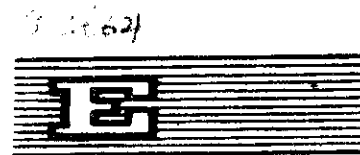




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BACKGROUND PAPER  
ON  
ENSURING A MORE EFFICIENT ROLE OF THE PUBLIC SECTOR  
IN PROMOTING ECONOMIC GROWTH AND DEVELOPMENT  
AS WELL AS POVERTY REDUCTION

## I INTRODUCTION

The role of the public sector in socio-economic transformation and the alleviation of poverty has generally been recognized. This derives essentially from the involvement of the public sector in three main activities, namely; macro-economic management, micro-economic regulation and the production process in general. Normally, the government sets the macro-and micro-economic framework within which the economy operates. As a producer, the public sector directly provides goods and services that satisfy social needs. It is through these functions and due to historical factors arising essentially from the need to swiftly enlarge the production base inherited from the colonial era that the public sector grew to its present dominant position in the African economies.

However, over the years, the sector became plagued with a number of disquieting features such as falling productivity levels, poor accountability, red-tape and poor delivery of services, which threaten to thwart development efforts. Thus, the good performance of the public sector has given way to considerable disappointment and skepticism about its effectiveness as instrument of development and its position of leadership.

The constraints posed by the physical, human and technological setting of the society, at a time of growing pressures for greater participation in the development process and the worsening of the external environment of development have added new challenges to the operations of this sector and may have even called into question its capacity to engender higher levels of development without creating undue socio-economic and political dislocations. Hence the call for the rationalization and sometimes some reductions in the scope of its operations.

Economic and social rationale indeed call for refocusing and targeting of the activities of the sector particularly since the sector will have to continue to play an important role in the transformation of the African society and alleviation of poverty. The public sector is called upon to exercise a strong leadership in the context of husbanding and controlling natural resources.

The new "direct role" being suggested for the government in general, includes: Provision of public and merit goods, development of transportation, communication and power systems, dissemination of economic information, institution of "transparent" and flexible regulatory framework; promotion of scientific and technological research and provision of a "safety net" for the low income groups. This may or may not result in the reduction of the size of the sector. It should however make it more efficient, accountable and transparent. Within this context, priority should be given to development management reform and the creation of the

appropriate skills and expertise needed to manage development and the establishment or strengthening of the institutions that are needed for fashioning and putting public or development policy into effect. In other words, there is a need to enhance institutional capacities and effectiveness, including the capacity to undertake policy analysis and development studies and planning.

Part of a viable enabling development environment is the existence of a balance between the public and the private sectors in which a dynamic private sector must be regarded as an essential precondition for the economic and technological transformation. Not only should the State establish the necessary economic climate for the prosperity of the private sector, but it should also take an active role in building up the physical and entrepreneurial capacity required for it.

This report attempts to assess the effectiveness of existing ECA programmes on the public sector's role in promoting growth, development and transformation as well as poverty reduction and make recommendations to enhance their impact on African countries.

## II. Present Programme Orientation

The purpose of overviewing the present programme orientation and related activities on the public sector is to determine, among other things, the extent to which the orientation and activities reflect contemporary concerns and contribute to the realization of the above objective. The overview is also intended to underscore the essence of building on the past accomplishments of the ECA and responding imaginatively to Africa's development challenges in the 1990s in accordance with the Commissions mandates as legislated by ECOSOC and the United Nations General Assembly. In this regard, the relevance of an imaginative and astute approach to ECA's management capacity issues cannot be overemphasized. The internal operating environment of an organization like the ECA must be appropriately equipped and resourceful to meet the challenges and the opportunities in the external environment of sustainable development and transformation.

There is also the issue of the involvement of all ECA Divisions in public sector activities and programmes. The fact that the public sector is an all embracing and pervasive sector in socio-economic growth, poverty reduction and development may not be readily obvious. In summary terms all ECA programmes are intended, inter alia, to meet the socio-economic development objectives of Member States. Outputs, operational activities and technical publications on development issues and policies; food and agriculture; environment and human settlements; industrial development; trade and cooperation; natural resources; population, science and technology; statistics; social development; transport;

communications and tourism are undertaken at the request of governments.

We have taken as our point of reference for the present programme orientation and activities the 1984-89 Medium-Term Plan for the period 1992-1997 which the General Assembly adopted at its forty-fifth session. Some activities are designated highest and lowest priority. This prioritization is based on three criteria, namely, the importance of the objective to member States; the capacity of the Organization to achieve it; and the effectiveness and usefulness of the results likely to be attained. The present programme orientation and activities of each Division insofar as public sector related issues are concerned could be overviewed as in the following paragraphs.

**Public Administration, Human Resources and Social Development Division (PHSD)**

ECA's programme orientation in public administration and finance in Africa aims at improving the capability of African public institutions to formulate and implement pragmatic development policies; the quality of performance of African public officials, the managerial and entrepreneurial capabilities of public enterprises, the techniques of public financial management for development, and the creating of an enabling environment for private sector initiatives and entrepreneurship. Building on the experiences, achievements and the crisis situation of the 1984-1989 period, the 1990s orientation of the programme entails improving the performance of public enterprises; reforming the public services to make them more development-oriented; and formulating measures for encouraging the active development and participation of indigenous entrepreneurs in the development of the private and public sectors of African economies; the formulation of financial policies; improvement in financial management systems; and development of measures for the mobilization and allocation of financial resources for development.

In the programme orientation in the area of Education and Training for Development, the main concern has been to assist member States to review their educational and training policies and programmes with a view to making them relevant to national socio-economic needs. To effect this concern the subprogramme addresses itself to the reorientation of formal and non-formal education to the socio-economic needs of African countries; the development of training and career planning; the administration of grants and fellowships; the manpower and employment planning policies; and to policies and programmes for the enhancement of employment and productivity. The activities aimed at assisting member States in achieving the above objectives consist of technical publications,

national and regional training workshops and/or seminars, and conferences.

In Human Resources Planning, Development and Utilization, the main objective is to ensure the increased supply and utilization of middle-and high-level skilled manpower for both the public and private sectors; build human resources capacity technologies required for the conversion of domestic industrial raw materials into intermediate and finished products. Major activities include studies on human resources problems confronting African countries; conducting training seminars and workshops in collaboration with institutions in member States; assisting member States to improve their capacity for the formulation and implementation of human resources policies and institutional development. Recurrent and non-recurrent publications are produced on topical human resources issues and their implications for the socio-economic development of African countries.

The social activity of PHSD is concerned with the design, implementation and evaluation of appropriate policies, programmes, strategies and services for the effective integration and participation of youth, disabled person and the elderly in social and economic life, the effective prevention of crime and juvenile delinquency and the administration of criminal and juvenile justice in the context of overall national development. A number of activities which have been and are being undertaken include action-oriented research, as a basis for the formulation, implementation and evaluation of effective and relevant social policies, programmes and services. The diffusion of social development activities in the ECA Secretariat, however, needs rationalization for effectiveness in the 1990s.

The financial constraints of the regular budget have impelled the Secretariat to seek extra budgetary resources to carry out some of the activities aimed at improving the performance of the public sector in African countries. Some of the on-going extra budgetary projects of relevance to the public sector include:

- (i) the Special Action Programme for Administration and Management in Africa (SAPAM);
- (ii) the United Nations African Institute for the prevention of Crime and the Treatment of Offenders (UNAFRI);
- (iii) Strengthening the Capacities of African Universities to Contribute to Economic Recovery and Development;
- (iv) the Joint ECA/IOM Return of Skills programme for Africa;

- (v) the African Institute for Higher Technical Training and Research (AIHTTR).

#### **Joint ECA/FAO Agriculture Division (JEFAD)**

The policy focus and activities of JEFAD concentrate on the alleviation of the food and agricultural development constraints and the realization of the Structural Transformation of African agriculture. The areas of emphasis at country and subregional levels include programmes and measures to increase food and agricultural production; develop strong institutional capacity for proper policy formulation and implementation; promote better agricultural technological packages, increased investments, rural transformation and incentive-oriented schemes and supporting institutions. A closer linkage of agricultural sector planning with the supporting sectors is also established. There is also emphasis on the development of an efficient machinery for a planned and co-ordinated approach of scientific, managerial, professional, technical and artisan manpower development and utilization; and the rational exploitation and sustainable development of natural resources, especially management and conservation of forestry, soils and water resources and wildlife.

The cooperation between the joint Division and FAO ensures that the orientation of ECA's activities strengthens the capability of member States and IGOs for better food and agriculture sector planning, policy analysis and programming. Assistance is provided to governments and IGOs in improving the structures, systems and institutions serving small farmers with a focus on food production, food losses, and food security. Assistance is also provided in improving fisheries and agriculture production and productivity and the promotion of structural transformation in the rural sector.

Reports are prepared for ECA Conference of Ministers as well as technical publications on agricultural and rural transformation issues that are of relevance to African countries. Operational activities, including the organization and servicing of various seminars and workshops, are carried out and appropriate reports prepared and submitted to end users.

#### **Industry and Human Settlements Division (IHSD)**

The IHSD programme focuses on research studies that would assist member countries to formulate appropriate industrial policies and to more effectively implement industrial programmes that would bring about the realization and restructuring the industrial sector of African countries.

Support is provided to national and multinational resource-based and core industries in order to promote industrial programmes and projects. In the context of the United Nations Second Industrial Development Decade for Africa (IDDA-2), the subprogramme seeks to strengthen the technological and entrepreneurial capabilities of African countries at national, subregional and regional levels.

Reports and technical publications are prepared for Conferences of African Ministers of Industry on problems, policies and issues of industrial performance of African countries as well as progress made in the implementation of the IDDA-2. Ad hoc expert group meetings are held and IGO Committee of Experts of the Whole meet to review industrialization programmes in Africa. Other operational activities include advisory services to member States on request, sensitization missions to African countries and support to subregional and regional industrial institutions such as the African Regional Center for Engineering Design and Manufacturing (ARCEDEM). Workshops are held on topical issues such as the promotion of Women Entrepreneurs in the adaptation and upgrading of indigenous technological potential for small-scale, cottage, rural and informal sector industries.

#### **Socio Economic Research and Planning Division (SERPD)**

The main focus of SERPD is carrying out research that assesses the socio-economic conditions in Africa, examine the major factors impinging on them and the articulation of strategies, policies and methods that can help member States address their development problems. In this connection, all subprogrammes of SERPD have a direct bearing on the role of the public sector and alleviation of poverty. The subprogramme on Development Issues and Policies is oriented towards addressing the need for the continuous promotion of the process of economic and social development in Africa, and the encouragement of a regional approach to development. The major concern in this regard is to ensure that the governments and decision-making units in Africa are enabled to adopt appropriate policies that will promote socio-economic development and to be able to monitor the performance and trends of the African economy. The Least Developed, Land-locked and Island African countries subprogramme in turn addresses and assesses international efforts as they relate to the promotion of the necessary structural changes required to overcome the special difficulties of the LDCs. Likewise, the activities of the Social Policy, Planning and Research Unit of the division are oriented towards collecting and collecting data on social issues, how to address them and disseminate the findings to member States to assist them in their social policy formulation.

### **Trade and Development Finance Division (TDFD)**

The Trade and Development Finance Division has a number of programmes that have a bearing on the role of the public sector and poverty alleviation. On the trade side, the division, in collaboration with the International Association of State Trade Organization of Developing countries is involved in developing ways and means that could make State parastatals viable at both the country level and within developing countries. A major instrument used, in collaboration with PHSD, is the improvement of management capacity of the state enterprises. Activities in the area of development of domestic trade, on the other hand, are directed towards ensuring more effective participation of the private sector in the development process as well as expanding economic opportunities. The division also monitors developments and takes part in the dialogue on how to address commodity and debt issues which are at the heart of Africa's poverty problem.

### **Africa Training and Research Centre for Women (ATRCW)**

The advancement of women and the participation of women in the development process are rightly seen by ECA as major instruments of socio-economic transformation and poverty alleviation in the continent. In this regard, the major objective of ATRCW is to assist member States in their efforts to improve socio-economic conditions of women and to enhance African women's capability to fully contribute to the development of their countries and the continent. In line with this orientation, the Center's work programme is articulated around three main areas, namely:

- (a) increasing the participation of women in development;
- (b) enhancement of women's skills and opportunities;
- (c) dissemination of information on women and development.

### **III. Poverty Reduction**

No matter what socio-economic indicators one turns to there is no doubting that poverty is wide-spread in Africa. Evidence abound that its incidence has worsened during the 1980s. Indeed, for most African people, material conditions today are worse than they had been a decade ago, and that for very many they were worse than they had been for their parents thirty years earlier. The high incidence of poverty in Africa could be traced to number of complex factors operating together, chief among these are environmental, technological, economic and political constraints. Some of these underlying causes are rooted in the past, while some others are very much features of the present. They lie both within Africa and beyond it in the global environment and political system and operate not only at the continental, regional and local levels, but also at the personal level. As such, the eradication of poverty



will require a wide range of actions from a wide range of operators, notably from the public sector.

Poverty, a reflection of the state of underdevelopment of the society, could only effectively be eradicated through consistent efforts to achieve higher levels of development with equity. Within that context, the eradication of poverty should not be addressed in isolation of the overall framework of development of the African countries, nor in disregard for the various aspects of the global economy and the global distribution of power that shape the operations and the external environment of development for these countries.

Over the years, ECA's programmes have been quite concerned with the issue of poverty eradication as evidenced by the Lagos Plan of Action, the Khartoum Declaration and the African Charter for Popular Participation in Development and Transformation. However, this concern remains general and apparently activities designed to underpin it are not well coordinated. The programmes impinging on poverty alienation at ECA are somewhat general and scattered among various divisions. Presently, there are four divisions which implement programmes that could be considered of direct relevance to the issue, namely: PHSD, JEFAD, P/D, SERPRD.

In the programme orientation in the area of social programmes and services, in the 1990s, the regional aim is to enhance the appropriate social environment and requirements for economic productivity, social welfare and individual well-being. In the light of the above, the social activity of PHSD is concerned with the design, implementation and evaluation of appropriate policies, programmes, strategies and services for the effective integration and participation of youth and disabled persons and the elderly in social and economic life, the effective prevention of crime and juvenile delinquency and the administration of criminal and juvenile justice in the context of overall national development. A number of activities which have been and are being undertaken include action-oriented research, as a basis for the formulation, implementation and evaluation of effective and relevant social policies, programmes and services. The diffusion of social development activities in the ECA Secretariat, however, needs rationalization for effectiveness in the 1990s.

#### **IV. Changes and Emerging Challenges and their Implications for the Role of the Public Sector**

The profound changes in the internal and external development of Africa present the public sector with additional burdens. Indeed, the public sector need not only grapple with "old" problems but is expected to adequately and effectively respond to the "new" challenges. Although the range of their challenges is fairly wide,

five changes and challenges are deemed to have immediate bearing on the public sector, namely:

- (a) Increasing pressure for popular participation in development and governance. This calls for greater participation in decision-making process by the people, accountability for public actions, greater reach in government operators and actions that lead to the empowerment of the people and their organizations in the development process. This may require, among other measures, strengthening regional and local governments and organs responsible for regional development.
- (b) Peaceful resolution of conflicts both within and among African countries which calls for the creation of conditions conducive to collective security and stability of African countries.
- (c) Pressure for a New Order grounded on emphasis on the market system. This pressure emanates from the indifferent performance of the public sector in running commercial enterprises, and the changed perspective of the donor community which tends increasingly to tie assistance to the adoption of a free market stance. A free market environment is also increasingly becoming a pre-condition for the attraction of foreign private investment. This calls for an increased role for the private sector and its development and promoting government role as facilitator for the development of entrepreneurship.
- (d) **Increasing Poverty:** Poverty in Africa is essentially a reflection of the technological backwardness of the continent and its extreme vulnerability to exogenous factor, notably the weather. This logically explains the diminishing food self-sufficiency capacity and the accelerated environmental degradation on the continent. Technological upgrading therefore becomes a necessary condition for the reversal of the present trends for increasing poverty. Improved interaction between the people and the environment becomes necessary.
- (e) **Worsening international economic environment:** This takes various forms, notably the technological lag of the continent, deterioration in its terms of trade, and its debt crisis. To extricate itself from the development constraint, Africa needs to carry out a number of policy reforms with the aim of realizing fast transformation. In addition to establishing a stable regime of incentives for both local and foreign investors, the public sector

should also pursue policies and undertake actions that could reestablish Africa's international competitiveness.

- (f) Pressure towards economic co-operation and integration in the fact of changing global economic and political realities. This calls for harmonization of regional economic policies, notably in such areas as macro-economic policy, infrastructural development and the encouragement of the private sector.

The above noted changes and challenges no doubt have far-reaching implications for the role of both the public sector in the member States in general and for ECA's activities in particular. Specific actions aside, the public sector should itself raise to the challenges of the task at hand. Foremost, it needs to demonstrate improved qualities of leadership as, in view of the state of underdevelopment of the continent, the weakness of the private sector and the range of actions required. There are tasks that could only be effectively initiated and/or handled by the public sector. Efficiency criteria, on the other hand, require that the public sector should also be lean but strong. That calls for selectivity in its operations and rigor and transparency in its management.

ECA should in its intellectual contribution and operational activities play a major catalytic role in fostering this "new" role for the public sector. Among the important areas of action for ECA are:

- getting the government closer to the people, notably through implementation of country-based operational programmes on popular participation in development;
- studies in improving efficiency in the public enterprises sectors and the necessary balance between the public and private sector.
- assist governments to attend to the human costs of the adjustment process;
- development of managerial capacity in both public and private sectors;
- development of negotiating capacity.

In terms of the organizational structure of the Secretariat, consideration may be given to the decentralization of the activities of ECA.

**V: Proposals on Possible ECA Programme Orientation in the area**

The foregoing changes and emerging challenges require that ECA programme orientation in this priority area continue to focus on:

- Strengthening the institutional/managerial capacity of the African governments
- Promoting an enabling environment which is able also to assume its fullest role as an agent of growth and development
- Fostering accountability and ethics as well as transparency in public services.
- Improving the efficiency of resource mobilization and utilization of African governments.

**VI. Recommendations on how each Programme Sector in ECA can contribute to realization of proposals in III****1. Capacity Building**

If Africa is to arrest the steady deterioration in its economy and set in motion an effective recovery and development it has, among other things, to continue to enhance its institutional capacity so that it can successfully cope with the demands and requirements of the changes and challenges facing it. The capacity building can take place in the areas of policy, management, research and resource mobilization. Such capacities have to be developed by the respective countries but ECA should continue to assist the governments with the exercise through advisory and training services and dissemination of relevant information. An indicative list of activities along this line include assisting governments to:

- (i) streamline and restructure their civil services including their local governments so that they become more productive and development oriented. Encouraging the development of a data-base skills that can be useful for formulation and implementation of development policy (PHSD, PADIS, STATISTICS)
- (ii) enhance their efficiency in managing public enterprises; equip them with the managerial know how to revive and revitalize sick organizations; assist them with advice and help them to develop guidelines for effective divestiture decisions on mergers and acquisitions to improve efficiency and joint ventures decisions (PHSD)

- (iii) formulating effective economic policy; human resource development management and utilization policies (SERP, PHSD, JEFAD, IHSD, TCTD);
- (iv) develop and enhance their resource mobilization capacities. This would call for improved economic and financial management through budget rationalization, revenue administration, expenditure control and coordination, debt management and negotiation skills (PHSD, TDFD, SERP);
- (v) develop their research capacities to deal with developmental bottlenecks and constraints and encourage exchange of experience and know how among the countries (JEFAD, SERP, IHID, PHSD, TRANSPORT, ATRCW) in such critical areas as food self sufficiency, industrial research, environmental protection, health, rural development etc.
- (vi) promote grass-roots participation in the development process, assist with their training in critical management skills (JEFAD, PHSD, ATRCW)

## **2. Creating an enabling environment**

Establishing and improving conditions favourable for private initiative including sound infrastructures, appropriate policies for the development of human resources including the expertise and capability of the private sector, basic health care, protection of vulnerable groups etc. The governments could help the private sector to develop through appropriate macro economic and regulatory policies. ECA can encourage governments to strengthen the private sector as a partner in development, and create an enabling environment in which the private sector can become an important engine of growth. To this effect the relevant programme sectors of ECA could advise governments on promotion of domestic and foreign investment, management, training, promotion of small scale ventures, micro enterprises and the development of entrepreneurial skills.

## **VII. Observations on Present Accomplishments, Future activities and Organizational Matters**

Many of the suggested activities are already being undertaken by various programme sectors of the ECA. However, in view of the changes and challenges being currently faced, there is a need for a more systematic and concentrated efforts to deal with them. Yet such efforts require resources and the shortage of resources remains a major constraint for many of the programme sectors. The resources at the disposal of ECA are no match to the manifold

responsibilities it is expected to undertake. If ECA is to make appreciable impact in the designated priority area, it needs additional resources.

- (a) The reduction of human resources available for advisory services (by the Executive Secretary) has seriously constrained the effectiveness of some programmes. For example the PHSD AND JEFAD are now without Regional Advisers whereas in the past there were 3 Regional Advisers in the Public Administration, Management and Public Finance Section in JEFAD. In talking to the programme sector chiefs, it has been noted that the reallocation of their respective regional advisors in the PPCO is creating severe problems in their operations. While the rationale for relocating the regional advisers for multi-disciplinary assignment purposes makes sense, different organizational arrangements that satisfy both the needs of the programme sectors and the broader multi-disciplinary requirement should be sought. Most of the activities identified in the public sector area above require inputs from different programme sectors. This would call for coordination among the various programme sectors. Whenever the need for joint assignments arises ie when a task on hand needs multi-disciplinary inputs, an adhoc task force comprising of the relevant programme sectors could be instituted with the coordination responsibility assumed by the programme sector most concerned with the assignment on hand.
- (b) training courses/workshops are designated as lowest priority whereas Experiences indicate convincingly that these activities have immediate impact and incidence on the skills and capacity improvement of the personnel and official of the public and private sectors of member States. To make things worse, operational activities such as training courses/workshops are not, under the Rules and Regulations, to be included in the Performance Review and Programme Implementation Rates. The understanding is that only the General Assembly can revoke the exclusion orders.
- (c) The management capacity of the Secretariat is affected not only by the limited resources in programme budgets but also by the need to revitalize managerial attitudes and practices that commensurate with the demands of the current socio-economic crisis and the emerging development challenges facing Africa in the years ahead,, In all essence, the ECA is, inter alia, a regional public sector institution. The capacity of the Secretariat to assist member States to achieve their

socio-economic development objectives has been identified as one of the criteria for the determination of its effectiveness. In this connection, expectations are that the ECA Secretariat should be a model of leadership excellence in public management programmes and development administration.

- (d) For instance monetary policy issues should rightly be the responsibility of the focal point on public sector management and social development responsibilities shifted to another focal point. Similarly, consideration could be given to the implementation of ECA responsibilities in the United Nations Agenda for the Development of Africa in the 1990s and the preparation of the Un System-wide Plan of Action for African Economic Recovery and Development as well as the implementation of the African Charter for Popular participation in Development and Transformation and Environment and Sustainable Development. Therefore, consolidation of Social Development, Environment, Human Settlements, African Training And Research Center for Women and What remains of Population into a Decision should also be explored. Issues on social development are diffused at present. This undermines their impact on Africa's poverty reduction expectations. Even though the decision to dismantle the former social development division following the William's Study may have had adequate rationale at the time, we suggest that the propriety of the wisdom of that action be seriously reviewed in light of current developments and challenges. Social development is a very important sector to be marginalized and dispersed all over. Regrouping of the social development functions currently taking refuge in social development functions currently taking refuge in different decisions is one of the organizational adjustments that can enhance the impact of ECA. This will also help the divisions currently hosting the social development parts and pieces to devote their undivided attention to the areas of their major concern.
- (e) There is need to re-examine the orientation of the present Trade & Development Finance Division in view of practical realities in African countries and the 1992-1997 MTP Subprogramme 11 which refers to Trade Development and Co-operation and not to Trade and Development Finance. Fiscal & Monetary Policy issues are more effective as development instruments when dealt with and co-ordinated by the Ministry of Finance/Development Planning. In the same vein, the 1992-1997 Medium Term Plan, Subprogramme 10: Industrial Development could

absorb Energy (subprogramme 14; and Science & technology (subprogramme 15).

- (f) Similarly there is also need to streamline SERPD activities and their interface with other Divisions and to strengthen them wherever necessary. A good case could be made for closer working relationship between the Statistics Division and SERPD. statistical services as infrastructure for socio-economic planning should be an integral part of the planning and decision-making processes. There should be a mutually reciprocal relationship between statisticians and planners who are users of statistics.
- (g) The Multi-disciplinary Regional Advisory Group (MRAG) approach is conceptually sound. The delay in operationalization should, however, not detract from the apparent good intentions of the strategy. An inhouse workshop on the expectations of MRAG and regional integration would help to internalize its objectives and modus operandi. This would allay the concerns raised by the delay in the take-off of the activities.
- (h) ECA should make good use of its sponsored institutions in its attempt to assist African government to build their managerial capacities. For example, IDEP has been providing useful training services in planning and development for several years. Even though, one notices a declining trend in the enthusiasm for planning in view of the pressure for the market approach, we still believe that training in planning will be needed,. However, one can seize the current mood to diversify the mandate of IDEP to include training in development management thereby complementing efforts underway by ECA. It is not late to think about reorienting IDEP along the lines of EDI of the world Bank as a center for high level manpower training in planning and development management.