of the subregion.

43. As the activity was not foreseen in the regular work programme of the Lusaka MULPOC for 1990-91, it was requested that the Committee endorses the proposed seminar/workshop as an additional output for the Lusaka MULPOC for the year 1990. The dates and venue for the exercise will be the subject of consultations with member States as soon as the Committee endorsement is received.

International Conference on Popular Participation in the Recovery and Development Process in Africa - Arusha, Tanzania, 12 - 16 February, 1990

44. The Director reported that the above meeting had taken place from 12 to 16 February, 1990. The relevant documentation had been distributed to the delegates. These consisted of:

- (a) Putting the People First;
- (b) African Charter for Popular Participation in Development and Transformation (Arusha, 1990).

45. The Conference was organised under the auspices of the Inter-Agency Task Force for follow-up on the implementation of the UN Programme of Action (UN-PAAERD). The Conference arose out of concern for the serious deterioration in the human and economic conditions in Africa during the 1980s and the recognition of the lack of progress in achieving popular participation in the process of recovery and development. The two documents distributed to the delegations were highly commended for attention by the respective Ministries of Finance and Economic Planning as well as for personal reading.

NEW ROLE AND ORIENTATION FOR LUSAKA MULPOC

46. In the general discussion which ensued, the main issues which were addressed related to the question of a new role and orientation for the Lusaka MULPOC and the related issues of availability of staff technical capacity, relevance and institutional competence of the Lusaka MULPOC.

47. The Committee discussed the proposed new role and orientation for the Lusaka MULPOC. The consensus on this discussion was to welcome the proposals submitted by the Director and the Committee adopted them as a provisional framework for the MULPOC's operations. The proposed new role was also seen to clearly require further enhanced capacity of the MULPOCs to enable it to perform the requisite functions.

48. The Committee, whilst expressing deep concern about the lack of performance of the MULPOC commended the Director for having urgently addressed the issues raised by the Ministers. The consensus was to adopt the proposed new framework at this meeting, with further refinement as appropriate, so that the MULPOC can immediately have a new and viable policy framework within which it can function.

49. The Committee felt that the question of the new role of the Lusaka MULPOC was necessarily closely inter-twined with the mandate and activities of other economic institutions in the subregion, especially PTA and SADCC.

50. After extensive discussion, consensus was reached that the present new role and orientation as contained in the Report on the Implementation of the 1988/89 Work Programme, should be adopted as a provisional framework pending the results of the UN Evaluation Mission as well as the study of PTA and the Chairman of the Council of Ministers of the Lusaka MULPOC on the question of rationalization and harmonization in the subregion. Some modifications were proposed and these are contained in the modified version which now appears in this report under the section in this report on "ISSUES, CONCLUSIONS AND RECOMMENDATIONS".

#### Staff capacity of the Lusaka MULPOC

51. The question of staff capacity and relevance of the Lusaka MULPOC was actively discussed at length. The Director underlined to the Committee that the Lusaka MULPOC at this point in time lacked the requisite capacity to function and that unless urgent measures were taken to redress the situation, the Lusaka MULPOC would 'again' have no results to show at the next Council of Ministers meeting scheduled for March 1991.

52. The Committee reviewed the present substantive or programme staff provisions of the MULPOC against the established economic and social development priorities of the subregion. These priorities were recognized to be in overall development economics and macro-economic issues; agriculture; transport; communications; industry; manpower planning - labour issues/ labour economics; natural resources - water resources/energy; and women participation in development.

53. The above subregional development priorities were noted to call for specific expertise in (a) macro-economics, (b) agriculture, (c) transport economics, (d) communications, (e) industrial economics (f) labour economics, (g) water resources development (h) energy development, (i) women in development. In this connection, the expertise presently available in the Lusaka MULPOC was not adequate.

54. On the quantitative side, the Committee noted with concern that the substantive staff capacity of the Lusaka MULPOC for programme consisted of the Director and only two other staff, thus making a total of 3 persons to cover 18 countries and 5 intergovernmental organisations. The present and continuing quantitative staff capacity in the Lusaka MULPOC remained inadequate.

55. The Committee concluded that there was urgent need for immediate short-term measures as well as an overall long-term solution to the capacity problems of the MULPOC. Besides the Director making optimum use of the available staff, the Committee felt that on the short-term, the Director could explore the possibilities of obtaining secondment of civil service staff from those member States likely to be able to do so. This modality would however, be subject to the availability of funds - extra budgetary funds - from ECA Headquarters. On the long-term basis, the Committee strongly felt that these issues should be taken up as a matter of urgency with the Executive Secretary of ECA by the current Chairman of the Council of Ministers of the Lusaka MULPOC.

Report on the Implementation of the 1988/89 Work Programme for the Lusaka MULPOC

56. The secretariat informed the meeting that the work programme of 1987/88 had already been reported to the Council of Ministers of the Lusaka-based MULPOC in March, 1989, in Harare, Zimbabwe. Accordingly, the focus of the present report on implementation was on the 1989 and early 1990 Work Programmes.

57. The progress report on the implementation of the work programme for 1988-89, which had been distributed to the delegations was introduced by the secretariat.

58. The Committee took note of the report as its essential aspects had already been dealt with under "new role" and "capacity" of the Lusaka MULPOC.

Lusaka MULPOC Work Programme 1990-1991

59. The Committee reviewed the current work programme of the Lusaka MULPOC for the biennium 1990-1991. The work programme has been adopted by the United Nations General Assembly as follows:

Output:

60. 1.. Reports to the Council of Ministers of the Lusaka-based MULPOC and/or the Committee of Heads of Diplomatic Missions of member States of the Lusaka-based MULPOC accredited to Zambia on: (a) the survey of economic and social conditions of member States of the subregion (first quarter, 1990; and first quarter, 1991); (b) implementation of Africa's Priority Programme and the United Nations Programme of Action in the subregion from 1986 - 1990 (first quarter, 1991); (c) the implementation of the 1988-1989 work programme (first quarter, 1990 and 1991); (d) promotion of multi-national industrial projects in priority areas to be implemented in the Eastern and Southern Africa subregion (first quarter, 1991); (e) co-ordination and harmonization

of the activities of the Preferential Trade Area (PTA), the Southern African Development Co-ordination Conference (SADCC); and the Inter-Governmental Authority on Drought and Desertification (IGADD) in the fields of industry and energy (first quarter, 1991); (f) evaluation of progress in economic integration in Eastern and Southern Africa 10 years after the establishment of the Preferential Trade Area;

61. ii. Semi-annual reports to Governments of member States of the Lusaka-based MULPOC on progress in the implementation of the 1990-1991 programme of work and priorities (one each, third quarter, 1990 and 1991);
62. iii. Substantive servicing of the meetings of the Committee of Officials and the Council of Ministers (first quarter, 1991); the biennial meeting of the Committee of Heads of Diplomatic Missions of member States of the Lusaka-based MULPOC accredited to Zambia (first quarter, 1990); and the annual meeting of Ministers of the Southern Africa Labour Commission (SALC) and its Committee of Officials (two meetings, first quarter, 1990 and 1991);
63. iv. Reports to SALC on the economic and social aspects of migratory labour in Southern Africa (one each, first quarter, 1990 and 1991).

#### Operational Activities

64. Support to a project on the formulation of a food security programme for Eastern and Southern Africa, including the organisation of a workshop thereon; and organisation of a workshop on the formulation of projects relating to downstream copper production industries.

65. During the discussion which ensued, the Committee recognized that there were a number of important projects for which the Lusaka MULPOC did not at present possess the requisite institutional capacity to implement.

66. The Director underlined the need for some kind of modality to be adopted to augment the capacity within the Lusaka MULPOC so as to ensure that the MULPOC can implement these activities and projects. The Director emphasized the important need for the MULPOC to produce highest quality professional/technical reports.

#### The Eleventh meeting of the Southern Africa Labour Commission (SALC) 17 - 23 January, 1990, Mbabane, Swaziland

67. The Eleventh meeting of the Ministers of the Southern Africa Labour Commission was held in Mbabane, Swaziland from 22 - 23 January, 1990. It was preceded by a Preparatory Meeting of Officials held from

17 - 19 January, 1990. This was the first ever Tripartite SALC meeting to be held where governments, employers' and workers' organisations were represented on an equal footing. The meeting considered a number of reports from the secretariat and agreed that (SALC) should have an independent secretariat but that the current interim secretariat comprising ECA/MULPOC and ILO/SATEP should continue. Meanwhile, the joint secretariat should undertake a study to determine the implications and other requirements for the proposed independent secretariat. The Bureau of SALC will also need to explore modalities of co-operation with SADCC. The Bureau and the secretariat should determine a more concrete action oriented work programme for SALC.

68. An important highlight of the above meeting of SALC was that Angola and Namibia both attended the meeting for the first time ever and in observer capacity. It is hoped that both countries will opt to join SALC as full members at an early date.

#### Report on the Survey of Economic and Social Conditions in Eastern and Southern Africa

69. A brief outline of the economic and social conditions in the Eastern and Southern African subregion was presented to the Committee by the secretariat. The report basically underlined the existing and continuing macro-economic and sectoral problems which have afflicted the subregion in the past decade.

70. The Committee was informed that the Lusaka MULPOC in its future reports would emphasize the development of economic themes on the basis of which member States might be able to base or to derive project development themes for either country specific or subregional co-operation. It was explained that previous reports which tended to replay old well known development problems without offering project solutions or programme options to redress the economic malaise had proved unhelpful to the member States. This in fact had been a major criticism of the last submissions of this type of reports to the Council of Ministers.

71. The Committee welcomed the thematic approach as proposed.

#### ISSUES, CONCLUSIONS AND RECOMMENDATIONS

72. Following extensive discussion of the various issues and review of the documentation submitted to the Committee, the Committee reached consensus on the following issues, conclusions and recommendations:

#### New Role and Orientation for the Lusaka MULPOC

73. The Committee reviewed this item in great detail and taking into account the overall issues of rationalization and harmonization of activities between the MULPOC, and especially PTA and SADCC. In this connection and in order not to pre-empt more detailed analysis and redefinition of this item, the Committee agreed to

urgent and necessary to adopt as a provisional framework the proposed new role and orientation for the Lusaka MULPOC as presented in the Semi-Annual Progress Report of the Lusaka MULPOC covering the period March to September, 1989. This adoption was considered necessary to provide the Lusaka MULPOC with a provisional framework for its operations pending review of such new role and orientation by the UN Evaluation Mission Report as well as by the current consultations between the Chairman of the Lusaka MULPOC Council of Ministers and his counterparts in PTA, SADCC, ESAMI, IGAPD and the IOC.

74. The proposed new role and orientation was agreed to as follows:

- (a) The Lusaka MULPOC should consist of a core of technical expertise reflecting the economic and social priorities of the subregion which can be called upon by member States, IGOs and donors in the subregion to augment their own resources wherever the required capacity is lacking. Thus, the Lusaka MULPOC would respond to requests of Government, Inter-Governmental Organisations and even donors as required and to play a complementary and supportive role;
- (b) The MULPOC should take its own initiative in consultation with member States and IGO's concerned, to identify and address priority subregional economic and social issues not presently covered by other institutions and/or IGOs. Focus to be on activities which do not fall under the aegis of e.g. PTA, SADCC and other IGO's in the region;
- (c) The MULPOC should focus equally on those priority economic and social issues of a sensitive and controversial nature which could otherwise be best addressed through the facilities and within the framework of the United Nations system;
- (d) The work programme and activities of the Lusaka MULPOC must be entirely member State and IGO directed - emanating from both formal and informal dialogue and consultations in the subregion;
- (e) Nothing in the above should be construed to mean that the MULPOC can infringe upon the responsibilities of other Intergovernmental Organizations and/or member States in the subregion.

#### Technical Capacity, Staff Relevance and Institutional Competence

75. The Committee noted with serious concern that the Lusaka MULPOC did not possess the technical staff adequate to function effectively as an economic development institution in the subregion.

Recommendation:

76. The Committee recommended that this matter be brought to the attention of the Executive Secretary of ECA with a view to having this problem redressed as a matter of urgency in accordance with the the economic development priorities of the subregion.

Work Programme for 1990/1991

77. The Committee reviewed the various outputs proposed under the work programme for 1990 to 1991. The Committee noted with concern that the 1990 and 1991 work programme contained important items for which the Lusaka MULPOC at present did not have the requisite expertise to implement. Two recommendations were made as follows:

(a) Short-term Measures

78. The Committee requested the Director of the MULPOC to identify as soon as possible those specific work programme items for which expertise is currently not available in the Lusaka MULPOC and to approach member States for possible secondment of Civil Service Staff to the Lusaka MULPOC in accordance with the decision of the Council of Ministers in March, 1989. Such secondment would be on short-term basis for which Governments would pay normal remuneration while the ECA would finance travel and per diem for the seconded staff. It was noted that implementation of this recommendation would be dependent upon the availability of extra-budgetary funds to the Lusaka MULPOC from ECA headquarters.

(b) Long-term Measures

79. The Committee concluded that as a long-term measure, it was necessary for the Chairman of the Council of Ministers to approach the Executive Secretary of ECA with a view to ensure that appropriate measures would be taken as a matter of urgency to provide the requisite technical staff to the Lusaka MULPOC. It was noted that without such measures being implemented, the Lusaka MULPOC would continue to lack capacity to function and, therefore, have the unpleasant reality of producing no tangible results and again raising the questions of relevance and justification of its existence in the subregion.

Secondment of Civil Service Staff

80. The Committee noted with appreciation the decision of the Council of Ministers to include this assistance within the framework of the Lusaka MULPOC. The Committee noted that the Director would be submitting specific requests to member States for secondment of Civil Service Staff on the basis of the current work programme for the Lusaka MULPOC for 1990 to 1991.



African Alternative Framework to Structural Adjustment Programme (AAF-SAP)

81. The Committee noted with appreciation that the AAF-SAP programme developed by ECA had been endorsed:

- (a) by the ECA Conference of Ministers,
- (b) by the Summit of the Heads of States of the OAU,
- (c) by the UN General Assembly.

82. In order to operationalize AAF-SAP in the Eastern and Southern African subregion, the Committee endorsed the organization of a special seminar during 1990 which would be geared towards participation at the senior level. The Committee advised that this exercise be in collaboration with other partners.

RECOMMENDATION

83. The seminar should therefore be organized in consultation with the traditional technical partners such as the World Bank, IMF, UNDP, ECA headquarters, OAU and other institutions which have been associated with the AAF-SAP process including the Central Banks and Reserve Banks in the respective countries.

Popular Participation in Recovery and Transformation

84. The Committee welcomed the convening of the above meeting in Arusha from 12 to 16 February, 1990. In this connection, the Committee took special note of the documentation distributed to the delegates namely:

- (a) Putting the People First,
- (b) African Charter of Popular Participation in Development and Transformation (Arusha, 1990).

Survey of Economic and Social Conditions in Eastern and Southern Africa

85. The Committee took note of the report and presentation and welcomed the Director's new plans to prepare this document on the basis of the economic thematic approach. In this way, the emphasis would be on economic themes which Governments could review and/or adopt as basis for economic development actions and programmes in the subregion.

The Southern Africa Labour Commission (SALC)

86. The Committee took note of the report on economic and social aspects of migratory labour submitted to the Eleventh meeting of the Southern Africa Labour Commission (SALC) which took place in Mbabane, Swaziland from 17 to 23 January, 1990. The Committee also noted that the January 1990 meeting of SALC had been historical in that Government,

Employer Organization and Workers' Associations had, for the first time, participated jointly and that Angola and Namibia had participated for the first time in the meetings of SALC in observer capacity. It was hoped that both Angola and Namibia would join SALC as soon as convenient.

#### Communications with member States

87. The Committee agreed that there was urgent need to establish focal points within the government offices of the respective member States for purposes of liaison with the Lusaka MULPOC. It was noted that such focal points already existed for SADCC and FTA and that similar arrangements were also necessary for the Lusaka MULPOC. The Committee concluded that each member State should be urged to designate such a focal point and to advise the MULPOC as appropriate.

#### Dates and Venue of the next Meeting

88. The Committee noted that the next meetings of the Policy Organs of the Lusaka MULPOC would be held in March, 1991 in Luanda, Angola and that specific dates have not yet been determined. The Committee itself also agreed to meet again as appropriate before March, 1991 as and when necessary, to expedite and help revitalize the activities of the MULPOC prior to the meetings of the Policy Organs of the MULPOC.

#### OVERALL CONCLUSIONS

89. (i) In view of the above-mentioned issues and recommendations, the Committee requested its present Chairman to urgently report the issues and concerns contained in this report to the Chairman of the Council of Ministers and recommended that the Chairman of the Council of Ministers should urgently approach the Executive Secretary of ECA, with a view to having the issues redressed.

90. (ii) The Committee noted with appreciation that the image of the Lusaka MULPOC had much improved as a result of the new Director's initiatives in visiting member States and sensitizing governments concerning the activities and proposed new role and orientation of the Lusaka MULPOC. The Committee commended the Director for his positive efforts and urged that these initiatives be continued and extended to those member States and IGOs not yet visited.

#### CONSIDERATION AND ADOPTION OF THE REPORT

91. The report of the Committee was adopted as amended. A draft Press Release was also adopted for submission to the Minister of Finance and National Commission for Development Planning of the host Government, Zambia.

#### CLOSING OF THE MEETING

92. The meeting was officially closed by its Chairman. In his closing remarks, the Chairman thanked all the representatives for their attendance and active participation at the meetings. The Chairman particularly recognized the presence of Lesotho as Rapporteur who had travelled all the way from Maseru, Lesotho. The Chairman expressed the appreciation of all the delegates to the Government, People and Party of the Republic of Zambia for their continued support and assistance as host Government for the Lusaka MULPOC. The Chairman also thanked the secretariat of the MULPOC for the efficient and timely servicing of the meeting.

93. The meeting official adjourned at 17.35 hours.

OPENING STATEMENT BY HON. GIBSON CHIGAGA S.C. M.P., MINISTER  
OF FINANCE AND NATIONAL COMMISSION FOR DEVELOPMENT PLANNING  
ON THE OCCASION OF THE MEETING OF COMMITTEE OF HIGH  
COMMISSIONERS AND AMBASSADORS OF THE LUSAKA-BASED MULPOC  
15TH TO 16TH MARCH 1990

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1. On behalf of the Government of the Republic of Zambia and in particular, on behalf of the Honourable Minister of Finance and National Commission for Development Planning of Zambia, Hon. Minister Gibson Chigaga, S.C., M.P., I have the honour to welcome you all to the 1990 meeting of the Committee of High Commissioners and Ambassadors of the Lusaka MULPOC based here in Zambia. As you are aware, the mandate for the current meeting drives from the decision of the Council of Ministers of the Lusaka MULPOC which met in Harare, Zimbabwe in March 1989, at which time the Council decided that the present Committee would need to convene during 1990 for the purpose of reviewing and appraising the performance of the Lusaka MULPOC in the implementation of its current work programme.
2. It will be recalled that the Policy Organs of the Lusaka MULPOC namely the Meeting of Officials and the Meeting of the Council of Ministers are now all scheduled to meet once every two years. The last such meeting was in March 1989 in Harare, Zimbabwe. The next meeting is scheduled to be convened in Luanda, Angola, in March 1991. In the off years, namely 1988 and 1990, it was the decision of the Council of Ministers to entrust its key monitoring functions to the present Committee, hence the present meeting now meeting here in Lusaka from 15 to 16 March 1990.
3. The Government of Zambia has hosted the Lusaka MULPOC since its inception in 1977 when it succeeded the previous UNDATS which had been operating under the auspices of the United Nations Economic Commission for Africa. The early days of the Lusaka MULPOC were marked by successive achievements of particular importance to the East and Southern Africa subregion. Among the key achievements were the creation and establishment of PTA under the auspices of ECA, the creation and establishment of ESAMI, and including the activities leading to the establishment of SADCC, which all now are major historical institutions in East and Southern Africa.
4. We in Zambia are openly proud of the achievements of the Lusaka MULPOC cited above. Today, PTA is a great institution and rising to greater heights with each passing day.

SADCC has just recently celebrated its Tenth Anniversary here in Lusaka in January/February 1990, marking ten years of triumph and achievements which have received wide international recognition. At the same time, ESAMI, on 23 February 1990 also celebrated its Tenth Anniversary in Arusha, Tanzania, marking again, another milestone of evident success and development achievement in our subregion.

5. Zambia is proud to have been associated with all these successful endeavours. Zambia is hopeful, that with continued seriousness, determination and vigour, this subregion can again continue to witness further progress and grandeur in our subregional economic and social institutions in East and Southern Africa.

6. Despite the initial successes of the ECA/MULPOC/ during the period 1977 to about 1982/3, it is common knowledge that over the past six to seven years, and more recently in 1987 to 1989, there has been growing concern among the member States primarily because of what appeared to be a lack of a role for the MULPOC to play now that there is PTA and SADCC. Moreover, after the initial achievements cited above, it appears that the Lusaka MULPOC has not succeeded in demonstrating any tangible results and it has failed to have an impact on the development activities and programmes of the subregion.

7. The concern of the member States over the lack of practical or tangible results by the Lusaka MULPOC over the past several years; the absence of the new role or orientation for the MULPOC, since the formation of PTA and SADCC, were the primary and dominant issues at the last meeting of the Council of Ministers held in Harare, Zimbabwe from 6 - 7 March 1989. It will be recalled that at that meeting, some member States strongly called for the closing down of the Lusaka MULPOC due to lack of results; and for its resources to be diversified into SADCC or PTA as appropriate.

8. The member States were not the only ones concerned about the lack of results of the Lusaka MULPOC and the lack of impact on the key priority development areas and sectors of the subregion. At another level, an international level, United Nations Headquarters, as we all know, expressed strong concerns about what appeared to them to be the plight of all the five MULPOCs in Africa region, including the Lusaka MULPOC. During 1989, a United Nations Evaluation Mission, led by Professor Asante, undertook an evaluation exercise of all the five MULPOCs including Lusaka.

From our discussions here in Zambia with the mission in May 1989, there was general agreement that the MULPOCs had, as a group of five not performed and they had failed to make the impact on development that had been expected of them in their respective subregions. Drastic measures and reforms were deemed necessary and urgent if these institutions were to be useful to their respective subregions.

9. The Lusaka MULPOC was no exception to the general malaise which the mission identified in the course of its visit.

10. The specific issues and problems cited by the UN Evaluation Mission related to the overall question of the management and administration of the MULPOCs (Lusaka included) and the evident lack of staff capacity, relevance and competence of the MULPOCs (Lusaka included) to address the key and priority economic development concerns of the subregion. For us here in Zambia, and as host country for the Lusaka MULPOC, we had also followed these same factors with concern.

11. The Honourable High Commissioners and Ambassadors present here today may by now be wondering what is the purpose of the present historical details and background. The purpose is to underline the gravity and seriousness of the task ahead of you - which is to review and appraise the performance of the Lusaka MULPOC, and within the reality of the circumstances which I have summarised here-in.

12. Some basic and fundamental factors are very clear. The last Council of Ministers at their meeting in Harare in March 1989 decided that the Lusaka MULPOC mandate remained valid but that there was need for a new role and new orientation for the MULPOC which should take into full account, the existence now of PTA and SADCC. The Council also drew attention to the urgent need to address the question of staff capacity, relevance and competence of the Lusaka MULPOC and its ability to provide serious support and assistance to the member States in the critical areas of agriculture, general development, transport, communications, industry, employment and migratory labour issues, natural resources especially water resources development and small and medium scale energy development etc. and not to forget the question of women participation in development.

13. Today, March, 1990, it is now one full year since the Council of Ministers last met in Harare. It is today the formidable task of the present Committee to determine to what extent the above issues have been addressed and resolved in the Lusaka MULPOC. It is also the responsibility of the present Committee to make specific recommendations, as appropriate, for the next meeting of the Council of Ministers which will meet in Luanda in March 1991.

14. There have been some new and positive developments since March 1989. The new Director, Mr. E.T. Kuruneri took over his post effectively on 3 May 1989. He filled the post of Director which had been vacant for over three years. His task to reactivate and to rehabilitate the Lusaka MULPOC was indeed a massive challenge. The Director has held extensive consultations within Zambia with both Government officials, in the Ministry of Finance and National Commission for Development Planning; Ministry of Foreign Affairs and the Cabinet Office; as well as with the donor and diplomatic representatives based in Zambia. The Director has, as of now, visited altogether 10 countries and 2 IGOs (SADCC and ESAMI) in all out bid to rebuild the image of the Lusaka MULPOC and to develop a new role and orientation for the Lusaka MULPOC.

15. The Director's initiatives and actions to promote relations with member States and IGOs have produced much needed positive results for the Lusaka MULPOC. The new role and orientation being developed, and presented in the Semi Annual Progress Report for March - September 1989, is most welcome, not only by Zambia alone, but by all the other Governments and IGOs so far visited and sensitised. We hope the present Committee will endorse the proposed new role and orientation and submit it to the 1991 Council of Ministers for their formal adoption.

16. The image and status of the Lusaka MULPOC is much improved and is gaining respectability and recognition in the subregion. Here in Zambia, we have in the past eight months witnessed positive coverage, in the newspapers and television, of the Lusaka MULPOC. This is a trend we all urge should be pursued and continued in the interest of the subregion. We commend the Director for the positive results already now evident and for the enhanced image of the Lusaka MULPOC. The MULPOC has an important role to play in this subregion and Zambia will continue to support and applaud all positive efforts and initiatives which add to make this institution viable and relevant to our development programmes.

17. The positive results so far attained during 1989/90 by the Lusaka MULPOC's new Director will not hold unless the Lusaka MULPOC has the requisite staff substantive capacity, relevance and competence to build upon the policy reforms currently under way. The present Committee will need to address the question whether or not the Lusaka MULPOC today has the essential above requisites to be functional and viable in development terms in the subregion. If not, what are the options for East and Southern Africa.

18. Special attention should also be given to the current work programme and outputs for 1990-91 to determine whether these outputs really address the urgent economic and social development concerns of the member States.

In other words, does our subregion derive a practical development impact from the Lusaka MULPOC, as a result of these planned activities. What guidance can the Committee provide for the 1992 - 93 work programme which the Lusaka MULPOC is obliged to develop during 1990. These are some of the issues that we believe need to be addressed in both substantive as well as policy terms.

19. The need for strong and positive management and administrative support for the Lusaka MULPOC should be emphasised. ECA Headquarters is urged to give this matter the priority attention that it deserves particularly in terms of building up an appropriate substantive staff capacity for the Lusaka MULPOC and the deployment of such staff to Lusaka relevant to the priority economic issues of the subregion.

20. Honourable High Commissioners and Ambassadors of the Lusaka-based MULPOC, it is no secret that the African continent today faces major economic and social development issues. The prospects for the future of Africa are assessed to be quite grim even by our best of friends as well as by our own selves. One of the major shortcomings of our national Governments has for so long been identified as the lack of national capacity for economic management and economic development. 28 out of 46 of our Sub-Sahara African countries are presently categorised as Least Developed Countries (LDC). This means, the poorest of the poorest countries are well among us. Nowhere in our national economies does our LDC under development manifest itself, as it does, in our lack of capacity for national economic planning, economic management and economic administration. Our Government need external support to augment and to supplement or even complement our existing capacities or even lack of such capacity.

21. The Lusaka MULPOC is one potential hope for our subregion, to augment and complement our existing capacity within our own Governments for subregional economic cooperation and collaboration. Unless we as Africans take our institutions with the seriousness that they deserve, no one else is going to do that for us. We therefore must take the Lusaka MULPOC seriously, and it will be the task of this Committee to review, assess and to advise how East and Southern Africa can obtain best value for the money from all our subregional institutions including the Lusaka-based MULPOC.

22. An important issue directly related to the functioning of the Lusaka MULPOC is the overall question of the rationalisation and harmonisation of activities especially between the Lusaka MULPOC, PTA, SADCC and other IGOs in the subregion.



The Committee will recall that the last Council of Ministers considered this issue to be of paramount importance and as such invited its current Chairman (Zimbabwe) to consult with the Chairpersons of PTA, SADCC, ESAMI, IGAAD, and IOC to determine how best such rationalisation and harmonisation could be achieved. The study on this subject, undertaken under the auspices of PTA was concluded in 1989 and its report has been submitted. Members of the Committee are urged to acquaint themselves with this report for purposes of future references and future consultations on the subject.

23. The Government of the Republic of Zambia wishes to remind all member States of the decision of the Council of Ministers concerning the modality of secondment of civil service staff to the Lusaka MULPOC on a short-term basis to augment or to assist the Lusaka MULPOC in the delivering of its work programme outputs for 1990 and 1991. We urge all member States to give this matter urgent attention and to respond as appropriate to the MULPOC as and when the need arises.

24. It is worth noting that the present meeting of the Committee is taking place at the beginning of the new biennium for 1990-91 work programme of the Lusaka MULPOC. This means that your deliberations will be timely and that the views and recommendations of the Committee will have an ample time framework to be implemented. I wish you God's speed and guidance as you commence your work and I have every confidence that your conclusions and recommendations will emerge from the wisest of counsel.

25. With the above initial remarks, I have the honour to declare the meeting of the Committee officially opened.

Thank you and God bless you.

CHAIRMAN'S OPENING REMARKS: MEETING OF PLENIPOTENTIARIES OF MEMBER  
STATES OF LUSAKA-BASED MULPOC, DELIVERED BY A.H. MTETWA, HIGH COMMISSIONER  
OF ZIMBABWE TO ZAMBIA, MARCH 15, 1990

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1. First and foremost, I wish to welcome all of you to the Lusaka MULPOC on the occasion of the March 1990 Meeting of the Committee. As you are aware, the present meeting in March, 1990 was sanctioned by the Council of Ministers of the Lusaka MULPOC at its last meeting in March 1989 in Harare.
2. The task of the present meeting is to review the activities and performance of the Lusaka MULPOC since the last meeting of the Council of Ministers in March 1989 to the present. In particular, the Meeting will need to review and advise on the policies, programmes, management and administration elements of the Lusaka MULPOC and is to report on all these elements to the next meeting of the Council of Ministers in March, 1991. An all important urgent issue to be addressed by this meeting is the question of the staff capacity and competence of the Lusaka MULPOC and the relevance of the Lusaka MULPOC to the economic and social development priorities of the East and Southern Africa subregion which the MULPOC is established to serve.
3. the Lusaka MULPOC is an economic development institution in the East and Southern Africa subregion. It is the operational arm in the subregion for the United Nations Economic Commission for Africa. When the Lusaka MULPOC was established in 1977, it was mandated with the responsibilities for the promotion of subregional economic and social development and co-operation in East and Southern Africa. As such, the significance of the Lusaka MULPOC can, and will only be judged by the MULPOC's practical contribution to real subregional economic development and integration in the subregion.
4. How has the Lusaka MULPOC performed in the period under review? What are the achievements and constraints in that performance? Can we recommend any measures to strengthen the MULPOC in its performance? Answers to these questions must be in our submissions from this meeting together with any recommendations which emanate from our deliberations. This will go a long way to assist our Ministers in their meeting of the Council of Ministers.
5. Our sub-region as you all know, is presently experiencing serious economic problems, whose solution partially lies in our rapidly adopting policies designed to make us more and more self-reliant. Practical policies and programmes to redress our problems in the economic sphere have become an urgent necessity, a matter of life and death, if our lot can improve in the foreseeable future. In this regard, the MULPOC is one of the instruments at our disposal, to advise and otherwise provide our governments with much needed technical assistance. Therefore, our review

exercise should not end with just monitoring past performance but it must also take a look at the future role and activities of the MULPOC in the hope that practical measures will be taken to ensure that the MULPOC has the appropriate or adequate capacity in terms of not only financial, but also, human resources.

6. At the Eleventh Meeting of the Lusaka-based MULPOC Council of Ministers in Harare last year, member States were assured by Mr. Adebayo Adedeji that the ECA was determined to develop and increase the capacity of the secretariat of the Lusaka MULPOC to meet the challenges of the sub-region. Indeed, it was at that meeting that he also announced that as part of that process Mr. Kuruneru had been appointed as Director of the Lusaka MULPOC and representative of the ECA in the region.

7. The functions of the Lusaka MULPOC are three fold:

- (a) Organisation and servicing of meetings;
- (b) Preparation of technical and advisory economic reports;
- (c) Identification and formulation of priority subregional development projects; mobilisation of resources; and project implementation.

8. It will be recalled that the Meeting of the Council of Ministers, in March 1989, in Harare took place in quite a tense atmosphere of rather extreme criticism of the Lusaka MULPOC. The main issues were:

- 1) Lack of results by the Lusaka MULPOC;
- 2) Lack of a clearly defined development role and policy orientation for the Lusaka MULPOC in the subregion;
- 3) Lack of justification for the Lusaka MULPOC in light of the coming into existence of SADCC and PTA;
- 4) Calls for the closing down of the Lusaka MULPOC due to lack of performance and possible absorption of the Lusaka MULPOC inputs either into SADCC or PTA;
- 5) Lack of rationalisation and harmonisation of activities of the Lusaka MULPOC with those of PTA, SADCC and the other intergovernmental organisations (IGOs) into the subregion.

9. In the end, at the Harare meeting, the member States collectively resolved that the Lusaka MULPOC should be continued and that it could establish relevance to the subregion.

10. But that its role and mandate would need re-orientation in light of the existence of PTA, SADC and other IGOS. In particular, the technical and substantive capacity of the MULPOC needed to be significantly enhanced both qualitatively and quantitatively with expertise and personnel competent and directly relevant to the key economic development priorities of the sub-region.

11. The Council of Ministers also resolved to review at its next meeting in March, 1991 the question of the capacity and relevance of the Lusaka MULPOC in the subregion.

12. Against this background, an assessment of requirements of the Lusaka MULPOC - both substantive and logistical - was considered urgent.

13. Dear Colleagues, let me now sum up what I see as the main issues which we have on our agenda. We have the Director's Report which raises issues of great concern which I hope we will discuss fully. These include what is clearly a serious disparity between the Lusaka MULPOC's needs in terms of human resources, needs which are based on the clearly defined priorities of the member States, and what actually exists on the ground. I hope this matter can be treated by our meeting with the urgency it deserves. I believe we can even make recommendations which the current Chairman of the Council of Ministers can take up with the Director or the Executive Secretary of the ECA even before the next meeting of that Council. We have a situation here where our priorities are now very clearly defined. The Council of Ministers identified them as involving at least (a) agriculture, (b) industry, (c) human resources planning, development and utilization, (d) transport and Communications, and (e) natural resources development.

14. We need to consider, therefore, if the Lusaka MULPOC is equipped to play its role in these areas as far as the staffing of that office is concerned. I am sure the Director will guide us in this regard. His report available to us suggests clearly that the office needs a new emphasis urgently as far as staffing is concerned if it is to have the technical capacity to be of assistance to member States.

15. From the staff capacity Table appended to the Director's report, it will be noted that the Lusaka MULPOC has not yet achieved the requisite capacity, either quantitatively or qualitatively to perform its functions. The existing programme staff comprising the Director, a Training Expert, a Political Scientist (i.e. 3 persons for 18 countries) cannot meet the manpower needs of the Lusaka-based MULPOC. On this I shall require the Director to give us his own views. I am interested to know if there is full consultations between his office and its headquarters to provide the manpower needed for this office with qualifications that reflect the sub-region's priorities.

16. Technical Competence

It is my understanding in this regard that in order to competently address the substantive and technical issues of the subregion, the MULPOC must have expertise and competence in basic development economics or macro-economics, agriculture, transport, communication, industry, natural resources - water and energy development, manpower planning - labour economics and women participation in development. I see none of these experts on the present establishment of MULPOC in Lusaka.

17. MULPOC Relations with member States

On a more positive note, I wish to note that the new Director of the Lusaka MULPOC has given top priority to on-the-spot consultations with member States. According to his report, the Director has visited: Angola, Botswana, Malawi, Mozambique, Swaziland, Uganda, Zambia and Zimbabwe. Two IGOs have been visited namely: SADCC and ESAMI.

18. An important undertaking of his visits was to sensitise the Governments and IGOs on a new role and orientation for the Lusaka MULPOC. Government and IGO acceptance of the proposed new role and orientation for the Lusaka MULPOC will enable the Executive Secretary of ECA to submit to the Council of Ministers of the Lusaka MULPOC in March 1991 specific proposals for endorsement and adoption by the Council.

19. The Director's assessment so far is that the framework for the proposed new role and orientation, as developed by the MULPOC has received enthusiastic support and welcome by the member States and IGOs so far visited. I hope he will undertake to visit the remaining member States and IGOs to complete this first phase of consultations with member States during 1990, or before the meeting of the Council of Ministers which is scheduled to take place in Luanda, Angola in March, 1991. The Director visited Angola in September, 1989 for the purpose, and I am glad to note that Angola responded positively indicating agreement and readiness to host the meeting although a formal acceptance by Angola is still awaited. I am hopeful that this will be forthcoming in the near future.

20. Conclusion

The issues that I have outlined deserve urgent attention and practical solutions. The present Committee thus has the task to address the issues and to make specific recommendations and to take specific actions. The Committee has the responsibility to report on the issues and solutions thereof to the Luanda meetings, next year.

21. I am confident that this Committee will discharge its responsibilities with determination and vigour. The Lusaka MULPOC belongs to the member States and Governments.

22. I recall that some of us here have met before on MULPOC matters and on those occasions our meetings were characterised by a lot of soul-searching. I was one of those who did not know much about MULPOCs in general and this Lusaka-based one in particular. We wanted to know its relevance and what role the MULPOC played. Indeed, we wondered whether or not the MULPOC was useful or even necessary in our sub-region and, if so, what activities it could point to as its major achievements. In a nutshell the MULPOC then was suffering from an image crisis among other problems.

23. Today, I believe the picture is clearer, thanks to the efforts of the new Director. I am sure he has visited all of you. Some questions have also been answered. The Harare meetings at official and ministerial levels in March last year, whose reports you all have, as well as other meetings contributed to that clarity. Specifically, the decision that this year, 1990, the performance and activities of the MULPOC should be monitored by our Committee has given us a mandate and made it clear that it is our duty and responsibility during this meeting to make a thorough review of progress made by the MULPOC in implementing its programme. We must identify areas of progress and non-progress, establish what constraints exist and how these can be overcome and make our recommendations.

Thank you.

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