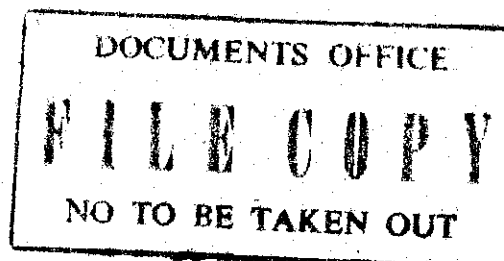


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ECONOMIC COMMISSION FOR AFRICA



REPORT OF THE PARTICIPANTS  
IN THE REGIONAL SEMINAR ON TECHNIQUES AND PROCEDURES  
OF UNITED NATIONS TECHNICAL ASSISTANCE SPONSORED JOINTLY  
BY UNITAR AND ECA

(Addis Ababa 24 May - 11 June 1971)

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## FOREWORD

1. The second Regional Seminar on Techniques and Procedures of United Nations Technical Assistance was organized jointly by the United Nations Institute for Training and Research (UNITAR) and the United Nations Economic Commission for Africa (ECA). It was financed by the United Nations Development Programme (UNDP), with the administrative participation of the United Nations Office of Technical Co-operation and the substantive participation of UNDP and of many agencies of the United Nations family.
2. It was undertaken for English-speaking and French-speaking officials of African member States dealing, within their national machinery, with co-ordination of technical assistance. It was held on the unanimous recommendation of the participants in the 1969 Seminar that such an exercise should be repeated every two years. The 1971 Seminar was also attended by five Programme Officers of UNDP field offices in Africa. The list of participants is given in Annex II to this report.
3. The Seminar was opened on Monday, 24 May 1971, by Mr. Prosper Rajacbelina, Deputy Executive Secretary of ECA, who read a statement of Mr. Robert K.A. Gardiner Executive Secretary of ECA. In his opening address the Executive Secretary stated that he was happy to welcome the participants. The last time he addressed participants at a similar seminar was in 1969. Although in the interval the Commission had not received any increase in the level of resource allocation for technical operations, under the United Nations Regional Regular Programme and the UNDP Regional Programme, the secretariat had managed to secure additional resources under bilateral technical assistance. It had prepared a document -- Africa's Strategy for Development in the 1970s -- which with certain modifications had been approved by the first Conference of Ministers at the Commission's tenth session in Tunis, in February 1971. The strategy had been designed to focus attention on critical areas requiring urgent action for accelerating the development process of African countries, and to encourage a more judicious utilization of the very limited resources available for promoting rapid economic growth.
4. Attention was focussed on overall planning for development, the expansion of intra-African and external trade, external financial and technical co-operation, the mobilization of domestic resources, industrial development, the modernization of agricultural systems, rural transformation, human resource development and the special problems of the least developed among the developing countries, including the special peculiarities of land-locked and island countries. The secretariat was aware of the development problems of Africa and would continue to do its utmost in co-operation with United Nations Agencies, the UNDP and bilateral donor organizations to meet requests for technical assistance within the limits of its resources. The deliberations of the seminar would be followed with keen interest.
5. An address by Chief S.O. Adebo, Executive Director of UNITAR was read by Mr. Claude R. Joffroy, Chief, Training Programmes in Technical and Economic Co-operation, UNITAR, who directed the Seminar. The session was concluded on Friday 11 June 1971.

## PART I. GENERAL DISCUSSIONS

## A. TECHNICAL ASSISTANCE IN PERSPECTIVE

6. It is increasingly recognized that economic growth alone is not sufficient for development but should be associated with social change. The theories of development have mainly stressed two "strategic factors":

- (1) Capital
- (2) The human component of development.

7. Capital - The growth models have related the rate of growth with the amount of the investment. Since the developing countries because of their low income, are not in a position to generate all the savings which would be needed to meet investment requirements, external financial resources may help to reach a higher rate of growth. Government should ensure that external financial assistance be applied to key sectors and to economically sound projects.

8. Mention was made of Rostow's theory of the five stages of economic development which are:

- (1) Traditional economy
- (2) Pre-take off economy
- (3) Take off economy
- (4) Sustained growth

(5) Post industrial era - United States of America being an example. At this stage, development tends to concentrate on the development of the service industry.

9. According to Rostow <sup>1/</sup>, a country cannot reach the take off stage unless savings of that country are above 10 per cent of gross national product. It goes further to stress that at least 5 per cent of the population should be involved in modern types of activity (mainly in the industrial sector), and be able to diffuse to the rest of the society modern attitudes. This lead Rostow to emphasize the role of "structural changes", besides the one played by capital.

10. Human component - Technical assistance is meant to remove the non-financial constraints which deter development. It brings to the developing countries the knowledge, skill and know-how they did not acquire yet.

11. Several participants suggested that technical assistance should avoid to just fill gaps but emphasize the training of nationals and enable them to take up the functions of the experts. The end purpose of technical assistance should remain to be self-eliminating.

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1/ See W.W. Rostow, The Stages of Economic Growth, Cambridge University Press, 1960.

12. It was felt that technical assistance personnel tend to want to stay in the cities and that the various agencies tend to site projects in the cities thus ensuring that experts would stay in the cities and not in the rural areas where life may be less pleasant.

13. It was also pointed out that some experts fail to realize the need to adapt themselves to local conditions and to evolve necessary changes in these developing countries which would suit their requirements.

#### B. THE UNITED NATIONS FAMILY AND DEVELOPMENT

14. Four main groups may be distinguished within the United Nations family: 15 specialized agencies, which have their own constitutions and budgets; nine programmes and organs, which have their budget expenditures carried under the United Nations budget; four regional commissions and new organizations which are in the process of being born such as the United Nations Volunteers; the United Nations Conference on Human Environment and the International University.

15. The strength of the United Nations system is in its political objectivity, in the greater capacity of recipient countries to influence its policies, in the spirit of partnership and co-operation of the member States. Its most important function is to preserve peace and security in the world. Therefore, it has to play a vital role in socio-economic development.

16. The United Nations Development System is a large and complex machinery which in the past tended to show certain weaknesses:

- (1) It was increasingly slow in implementing its goals
- (2) It did not make the best use of its available resources
- (3) There were various conflicts and rivalries within its agencies
- (4) Agency salesmanship of projects proved disadvantageous to developing countries
  - Some blame can be apportioned to the developing countries themselves for not resisting
- (5) Often there were instances of institution inadequacies
- (6) Vague and inadequately framed job descriptions resulted in the recruitment of unsuitable experts.

17. The functions of and the relationships between, the various organizations, bodies and organs making up the United Nations family, as illustrated in charts A, B and C (see Annex III) provided to the participants were discussed.

18. The regional commissions were formed as a result of the need to decentralize the functions of the United Nations, particularly in regard to development. Because of their limited financial resources and of the lack of adequate staff, the capacity of the regional commissions to implement requests submitted by countries within their hold is therefore greatly limited.

19. The need to allow the Resident Representatives a greater degree of flexibility to enable them to make suitable changes within the programme as requested by Governments was recognized. The new country programming envisaged will cater for this as Resident Representatives will now be empowered to approve changes or project requests within the country programme to the order of \$100,000 on behalf of the UNDP Administrator.

20. The idea was also expressed that since most of the participants knew a great deal about the United Nations, its various agencies, organs and their functions, valuable time was being wasted in discussing them. The major problem was the new country programming method and since this was virtually new to all, the Seminar should go straight ahead and deal with this subject. This suggestion received favourable support.

21. It was also expressed that as participants were concerned in the problems of technical assistance peculiar to their individual countries and not of other countries, valuable experience would be gained if the Seminar were also to provide an opportunity for participants to discuss the problems of technical assistance country by country at general group discussions.

#### C. RECRUITMENT OF UNITED NATIONS EXPERTS

22. The topic commands indeed a most important place in the whole Seminar and aroused great interest among the participants. In the introduction of the subject distinction was made between Regional Advisers and experts recruited under the UNDP/TA, Special Fund, Financial Trusts etc. The second group drew the keen attention of the participants. The process of the recruitment of experts was described as follows:

- (1) Submission of requests for expert by government
- (2) Checking of financial resources from which the experts are to be financed
- (3) Formulation job description for the expert
- (4) Selection of experts by the national committees and the United Nations
- (5) Submission of candidates to government for approval
- (6) Administrative arrangements for the final recruitment
- (7) Briefings of experts by agencies and Government.

It was recognized that this was a long process and led to delays. There were also other related problems like for example the attitudes of candidates and the knowledge possessed by the expert of the country in which he should be working.

23. During the ensuing discussion the following important points were brought to light:

- (a) The participants commented that the United Nations and its specialized agencies, especially at Headquarters seem to have rigidly fixed ideas on the recruitment of experts. There was the suggestion that the United Nations and the specialized agencies must agree to create data banks to avoid "water-tight" compartmentalization between the various agencies.
- (b) Experts usually have short assignments. The suggestion was made that there should be a carrier system so that the experts have no fears about one assignment coming to an end.
- (c) The participants felt that there seemed to be too many permanent posts in the United Nations Headquarters. There was thus the suggestion that staff could be hired for say a period of five years and work for four of those years in the field and the fifth year at Headquarters for training or retraining for the next assignment.
- (d) There was the comment that sometimes experts recruited to countries were too old and while in cold countries such aged people could be active, in the developing countries with hot climates the expert finds it difficult to be active.
- (e) The remuneration paid to United Nations experts is particularly attractive to skilled people in developing countries with the result that certain countries lose their skilled manpower to the United Nations thereby aggravating problems of "brain-drain". Some participants raised the question of employing nationals as United Nations experts in their own countries.

There was a further suggestion that governments should propose names to the United Nations for the experts to be recruited for the country.

- (f) The participants emphasized the need of countries briefing experts on their arrival in the country before commencing the assignment.
- (g) On the question of counterparts the point was made that experts sometimes worked far away from the counterpart which tended to impair the training of the counterpart. The suggestion was made that the expert and the counterpart should work close together preferably in the same office.

24. The representative of the ECA did not find it advisable for governments to propose candidates to the United Nations because of the fear that some undesirable factors may get into the system and may very well wreck it. He also could not advise the recruitment of nationals as experts in their own countries for the fact that technical assistance is supposed to provide experts in fields in which nationals were not available. A national must serve his country first and foremost.

25. On the question of briefing he commented that in most cases there was a lack of information. The available literature did not contain all the necessary facts about a particular country. About counterparts, he agreed that governments should pay special attention to selecting the right person and that the latter must work very closely with the expert if the desired result is to be achieved.

#### D. THE ROLE OF THE ECONOMIC COMMISSION FOR AFRICA

26. The general presentation of ECA made clear the following points:

- (a) ECA was established as a subsidiary body of the United Nations in 1958 to promote economic and social development in Africa.
- (b) The Conference of Ministers lays down the overall strategy and decides on the work-programme for ECA. Other bodies of ECA are the Executive Committee, the Technical Committee of Experts, the Conference of African Statisticians, the Conference of African Planners and the Conference of African Demographers. The Secretariat services the ECA and is divided into several divisions.
- (c) 42 independent countries are members of ECA; there are 3 associate members.
- (d) The annual budget for ECA of US\$ 6 million is approved by the United Nations General Assembly. US\$1.5 million are available from other sources and including for instance, the funds for regional advisers.
- (e) ECA's work-programme includes the following main tasks: (a) advisory services to governments (b) research and studies relating to economic development (c) collection of statistical data (d) arranging conferences, seminars and other meetings. ECA organizes annually about 50 conferences etc., and about 126 missions.
- (f) ECA co-operates closely with OAU and has played an important role in the establishment of some African regional groupings.

27. Questions were raised and discussions held on the future role of ECA in Africa. ECA's future relationship to UNDP was still under discussion and no definitive answer could be given at this stage. It was agreed that ECA may have an important role to play together with the specialized agencies by jointly planning the economic and social development for Africa.



28. ECA's channels of communications with member governments was discussed. Several participants expressed as their view that the present channel through the Ministries for Foreign Affairs was unsatisfactory causing confusion and delays. ECA maintained that each Government had designated its channel of communication, which in most cases was the Ministry for Foreign Affairs.

29. The availability of Regional Advisers was explained. The maximum period for such services at no cost to the requesting government is 28 days. Recruitment and appointments to ECA was briefly discussed. The appointment of ECA staff is the responsibility of the Secretary-General but, both ECA and United Nations suggest and consider candidates.

30. It was the belief of the participants that ECA could play a most effective role in promoting regional co-operation and development in Africa through close co-operation with the specialized agencies. Special attention should be given to the relationship between ECA and the UNDP Resident Representatives, who are representing the United Nations family in their respective countries.

31. ECA's channels of communication should be carefully reviewed in order to streamline and co-ordinate all United Nations activities for a better Africa. UNDP offices should always be in the picture thus allowing them to follow the country programming effectively.

#### E. ECONOMIC CO-OPERATION IN AFRICA

32. The speaker introduced three basic proposition for discussion:

- (1) Considering all factors, the swiftest and most promising path to economic growth and development for the African countries is by economic co-operation.
- (2) It is the responsibility of the African countries themselves to take all the required initiatives in establishing institutions and in developing multinational schemes and projects for bringing about economic development.
- (3) The international community has a significant role to play in the African economic co-operation effort.

He added that although economic co-operation demands sacrifices on the part of the participants and involves delays compared with individual, uncoordinated actions it is the best course for development in view of:

- the smallness in geographical, population and economic terms of the majority of African countries;
- the existence of many land-locked States dependent on their coastal neighbours;
- the need for common production and bargaining policies for the promotion of primary commodities in unfavourable markets;
- the requirements of important number of technicians who could only be trained economically through co-operation in research and higher education.

33. The principal existing intergovernmental bodies and institutions of economic co-operation were briefly reviewed\*. It was pointed out that in spite of the apparent wealth of organizations the rate of development of economic co-operation is still not satisfactory. Agreement has still to be reached on co-ordinating economic policy (currency, credit, financial questions), on the free flow of capital, labour and trade. The main problems seem to be the reluctance of newly sovereign state to transfer some of their prerogatives to supranational authorities, the difficulties of distributing equitably the benefits of co-operation and the tendency of private industry and aid donors to concentrate on individual countries.

34. Discussion was mainly concentrated on the role of the ECA as promoter of economic co-operation. The following points were made:

Present role of the ECA

- Efforts are concentrated on educating government officials at all levels to the advantages of economic co-operation; unfortunately whilst agreeing with the general principle, Governments were much more reluctant when practical applications are involved.
- ECA tries to discourage countries from launching uneconomically competitive schemes but since it can only act through persuasion it is dependant on the political will of the governments concerned.
- Considerable efforts have been made to encourage bilateral and other sources of assistance to consider projects from a regional angle but with the exception of USAID the response has not been as good as was hoped.
- ECA actively participates, at the request of governments, in the elaboration of regional projects for external financing.

The future plans of ECA

- ECA's main role will continue to be to talk with Government officials and the international community to show the advantages of co-operation. It is presently preparing economic models to show in specific terms the effects on balance of payments, employment, etc., of unintegrated development for comparison with the results which can be achieved through co-operation.
- As far as UNDP regional funds are concerned ECA has chosen as immediate priorities agriculture (West African Rice Development Association, livestock development and research for bread-grain substitution), infrastructure (roads, ports and telecommunications) and training (statistics, demography, vocational, etc.).

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\* See document M71-1361 "Regional and sub-regional Economic Co-operation" and M71-145 "Directory of Major Intergovernmental Economic Organization in Africa".

## PART II. THE UNDP COUNTRY PROGRAMMING

### A. UNDP GENERAL POLICIES

35. The introductory remarks stressed the following points:

- (1) The UNDP is basically a financing and programming organization which does not normally itself administer projects
- (2) The UNDP is collectively funded by voluntary contributions from member governments
- (3) The Governments of developing countries are not merely recipients of assistance but participated through the Governing Council in the formulation of the policies which governed technical assistance
- (4) The new techniques of country programming are changes in procedures and not a departure from existing policies. These changes in procedure, however, would have such far reaching effects as to be regarded as an important step forward
- (5) Technical Assistance is not subject to political or ideological dictates
- (6) Experts are recruited mainly on merit basis. No contributions are made with an identification of the recipient
- (7) The new programming scheme will attempt to avoid the dangers of ad-hoc projects
- (8) The new system will move the centre of gravity, in the decision making process from the various agencies' headquarters to the capital cities of the countries requesting assistance and this will be the best thing that ever happened
- (9) In principle the new scheme of country programming is supposed to give the Resident Representative greater authority. Actually his authority originates from the confidence of the government he is serving, and not from a written document.

36. A great number of questions followed the introduction of the subject matter. Participants wished to know exactly what an expert was and the basis for his selection. It was explained that it was difficult to define what an expert was. However, the choice of an expert depended on a number of factors besides his technical skill and experience. An expert should be chosen with care, to be reasonably sure that he understands and sympathizes with the problems of the country he is assigned to.

37. In answer to a question of how to reconcile the financial limitations of the UNDP and the numerous priorities presented to the UNDP by the developing countries, it was stated that funds were indeed limited but that the new techniques would expand the capacity of the UNDP to meet the needs of the developing countries.

38. The Seminar wanted to know what the qualifications or background of Resident Representatives should be, in view of the new responsibilities which will be entrusted to them. The answer was that a Resident Representative should plainly carry the confidence of the Government. This was most important. He should, however, preferably be a man already in the system, other things being equal. He could be an administrator, an economist or anything at all as long as he has been in the system.

39. Could nationals be programme officers? This can happen and had happened in certain cases in the past. The whole procedure, however, varies from one country to another.

40. The UNDP has been criticized for not sponsoring follow up investments but merely concentrating on pre-investment assistance. It was explained that before commencing pre-investment assistance it is necessary to know where the financing of the project would come from. It is quite true that the World Bank had in the past followed some rigid business like rules. They seemed to be more interested in what will be produced. This would change and the present head of the bank was capable of effecting such a reorientation.

41. The new techniques of country programming will certainly make the Resident Representative very powerful. The participants wanted to know whether this did not create a situation where the Resident Representative could reject projects at will. The answer was that it is not a matter of rejecting a project but rather of discouraging it or of aiding to its reformulation.

42. On the question of country programming of UNDP and the bilateral technical assistance, it was pointed out that the co-ordination was the responsibility of the government itself. However, the UNDP could always advise and help if requested to do so.

43. A participant wanted to know whether some control could not be exercised over visiting missions, some of which had arrived in the countries without the necessary co-ordination with the various Ministries affected by the visit and without the formulation of a programme for the visit. It was emphasized that the Governments have a greater say in matters of this nature. The Resident Representatives have in certain cases prevented missions from coming, this of course would need to have the full agreement of the Government.

## B. THE UNITED NATIONS DEVELOPMENT CO-OPERATION CYCLE

44. The cycle for UNDP Technical Assistance comprises: preparatory steps, background paper, country programme itself, project formulation, appraisal and approval, implementation, evaluation and follow-up. The UNDP country programming means the programming of its assistance at the country level. It involves the identification of the role of UNDP inputs in specified areas within the country's development objectives. In this new system of programming projects are to be formulated by member Governments with the assistance of UNDP and as appropriate, of the agencies of the United Nations system. There will be only uniform procedures with one set of policies, and no distinction any more between Technical Assistance and Special Fund components.

45. The Indicative Planning Figure (IPF) will give for each country an indication for purpose of programming, of the resources likely to be made available over a certain period of time. Governments are then expected to prepare programmes in co-operation with the Resident Representative and the agencies. After preparation the projects are submitted to the Resident Representative either for his approval, if they do not cost more than \$100,000 or for submission to the Administrator who may in turn submit the projects to the Governing Council for approval, amendment or any alteration that the Governing Council may deem fit.

46. Inter-country programming refers to the programming of assistance for groups of countries at the sub-regional, regional, interregional or global levels. The procedure is almost the same as followed in country-programming.

47. Any funds for already approved projects which will run into the IPF period, which may begin on 1.1.1972 or later will have to be found within the IPF. Governments are responsible for deciding when these procedures should start, and then inform their Resident Representatives accordingly. It is strongly recommended, however, that this programme be made to coincide with a country's development plan.

### Preparation of the country's background paper

48. This is a fair appraisal and accurate paper written by the Resident Representative on the economic situation of a country and on the ongoing assistance. This paper may not necessarily be endorsed by Government since it is not an official document but a working paper for all parties concerned - e.g., the Government, Agencies, UNDP, etc. The preparation of this paper is the sole responsibility of the Resident Representative and in preparing it he is to draw this information from existing factual information and not on research. In this exercise the Resident Representative is expected to write a summary of each sector and evaluate it in its economic progress. The paper will then be commented upon by UNDP Headquarters and the agencies.

Country programme paper

49. The Government can then formulate projects and relate them to the aims and objectives of its priorities? Governments would be wise to leave up to 10 per cent of their IPF unprogrammed, as a reserve for projects which may start later. For countries which may not follow the new procedures after 1972, the existing procedures will remain the same. That is, no country will suffer.

Questions from the floor

50. Did any consultations take place between the United Nations Headquarters and its field officers in the preparation of the IPF in order to determine the latter in accordance with the absorptive capacity of the developing countries?

Answer: No consultation took place, but the Administrator will review these IPFs according to the absorptive capacity and circumstances prevailing in respective countries.

C. CO-ORDINATION IN THE FIELD

51. This was devoted mainly to questions put forward by participants. One of them raised a question as regards the difficulties involved between the Co-ordinating Ministry and the Technical Ministries: it was sometimes difficult to consult ministries on time with regard to nominations of participants to particular seminars. At times, the Resident Representatives put down deadlines to nominations. Technical ministries might not be in a position to respond quickly. This difficulty emanated from the fact that decisions on nominating participants normally come from the ministries and since the co-ordinator could not make any decision, it was wondered as to how this problem could be solved and how it was tackled by the different countries.

52. At this juncture one participant analysed the offers which are normally received from the United Nations and other United Nations agencies. id est: (a) Courses, (b) Seminars, (c) Conferences. As regards offers (a) and (b) he said that, in his country the procedure was usually simple. When offers are received, they are automatically referred to the technical ministries, with a note that a decision on nomination should be promptly relayed back to the co-ordinator. He said that at times phone conversations on the issues managed to solve matters quickly. He also pointed out that personal to personal understanding enables decisions to be made quickly. On (c) he said that this creates difficulties in that, Conferences normally required the attendance of Ministers or Senior officials. The procedure of clearing these officials was a lengthy one. He however pointed out that, if the UNDP did submit the offers on time, he saw no reason whatsoever for the co-ordinator in formally accepting or rejecting the offers on time.

53. It was proposed that where possible the co-ordinating ministry should also be of assistance if it were to screen some of the offers before sending them to the technical ministries. This process could assist in enabling the UNDP to receive answers to offers on time and to inform the United Nations Headquarters accordingly.

54. Another participant mentioned the unique problem of countries with a Federal Government. The problem of co-ordination is greater because one has to take into account the many States within the Federation.

55. To alleviate the problems of delays in the decision making machinery, it was suggested by one participant, that Governments should form central consultative boards, composed of a member from Finance, Foreign Affairs, Central Establishment Cabinet and Quasi-Commercial Organizations, headed by the Director of Planning. This board should assist in making Government decisions on United Nations offers.

56. A point of substantial importance was raised that co-ordination between the pre-investment and the investment side lacked in some countries.

57. Other problems of interest cropped up i.e. the relation between the UNDP and other donor agencies. A question was raised as to whether it was necessary for the Resident Representative to keep contacts with donor agencies. It was pointed out that in a way this was necessary because the work done by the UNDP is very much related to work done by donor agencies.

58. Reference was also made to the problem of ministries by passing the planning ministry and foreign affairs ministry by dealing directly with donor agencies. The comment by the UNDP representative was that, he foresaw no danger at all in keeping both formal and informal contacts between Ministries and Agencies, he however did emphasize that in all these endeavours the co-ordinating ministry should be kept in the picture all the time.

#### D. IMPLEMENTATION, EVALUATION AND REPORTS

##### Implementation

59. Little is said in the new instructions concerning project implementation. However, before the introduction of the new procedures, responsibility for implementation lay solely with the executing agencies; now the administrator has overall responsibility for implementation and has delegated a role of "monitoring" to the Resident Representatives as leaders of the Country Programming exercise. It was suggested that the monitoring, which should be carried out in close collaboration with the Government would help to solve problems which could not be foreseen at the time of project preparation and should improve the flexibility of project operations.

##### Evaluation

60. UNDP has a small section in Headquarters in charge of evaluation but no precise methodology has yet been elaborated. New project proposals will have to include schedules of inputs in terms of personnel, equipment, money etc, by both the UNDP and the Government and will, when appropriate, be prepared with the use of network analysis and other modern management techniques. This should facilitate assessment of the performance of the executing agencies and governments in project implementation. Evaluation is, however, a much more important process and should be an attempt to measure the impact of a project

in a given development situation. The paragraphs of the consensus document on the subject\*, recommending selective evaluation are vague and seem more concerned with providing an account to Governing Council of the actual use of funds than with encouraging Governments and UNDP to use evaluation as a tool for improving programme impact. Evaluation should be undertaken in all countries for all projects, jointly by the Government, the executing agency and UNDP in order to put each partner before his responsibilities, and to ensure the adaptation of the programme to the changing development context. The advisability of saving or alternately of ending weak projects should always be considered. In order to achieve effective evaluation the rules governing the establishment of terms of conference for joint missions should be reviewed. Proposals for evaluation missions should come from the Government, and be transmitted to UNDP and the executing agencies through the Resident Representatives. All three parties should participate both in the mission and in the preparation of its report; the Government should thus be able to include its own recommendations. The reports should be addressed primarily to the Government.

#### Reports

61. It was pointed out that the Government will in future be requested to specify at the time of project preparation the kind of reporting it will require. In addition it was suggested that the governments should be fully associated with the drafting of all official reports - both evaluation and final - since they are the main interested parties in the projects assisted by UNDP.

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\* 49, 50, 51 of A/RES/268B (XXV).



### PART III. THE ROLE OF THE UNITED NATIONS AGENCIES

#### A. THE ROLE OF UNIDO

##### 62. General Presentation of UNIDO

- (a) In order to achieve a 6 per cent growth in GDP per annum in Africa during the second Development Decade investments worth US\$23 - 32 billion would be needed. This would mean an average of 200 projects of the size of US\$3 million per country.
- (b) UNIDO's major role during years to come will be to identify and study projects and to make feasibility studies.
- (c) UNIDO should further assist governments in negotiations with foreign investors and advice in the beginning of the implementation stage of an industrial enterprise.
- (d) UNIDO will also continue to advise on the maintenance and running of existing industries through so called "trouble shooting missions".
- (e) UNIDO stresses the importance of creating multinational industries especially since many countries are too small to allow for the establishment of separate, feasible industries in every country.
- (f) UNIDO will further continue to bring together industrialists from developed and developing countries.
- (g) UNIDO expressed the view that import-substitution industries which to a large extent have been established in developing countries during the 1960s subject to availability of local resources, should in the seventies be geared towards export oriented industries. These will however face hard international competition.
- (h) The creation of viable labour intensive industries will also ease the often difficult unemployment situation.
- (i) UNIDO has no industrial training facilities and whether any central industrial data service. This is a slight drawback to UNIDO's effectiveness.

##### Discussion on the role of UNIDO

63. Questions were raised and discussed regarding UNIDO's role in developing rural small-scale industries. UNIDO advises both on large-and small-scale industries. UNIDO also is prepared to give advice on negotiations with foreign investors. No general rules could be given regarding contracts with foreign investors. UNIDO also provides UNDP financed consultants to evaluate and carry out prefeasibility studies. UNIDO has in some countries provided long-term advisers on industrial promotion and development. UNIDO has a small regular programme mainly for financing regional advisers, fellowships and certain seminars.

Certain countries have provided funds in trust for the arrangement of courses and seminars, in some cases even for the financing of industrial plants.

64. UNIDO should in Africa besides carrying out national industrial projects co-ordinate its planning with ECA in order to avoid overlapping. This relates to what is mentioned in paragraph 58 (e) regarding multinational industries. UNIDO should therefore also look at the industrial development from a global viewpoint specially with relation to the existing monopoly position of the industry in developed countries and the developing countries and more over should aim at exporting semi and processed products rather than raw materials.

#### B. TECHNICAL ASSISTANCE IN TRADE

65. In the past only a negligible proportion of UNDP resources has been utilized for trade promotion projects in Africa (1 per cent). Requests submitted to ECA for technical assistance in the field of trade have to be forwarded to UNCTAD as the authority designated within the United Nations to promote international trade, before a request can be considered by UNDP for financing.

66. ECA's efforts in the field of trade promotion have in the past centred around the following areas of activity:

- (a) Seminars and symposia - mostly conducted in conjunction with international trade fairs (e.g. Accra-Fair, February 1971) to enable African businessmen and government officials to meet and discuss methods of improving international and intra-African trade\*.
- (b) Training courses - frequently carried out the co-operation with the UNCTAD/GATT/International Trade Centre (ITC). Increasing emphasis is paid in these courses on export promotion with particular reference to intra-African trade.
- (c) Advisory missions - these missions have resulted in the adoption of a unified customs and tariff nomenclature based on the Brussels model by all but one of the ECA member countries. The question of transit trade has been the concern of other ECA advisory missions and led to the drafting of a convention on transit trade in West Africa which is still awaiting ratification by the countries concerned.

67. The establishment of the Africa Trade Centre (ATC) within the ECA Secretariat in 1970 reflects the importance ECA attaches to the increased participation of African countries in international trade including intra-African trade. Resources for financing the work of the ATC are being made available from (a) UNTA, (b) UNDP, (c) bilateral resources.

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\* Intra-African Trade in 1970 amounted to about 5 per cent of the total African trade.

68. In carrying out its mandate in the field of trade promotion ECA has encountered a number of difficulties:

- (a) While ECA and OAU have established consultative arrangements on trade and development and ATC/ITC collaboration has become institutionalized little co-ordination exists between ECA and other agencies engaged in trade promotion in Africa in spite of various resolutions adopted by the UNCTAD Trade Development Board.
- (b) Insufficient human and material resources continue to limit the impact of the ATC.
- (c) Slow response from member countries to invitations from ECA to participate in trade-oriented training courses.

69. In summarizing his remarks, the ECA representative referred to resolution 218(X) adopted by the ECA Conference of Ministers which convened in Tunis in February 1971 outlining Africa's strategy for development in the 1970s\*. The topic of "Technical Assistance in Trade" was presented predominantly with reference to ECA's role in the field of trade promotion. This was reflected in the following discussion:

#### Intra-African Trade

70. One participant re-emphasized the concern of African countries in strengthening the trade in this area. The ECA Representative indicated that in addition to assistance given in the form described under paragraph 3 above, ECA had carried out a number of national and multinational studies on intra-African trade which were submitted to ECA expert and ministerial meetings. UNDP assistance was being sought for further studies of this nature. Recognizing the various constraints facing African countries in this area of trade, e.g. similarity of markets, poor infrastructure, etc., the question was raised what assistance ECA could provide in reducing non-tariff barriers. In his reply, the ECA representative mentioned that the ATC had sent questionnaires to all African governments to identify non-tariff barriers, yet no government had so far responded to this questionnaire.

#### Follow-up of ECA Activities

71. A question was raised concerning ex post evaluation of trade promotion seminars as well as ECA's follow-up on recommendations made in ECA-sponsored multinational trade studies. The ECA representative indicated that little follow-up had so far been carried out by the Commission due to lack of personnel and funds.

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\* Available to participants.

### Commodity agreements

72. A participant pointed out that the terms of trade with industrialized countries were deteriorating rather than improving. In conjunction with this comment the question was put forward what UNCTAD could do to assist African countries in obtaining better terms of trade. The ECA representative remarked that with UNCTAD assistance an international sugar agreement had been negotiated for the benefit of the developing countries. In general, African countries were, however, in a relative weak bargaining position with regard to improved terms of trade as with the exception of petroleum, primary commodities in markets of industrialized countries were in most cases not of vital significance to the developed economies. The ECA representative added that (a) a more unified African stand on the sale of specific primary commodities and (b) an expansion of the trade in manufactures and semi-manufactures could result in a higher revenue earning capacity. Finally, it was pointed out that UNDP had approved an allocation of \$1.5 million for UNCTAD - training programmes designed to familiarize representatives from developing countries with the Generalized Scheme of Preferences (GSP) put into effect by many industrialized countries for groups of primary commodities produced in developing countries.

### ECA's Assistance to National/Regional Commercial Institutes

73. The ECA representative referred to advisory services carried out by ECA on request from member governments and mentioned that such services involving e.g., courses on trade policy, planning and projection had become an integral part of the ATC.

### Trade Problems of land-locked countries

74. The participants were informed that UNCTAD had paid special attention to this problem. A number of studies had been carried out to identify what individual countries could do to assist in the strengthening of trade relations between land-locked and coastal countries.

### C. THE ROLE OF FAO

75. The ECA/FAO representative introduced the topic by outlining the structure of the Food and Agriculture Organization of the United Nations (FAO)<sup>+</sup>. He recounted the seven financial components on which FAO operations relied:

- (a) FAO-Regular Programme<sup>++</sup>
- (b) World Food Programme (WFP)
- (c) Freedom from Hunger Campaign (FFHC)
- (d) FAO/IBRD Co-operative Programme
- (e) Trust Funds
- (f) UNDP/SF Funds
- (g) UNDP/TA Funds.

<sup>+</sup> For details refer to the FAO background paper No. 70-45492.

<sup>++</sup> 1970/1971, \$73.5 million.

76. The FAO Regular Programme - It was explained provided no project assistance but rather served to finance international forums on agricultural problems, FAO Publications, e.g. on Agricultural Statistics, technical meetings and missions; limited supplies of technical equipment and fellowships.

77. The World Food Programme - A joint United Nations/FAO venture - constituted the United Nations System's instrument for providing food assistance for (a) economic and social development and (b) emergencies resulting e.g. from natural disasters. WFP projects usually consist only of contributions in kind and only rarely involve United Nations-financed personnel services leaving the responsibility for the management of WFP projects in the hands of the recipient governments. Responsible for monitoring of WFP activities are the UNDP Resident Representatives. Contributions to WFP in cash and kind are voluntary.

78. The Freedom from Hunger Campaign operates under trust fund arrangements. The initiators of FFHC projects are national committees which exist in some 90 countries. Project requests from FFHC committees in developing countries are appraised by governments and FAO. The responsibility for finding donors for specific projects rests with FAO. Project execution may be either through FAO or bilateral channels. As stated in the FAO background paper much of FFHC work is '... keyed to the need to employ the energies of youth constructively.' This implies that FFHC emphasizes assistance in areas such as rural crafts, social welfare and community development, etc.

79. FAO/IBRD Co-operative Programme - This inter-agency programme started in 1964. Its aim is to identify potential projects falling within the competence of FAO which if implemented will require large-scale capital investment. FAO/IBRD project identification services are available to governments on request. The responsibility for costs of mission travels within the country concerned and assistance of counterpart personnel rests with the requesting government.

## DISCUSSION

### The Indicative World Plan (IWP)

80. The purpose of the IWP was to establish benchmark data on likely agricultural production and consumption for the coming decades. As far as the African Region is concerned four sub-regional studies had been carried out by FAO and submitted to the governments concerned as a follow-up to the IWP. Their emphasis was on intra-African trade particularly sub-regional increase of agricultural trade. The FAO/ECA representative mentioned that one of the shortfalls of the IWP was that it had failed to take into account the specific development plans and priorities of individual African countries. FAO therefore had decided to introduce within the context of the IWP a Phase II in which specialists concerned with crop production, agricultural economics, animal husbandry, etc. could assist national authorities to decide on priorities within their sectoral development plans. This assistance ideally should coincide with the Government/UNDP country programme exercise. At a later stage, a Phase III related to the IWP would consist of actual project formulation.

#### Integrated rural development

81. A question was raised concerning FAO's involvement in integrated rural development programmes. The FAO/ECA representative explained that requests for such assistance would be channelled by governments through UNDP. After consultations with the relevant United Nations Agencies including FAO, such projects would be considered by the UNDP Governing Council and if approved appropriate contributions be made to the agencies involved in project execution.

#### Education in nutrition

82. The FAO/ECA representative pointed out that assistance in this particular field was mostly financed within the United Nations System by UNICEF while FAO acted in the majority of these projects as a United Nations Executing Agency.

#### WFP commodities

83. A participant enquired whether WFP commodities could be sold in the free market of the recipient country. The FAO/ECA representative indicated that WFP was supporting various projects in Africa where WFP commodities were sold by government to ensure a price stabilization for the sale of important local cash crops.

#### West African Rice Development Association

84. The FAO/ECA representative responded to a question what assistance FAO could give to implement this project by saying that UNDP/FAO awaited the ratification of the agreement by certain participating governments.

#### D. THE ROLE OF UNESCO

85. UNESCO's Action and Objectives in the Second Development Decade were described as follows:

- (a) Improvement of education in the rural areas. This UNESCO feels is an instrument of developing new trends for the balanced development of a country.
- (b) Encouragement of adult education. This UNESCO has achieved by bringing about literacy campaigns to enable the various sectors of the economies to be more productive.
- (c) Educational reform to meet the requirements of the developing countries by introducing agricultural and technical education.

86. UNESCO wishes to concentrate its efforts in the following:

- (a) Improving the quality of education and its relevance to development.
- (b) Promoting education in all age groups by using mass media such as radio, television, computers, etc.
- (c) Improving education management in order to achieve better use of resources.
- (d) Providing assistance at the country level for:
  - (i) determining the educational strategy of the country;
  - (ii) harmonizing the various educational programmes;
  - (iii) co-ordination and integration of UNESCO's activities;
  - (iv) training of teachers in technical subjects;
  - (v) bringing the university to understand and appreciate the needs of the community;

It is the objective of UNESCO that education will enable the people to improve themselves in the task of development.

The period of answers and positions focussed on different problems

87. Problem of different levels of diplomas in different countries and the difficulty of trained people on their return home. Participants wanted to know where UNESCO could help define the diplomas. The answer to the question is as follows:

- (a) The question has a political and technical aspect, it is a delicate problem since governments have to decide on subject matter.
- (b) The technical aspect is the question of different periods of study in the various countries.
- (c) It is difficult to establish equivalent standards of diplomas.
- (d) UNESCO is prepared to provide assistance in studying educational systems but so far response from developing countries to this offer is rather disappointing.

88. A question was posed as to whether it is economists or teachers that are doing planning and what have been the results of the UNESCO Training Centre in Dakar. In reply, the UNESCO Representative stated that the UNESCO Centre in Dakar trains both economists and educationists to improve their planning and administration methods, and also organizes refresher courses for them.

It was generally agreed that UNESCO must attempt to make education more functional than before. The ILO Representative made the following comments that the problems of education are becoming more and more complicated both in developed and developing countries and that no single Specialized Agency can solve the educational problems. What is required is co-ordination by all relevant agencies. He also emphasized that the ILO is endeavouring to undertake planning of all human resources, e.g. manpower planning in agriculture, industry, and other sectors of the economy. That in order to achieve good results planning national employment requires co-ordination by both Labour and Education. The lecturer also pointed out that UNESCO is doing a lot to train teachers who will educate children to fit themselves into the life of the rural communities in various African governments especially in the field of agriculture.

89. Another question was raised as regards the role UNESCO is playing in the field of manpower planning. The ILO representative replied that it is necessary to modify the present educational system in order to provide job opportunities for school leavers. That UNESCO and ILO should co-operate at the University level to train University students to understand and assist in development efforts of the various countries. In order that education might be able to revolutionize the rural section, others such as planning ministry, agriculture, industry etc., must also be involved. That rural education must not only involve all ministries but should also involve all citizens for it is only when the child understands the process of change that he can feel involved in the change.

#### B. THE ROLE OF THE WORLD HEALTH ORGANIZATION

90. The Functions of WHO were briefly reminded:

- (a) To give aid for improvement of health
- (b) To Co-ordinate research in health at the international level
- (c) To provide world wide services.

Financial resources of WHO come from member States through the Regular Budget of the organization and from UNDP and voluntary donors. WHO has 6 Regional Organizations each with a regional Committee. The Regions are:

1. Africa
2. Europe
3. East Mediterranean
4. South East Asia
5. South West Pacific
6. America

As an example, the WHO representative gave an appraisal of the work being done by WHO in Ethiopia which he said was very successful. He attributed this success to the close co-operation existing between WHO's Office in Ethiopia and the Ministries of Health, Home Affairs, Agriculture and Planning. He also mentioned WHO's involvement in the field of maternal and child health welfare and family planning action.



91. The following observations were made:

- (a) Health planning in developing countries was being done without taking into consideration the social sector or vice versa. There should be a socio-economic integration in health planning.
- (b) Sweden has set up a Nutrition Centre in Ethiopia which is perhaps the best in Africa. Nutrition is one of the top priorities of WHO.
- (c) WHO is willing to help developing countries in drawing their national health plans but only if requested to do so by the Governments concerned.
- (d) WHO focusses much attention on preventive rather than curative measures.
- (e) Member States would make WHO work easier if they put into practice their own World Health Assembly resolutions and did not suppress information on epidemics such as Cholera. WHO has no legal weapon to force Governments to comply with the requirements of these resolutions.
- (f) Projects which have a health aspect are in most cases referred to WHO, thereby making the projects multidiscipline. Where no reference is made to WHO, the organization undertakes its own inquiries.
- (g) FAO, WHO and UNICEF co-operate in Health Education projects.
- (h) WHO budget provides for inter-country programmes. Experts can be deployed to different countries as the need arises.
- (i) Planners and Economists tend to overlook the problems of health, and usually not enough funds are allocated for health. Health should occupy first place in an integrated development of a country.
- (j) WHO programme is limited, countries are therefore expected to carry on with projects which WHO has initiated. Demand for WHO projects is high in developing countries, but WHO cannot take the place of National Health Ministries. National Health Ministries can obtain assistance from the WHO revolving funds.
- (k) WHO Representative at ECA is a member of the OAU Health Bureau and the OAU is participating in the WHO Nutrition Programme. WHO experts are at the disposal of the OAU.

92. WHO future priorities were also discussed:

- (1) Training of staff at all levels
- (2) Planning
- (3) Organizing a system of communication media for reaching the masses
- (4) Control of communicable diseases
- (5) Elimination of nutrition diseases and problems
- (6) Environmental problems - e.g. pollution
- (7) Water problems - e.g., purification
- (8) Research - e.g. cholera vaccines.

F. THE ROLE OF ILO

93. The organs constituting the Executive body of the ILO are:

- (1) The International Labour Conference which is the legislative body of the organisation
- (2) The Governing Council - undertakes the executive activities of the organisation
- (3) The International Labour Office is the administrative secretariat of the ILO and is headed by the Director

ILO finances its activities through: (a) Its own budget, (b) UNDP TA funds, (c) UNDP Special Fund, and (d) Funds in Trust donated by countries or Organizations.

94. The fields of ILO activities are both widespread and diversified in nature. They range from, development of human resources, manpower planning, training activities, small scale industries, rural and domestic services for employees, labour working conditions, insurance and wage policies for the workers, social welfare, workers' education and international studies on labour problems.

95. Since its creation in 1919 ILO differs from other specialized United Nations Agencies in that it functions on a tripartite basis associating representatives of Governments, employers and employees. The ILO has established Regional Offices. This, it is believed enables the efficient co-ordination of activities in the field. Africa, for example, has several such offices in Addis Ababa, Cairo, Dakar, Lagos, Dar-es-Salaam and Lusaka. National Representatives are being gradually installed specifically for the purpose of decentralization. There is already one in Congo (Kinshasa) and Madagascar would soon have one.

96. In the field of technical assistance the ILO engages in manpower training at all levels, organizes Seminars and Conferences on labour problems and also offers courses and fellowships in managerial and administrative training. In 1970/71 for example, a total of 62 million US dollars was utilized for these activities alone. The ILO has also established in Turin, Italy a centre, which caters for the training of workers at all levels of manpower requirements. Services of Associate experts (40 experts) are always at the disposal of member States. The activities of Associate experts range from advice on small scale industries to administrative services.

#### Problems and difficulties

97. In its endeavour to assist Governments, the ILO often encounters many problems: Developing countries lack of development strategies or have inadequate strategies which do not reflect the intended fields of activities to be tackled. The agricultural sector, which is the bloodstream of the economy is usually ill-planned. The pattern of sociological transformation (from traditional to modern techniques of farming) is normally ill-conceived. Sometimes clashes of personalities, involving administrators hinders the implementation of projects. In the preparation of projects, social considerations are not taken into account, as a result projects seem to be lop-sided. Other shortcomings are, the inadequacy of statistical data and the choice of priorities which is usually based on an ad hoc basis. All these factors, represent a large amount of wasted effort, and unless governments work out comprehensive programmes, the impact of social and economic progress would always remain a slow one.

98. At this stage, participants wanted to know:

- (1) Whether the tripartite system was the best sort of arrangement for solving labour disputes?
- (2) Whether ILO had any project in mind for training employers?
- (3) What was ILO doing in order to help the non-organized agricultural workers?
- (4) How was ILO attempting to solve the problem of world wide unemployment?

99. In replying to the various questions put across the speaker emphasized the lack of social justice in the world. In this unjust world, workers have always been left without anybody to defend them. They were on the whole in direct conflict with "omnipotent" government and giant employers' associations. To confront these giants, workers should always resort to the ILO. The International Labour Conference is the appropriate forum to air grievances for the oppressed workers. It was further proposed that Governments should also try to respect the international standards of employment as laid down by ILO.

100. As regards question two, the ILO organizes seminars and conferences where the bulk of participants came from the public sector, which is actually the principal employer in developing countries. The speaker, saw no difficulties for employers in the private sectors to be accommodated in such seminars and conferences.

101. The problem of the unorganized rural agricultural workers is a major one. The ILO in its endeavour to influence wage policies aims at advancing the income of the agricultural sector. Through influencing the price mechanism of primary and secondary commodities, it is felt that the living standard of the agricultural labourer would be uplifted. ILO also attempts to train farmers to understand new agricultural methods to enabling them to get increased yields. Also the integrated rural development strategy is intended at educating the rural people to be able to appreciate methods of improved agriculture.

102. The problem of unemployment: In order to tackle this problem effectively the ILO launched the World Employment programme. The programme is not intended to provide job opportunities but rather, it identifies areas where governments could create opportunities of employment with some economic returns. To alleviate the situation of world wide unemployment, ILO strengthened the structure in order to tackle this problem effectively, by undertaking detailed labour market analysis, missions to member countries are sent to assist them in the planning for areas of investment with a possible greater intake of the labour-force. Seminars on the problem are held from time to time to enable participants, responsible for policy formulation, in their respective area, to have a serious look at the problem.

103. Participants made several suggestions on how to tackle the unemployment problem, others suggested that where possible the salary structure should be examined and if a great disparity was found to exist, an attempt to bridge the gap should be made, and this could provide some employment to other people. A regional monopoly of producer countries should be created, this protectionist approach could result in establishing stable market prices, with the consequent result of creating secure jobs. Higher wages, it was expressed, often did not in higher real wages, since, where an increase in wages occurred it was normally accompanied by higher prices for goods. A participant attacked the ILO, in that it was an institution of lofty ideals without any practical effective solutions in solving many of the labour problems.

## PART IV. FIELD VISIT

## VISIT TO THE AGRICULTURAL RESEARCH INSTITUTE (HOLLETTA)

104. The Project Manager described the activities of this Institute which was formally established in February 1966, by an agreement signed by representatives of the UNDP, United Nations/FAO and the Imperial Ethiopian Government, to conduct adaptative research relevant to agricultural development in Ethiopia.

The terms of reference are as follows:

- (i) To conduct a survey to determine the major current hazards affecting the important crops in the country during growth and storage;
- (ii) To evaluate the insect damages to cotton in the Awash Valley and other parts of the country and work on methods to control them;
- (iii) To establish contact with the Plant Production and Protection Department of the Ministry of Agriculture and with the University and to prevent unnecessary duplication of effort.
- (iv) To train Ethiopian research workers and assistants in the above fields.

105. The project manager went on to describe the General Organization of the Institute. This research station is the biggest project supported by UNDP in the field of research at the national level. The project has several substations each of them concentrating on the main crop of the region where it is located. Several questions were raised on the results achieved so far and on difficulties such as:

- (a) Recruitment of staff with the qualifications required
- (b) Office accommodation
- (c) Recruitment of Ethiopian counterpart, which are generally met by special Fund projects of that type.

106. After lunch, the participants were taken around the research laboratory rooms and offices of the institute. In the offices they were presented the research programmes tailored to the environment of the various parts of Ethiopia and concerning:

- (i) Survey of the pests affecting crops throughout Ethiopia;
- (ii) Evaluation of the economic losses caused by these pests;
- (iii) Studies of the biology of the most important pests;
- (iv) Studies of the various control methods - cultural, biological and chemical, applicable to each pest of a given crop under the conditions of its cultivation;
- (v) Soil research;
- (vi) Programme for cattle, improvement, for milk and beef production.

PART V. RECOMMENDATIONS OF THE PARTICIPANTS

107. In future the duration of the Seminar should be for two weeks.
108. Future seminars should cover both financial and technical assistance and representative from IBRD and other financial institutions should be invited to participate.
109. In future more adequate time should be provided in the seminar for group discussions for participants to share their experience and views on co-ordination and other aspects of technical assistance.
110. In future lecturers should endeavour to prepare basic papers on the topic of their lectures and to make these available to the participants before the lecture.
111. UNITAR and ECA might consider convening from time to time similar seminars on a sub-regional basis geared to specific problems of economic co-operation in the sub-region concerned.
112. UNDP and its specialized agencies should in future try to contribute more effectively to the seminar by outlining their views on the impact of technical assistance on the development of the country involved.
113. The report of the proceeding seminar should be made available to the participants preferably in advance of the seminar to give the seminar as broad a perspective as possible.
114. Lecturers should endeavour during future seminars to present some practical exercises based on concrete examples of technical and financial assistance.
115. In future a permanent reporter should be elected by participants and assistants should be nominated each day to handle the reporting of the whole seminar and a full day for consideration of the report should be set aside preferably on the last day of the seminar.
116. In future, seminars should devote more time to the theme for which seminars are convened.
117. In future documentation should be prepared both in English and in French.

## PART VI. ACKNOWLEDGEMENTS

118. Participants conveyed their thanks to the sponsors of the seminar as well as to the organizers.

119. Thanks were also due to the various speakers who devoted their time and made the seminar a lively one. It was gratifying to note that speakers responded to the various questions with patience and endeavoured to answer them to the best of their ability.

120. Special thanks should be conveyed to the project manager at Holleta (Agricultural Research Institute) for his excellent explanations on the activities of the Institute, his real sense of humour and courage will long be remembered. Participants also conveyed their thanks to all the staff at Holleta for their excellent arrangements and for their hospitality. The participants wished them all success in their respective jobs.

121. Participants expressed their appreciation to the Director of the seminar for his dedication in ensuring the success of the seminar, and conveyed their best wishes for the future.

122. The Chief of the Technical Assistance and Programme Co-ordination Office of the ECA read a closing message from the Deputy Executive Secretary. In his closing remarks the Deputy Executive Secretary of the Commission expressed the hope that the views exchanged in the course of the discussions would be clearly reflected in the evaluation reports and in the joint recommendations. He stressed the fact that though technical assistance was an important and welcome factor, it was really a marginal contribution to the development efforts of Africa, the main thrust of development springing from national and collective effort within the African Continent. He thanked all participants as well as the representatives of the various United Nations Agencies, the UNDP, the interpreters and the secretarial staff.

Annex I. PROGRAMME OF MEETINGS

<u>Date</u>	<u>Time</u>	<u>Item</u>
Monday 24 May	9.30 - 10.30 a.m.	Registration
	10.30 a.m.	Opening and welcome addresses by Mr. Prosper Rajaobelina, Deputy Executive Secretary, Economic Commission for Africa  Mr. Michel Dookingue, Director, Bureau for Africa, UNDP  Mr. W. Kouwenhoven, Resident Representative, a.i., UNDP, Addis Ababa  Mr. Claude Joffroy, Chief, Training- Programmes in Economic Co-operation, UNITAR
	3.00 -	Group discussion: Technical Assistance in perspective Mr. C. Joffroy
Tuesday 25 May	9.30 - 1.00 p.m.	Group discussion: The United Nations Family and Development Dr. S.D. Mehta, Regional Adviser, ECA
	3.00 - 5.30 p.m.	Group discussion: Respective role of the United Nations, UNDP, The Regional Economic Commissions, and the Specialized Agencies Mr. C. Joffroy, Messrs. Blumeris and Sanda Matundu, TAPCO, ECA
Wednesday 26 May	9.30 - 1.00 p.m.	Panel discussion: Problems of recruitment of experts Mr. J.G. Rwambuya, Deputy Chief, Division of Administration, ECA
	3.00 - 5.30 p.m.	Panel discussion: General UNDP policies Mr. B. Stedman, Resident Representative, UNDP, Nairobi, Kenya
Thursday 27 May	9.30 - 1.00 p.m.	Panel discussion: Programming of Technical Assistance Mr. B. Stedman
	3.00 - 5.30 p.m.	Panel discussion: Financial matters Mr. B. Stedman
Friday 28 May	9.30 - 1.00 p.m.	Panel discussion: The role of the Resident Representatives Mr. B. Stedman
	3.00 - 5.30 p.m.	Panel discussion: The functions of overall co-ordination of United Nations agencies Mr. B. Stedman



<u>Date</u>	<u>Time</u>	<u>Item</u>
Saturday 29 May		
Sunday 30 May		
Monday 31 May	9.30 - 1.00 p.m.	Group discussion: Practical problems of country programming Mr. C. Joffroy
	3.00 - 5.30 p.m.	Group discussion: Practical problems of country programming Mr. C. Joffroy
Tuesday 1 June	9.30 - 1.00 p.m.	Group discussion: National machinery for co-ordination Mr. C. Joffroy
	3.00 - 5.30 p.m.	Group discussion: National machinery for co-ordination Mr. C. Joffroy
Wednesday 2 June	9.30 - 1.00 p.m.	Panel discussion: The role of ECA Mr. P. Rajaobelina, Deputy Executive Secretary, ECA and Mr. J.B. Jeffrey-Coker, Chief, Technical Assistance and Programme Co-ordination Office, ECA
	3.00 - 5.30 p.m.	Panel discussion: Technical Assistance for industrial development Mr. Czivis, Senior Industrial Adviser, UNIDO
Thursday 3 June	9.30 - 1.00 p.m.	Panel discussion: Technical Assistance in the field of trade Mr. E. Nypan, Chief, Trade, Fiscal and Monetary Affairs Division, ECA
	3.00 - 5.30 p.m.	Panel discussion: Technical Assistance in agricultural development Mr. Stoces, Acting Chief, ECA/FAO Joint Agriculture Division
Friday 4 June	9.00 - 5.00 p.m.	Visit to a Special Fund Project (Institute for Agricultural Research, Holletta) Dr. Fadda, Project Manager
Saturday 5 June		

<u>Date</u>	<u>Time</u>	<u>Item</u>
Sunday 6 June		
Monday 7 June	9.30 - 1.00 p.m.	Panel discussion: Technical Assistance in Education Mr. Amerding, UNESCO Representative to ECA and OAU
	3.00 - 5.30 p.m.	Panel discussion: Technical Assistance in field of Health Dr. Thomas, Liaison Officer, WHO - ECA, Dr. Charles, WHO Representative in Ethiopia
Tuesday 8 June	9.30 - 1.00 p.m.	Panel discussion: Technical Assistance in problems of labour force Mr. P. Adossama, Senior Official, ILO, Addis Ababa
	3.00 - 5.30 p.m.	Practical exercise: Country Programme for Country X Mr. C. Joffroy
Wednesday 9 June	9.30 - 1.00 p.m.	Panel discussion: Economic Integration (regional and sub-regional) Mr. K.K. Apeadu, Chief, Centre for Economic Co-operation, ECA
	3.00 - 5.30 p.m.	Panel discussion: Project implementation, evaluation and reports Mr. W. Kouwenhoven, Resident Represen- tative, a.i., UNDP, Addis Ababa
Thursday 10 June	9.30 - 11.00 a.m.	Panel discussion: Technical Assistance in the field of Population Mr. Som, Chief, Population Programme Centre, ECA
	11.00 - 1.00 p.m.	Panel discussion: The role of UNICEF Mr. A. Demere, Programme Officer, UNICEF, Addis Ababa
	3.00 - 5.30 p.m.	Practical exercise: Table of overall resources for Technical Assistance Mr. C. Joffroy
Friday 11 June	9.30 - 11.30 a.m.	Evaluation and conclusions
	3.00 - 5.30 p.m.	Visit to an ILO Project, United Abilities Company, Addis Ababa

Annex II. LIST OF PARTICIPANTS

Algeria

Madame Sellami Meslem, responsable des programmes d'assistance multilatérale,  
Ministère des Affaires étrangères

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Haut-Commissariat au Plan

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Mrs. Yemesgen, Expert, Planning Commission

Gabon

M. E. Mendogo, Commissaire au Plan adjoint, Commissariat au Plan

Gambia

Mr. S.A. Njai, Assistant Secretary, President's Office

Ghana

Mr. S.P. Agyarko, Senior Economist, Planning Secretariat

Ivory Coast

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Ministère des Affaires étrangères

M. Oumar Diarra, Directeur des programmes, Ministère du Plan

Kenya

Miss Esther K. Kimweli, Assistant Secretary, Ministry of Finance and  
Planning

Lesotho

Miss Mphaphathi T. Molapo, Assistant Secretary, Central Planning and Development Office

Libya

Mr. Attia Omar Mubarak, Attaché, Ministry of Unity and Foreign Affairs

Mr. Said Ali Abughamja, Attaché, Ministry of Unity and Foreign Affairs

Madagascar

M. A.D. Ramangason, Secrétaire permanent du Conseil interministériel du Plan et du développement, Ministère du Plan

Malawi

Mr. S.M. Kakhobwe, Administrative Officer, Ministry of Finance

Mali

M. Bassirou Ba, chargé de l'assistance technique, Ministère des Affaires étrangères

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Miss Habiba Ajike B. Balogun, First Secretary, Nigerian Embassy, Addis Ababa

Sierra Leone

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Somalia

Mr. Ahmed Habib Ahmed, Director of Co-ordination, Ministry of Planning and Co-ordination

Sudan

Miss Fatma Ahmed Geilani, Inspector, Ministry of Planning

Swaziland

Mr. Elliot Bhembe, Economist, Department of Economic Planning and Statistics

Tchad

M. Abdelkerim Malik, Directeur adjoint, Ministère du Plan et de la coopération

Togo

M. F. Akoumany, Chef de la Division du Plan, Ministère du Plan

Uganda

Mrs. P.K. Nshangano, Assistant Secretary, Ministry of Planning and Economic Development

UAR

Mr. Saad Alfarargi, First Secretary, Ministry of Foreign Affairs

Mrs. Labiba M.W. Dahab, Assistant of Technical Assistance Section, Department of International Organization & Conference, Ministry of Foreign Affairs

United Republic of Tanzania

Mr. T.J. Kasella, Assistant Secretary, Ministry of Finance

Zambia

Mr. G.C. Yumba, Senior Executive Officer, Ministry of Development and National Guidance

East African Community

Mr. Joshua Owino Kokeyo, Assistant Secretary, Technical Assistance Co-ordination Division, Finance and Administration Secretariat

Participants from UNDP Field Offices

1. Mr. Jacques A. Henri Godfrin, Programme Officer, UNDP, Senegal
2. Mr. Racuf Galal el Din, Senior Programme Officer, UNDP, UAR
3. Mr. Julian David Whaley, Programme Officer, UNDP, Togo
4. Mr. Lars Hyttinen, Assistant Resident Representative, UNDP, Kenya
5. Mr. H.C. Graf Sponeck, Programme Officer, UNDP, Ghana

Observer

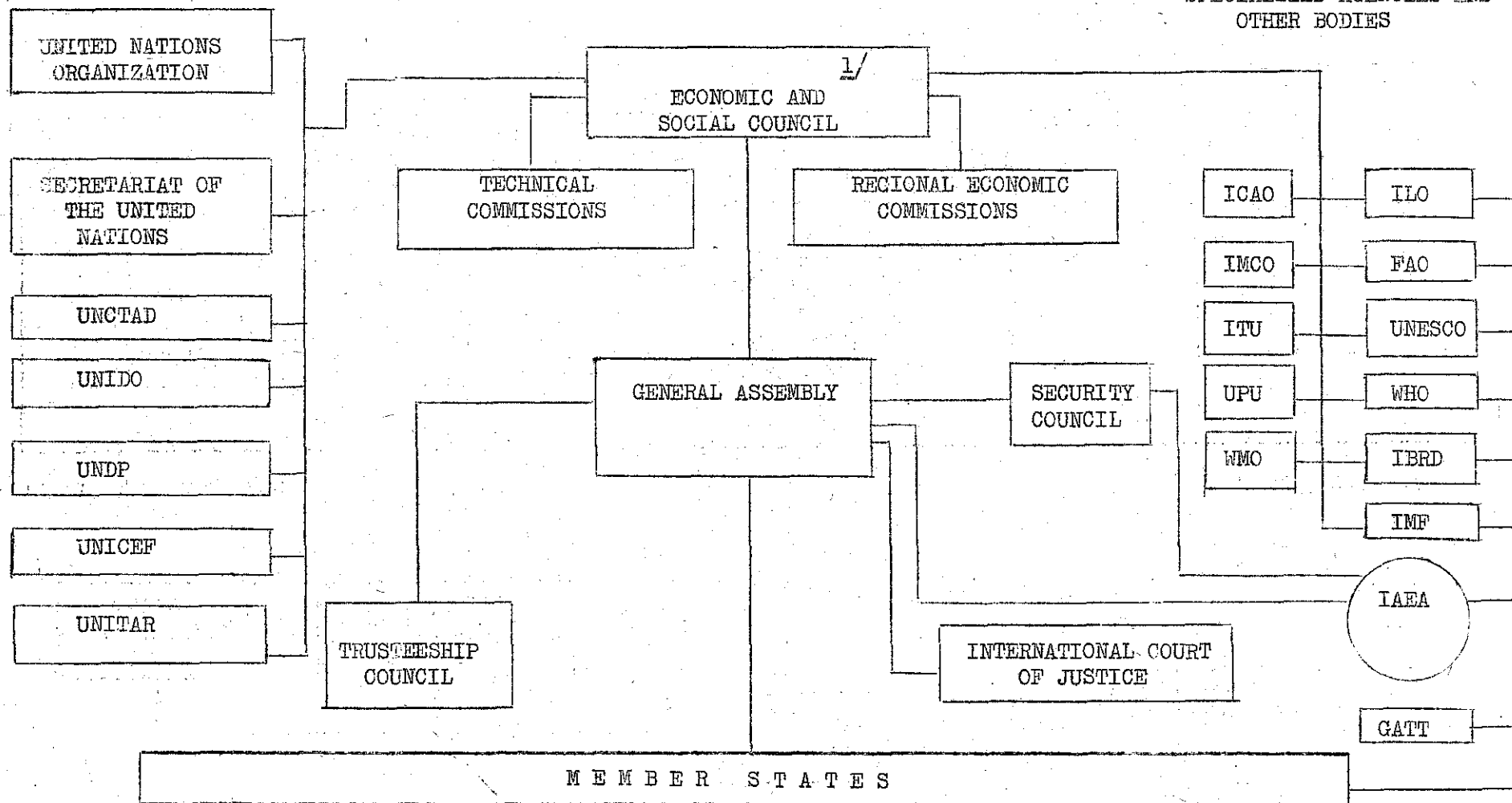
Mr. Andrianomanana, Elève administrateur, Ecole nationale d'administration, Madagascar

January 1971

A.

# ORGANS OF THE UNITED NATIONS

## SPECIALIZED AGENCIES AND OTHER BODIES

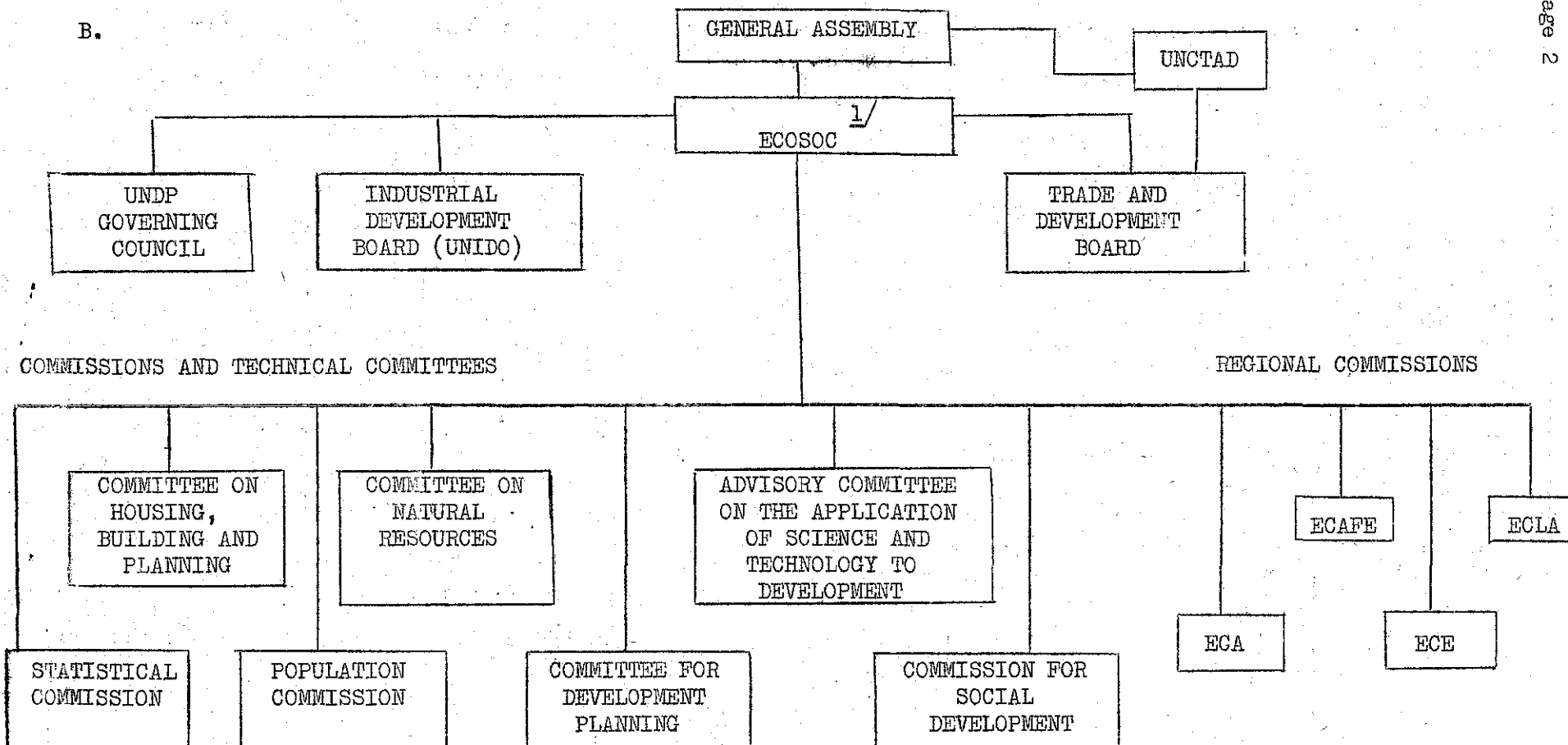


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POLICY-MAKING ORGANS OF THE UNITED NATIONS ORGANIZATION  
IN THE ECONOMIC AND SOCIAL FIELD

January 1971

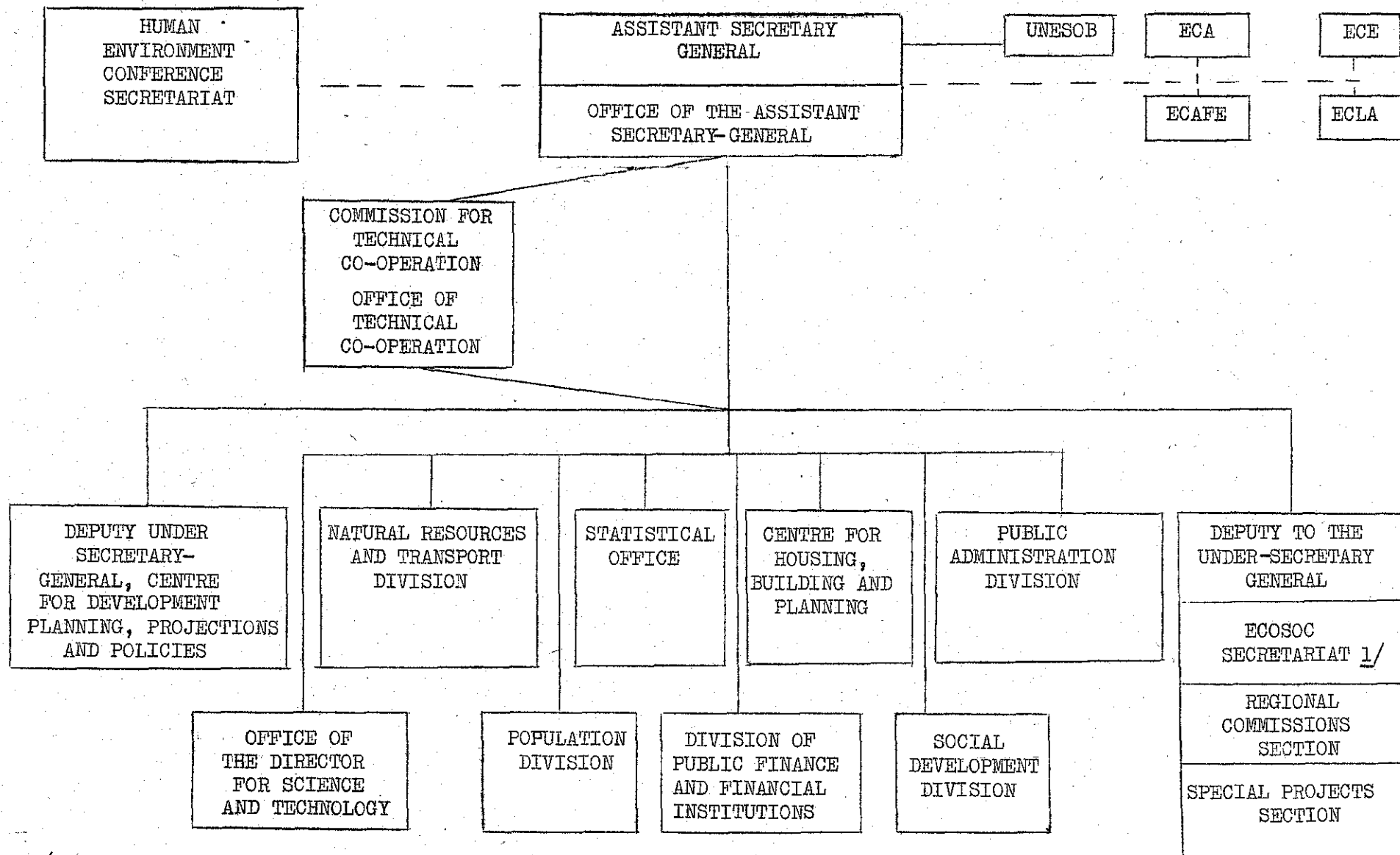
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<sup>1/</sup> Economic and Social Council.

## DEPARTMENT OF ECONOMIC AND SOCIAL AFFAIRS

January 1971

<sup>1/</sup> Economic and Social Council.