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REPORT OF THE AFRICAN INSTITUTE FOR ECONOMIC
DEVELOPMENT AND PLANNING

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I. SUMMARY OF IDEP'S ACTIVITIES DURING 1989/90 AND 1990/91

1. IDEP's activities during the period under review may be grouped under two broad categories. The first is related to institution building involving actions having a direct bearing not only on internal management and administrative capacities but also on the institution's ability to attract and retain external interest and support. The second relates to the Institute's regular activities in training, research, consultancy services, seminars and workshops.

1. Institutional Development

2. There has been a marked imbalance in programmed activities in the past in favour of training, at the expense of research, advisory services, and documentation and publications. It was therefore felt necessary to redress this imbalance, both in response to the mandate of the Institute and because a new set-up is required that is better able to meet the new demands and expectations of member States. Also, donors and long-standing funding sources are shifting their interests from broadly formulated programmes to specific need-based operational activities. Another factor has been the need for greater efficiency in the overall functioning of the organization to achieve higher rates of productivity and output delivery.

3. Throughout the last quarter of 1990, the subject of the Institute's organizational structure featured prominently on the agenda of the Management Team. Various options were studied in-house. The need for a new structure was communicated to the Chairman of Council who gave the go-ahead for immediate action on the matter. At the request of management, the ECA made available the services of a Senior Regional Advisor in Public Administration and Management who undertook a critical review of the IDEP organizational structure and advised on a structure that would assist in overcoming obstacles to growth and that would respond to new challenges.

Organizational Structure

4. As stipulated in Article 7 of the IDEP Statute, the new organizational structure provides for an *Advisory Board on Studies and Research*, with primary responsibility for giving technical advice to the Director on the orientation and content of the work programmes of the Institute.

5. The new structure also includes an *IDEP Editorial Board* which will be chaired by the Director and will, *inter alia*, formulate and implement a publications policy, assess the quality of manuscripts, monitor publishing activities, and supervise marketing and distribution arrangements.

6. Five main divisions are included in the new structure: (1) Administration, Finance and Conference Services, (2) Research, (3) Consultancy and Advisory Services, (4) Training, and (5) Human Resources Development. In addition, there is a Library Services and Publications Programme.

7. Compared to the former situation, *Administration, Finance and Conference Services Division* (AFCSD) not only has a change in nomenclature but a reorganization in its constituent units, as follows:

- (i) A new Conference Services unit is created, in recognition of the major role IDEP is to play in organizing and hosting conferences, seminars, workshops, etc.
- (ii) Given the specialized nature of the functions involved, a new Personnel (and Registry) unit is created.
- (iii) As with Interpretation/Translation, services provided by the Computer Centre cut across all substantive programmes and administration and management. Rather than have both as separate entities, and in order to avoid a proliferation of sub-structures, the two units are located within Administration, Finance and Conference Services Division.
- (iv) General Services replaces the existing "Administration"; Audio Technical Services and Registry are transferred to Conference Services and Personnel respectively.

AFCSD is the nerve centre of IDEP. It will be responsible, among other things, for the maintenance of grounds and property, personnel administration and records, budgeting and financial management, conference services (including translation and interpretation), computer services, and the other support services.

8. The new Research Division is expected to undertake, on its own, or in collaboration with external bodies, basic and applied research on economic policy, planning, and management. In specific terms, the Division will:

- maintain regular contacts with researchers, policy-makers and administrators to exchange ideas on issues in development policy, planning and management in Africa;

- develop at the country-level both long-term (strategic) and short-term policy and planning models which can be used to measure economic performance and to guide sectoral, regional and comprehensive planning activities;
- undertake reviews of economic conditions, policy and managerial responses in individual member States; and
- liaise with individuals and institutions outside IDEP with a view to collaborating on research in designated areas;

9. The new Consultancy/Advisory Services Division will carry out assignments based on expressed needs of African Governments, inter-governmental sub-regional and regional groupings, as well as of other regional institutions and organizations. Specifically, it will:

- assist African Governments in the preparation of long and medium-term plans, multi-year public investment programmes, economic recovery programmes, debt management and negotiation strategies;
- advise regional and sub-regional groupings on the coordination and rationalization of projects, plans and policies;
- undertake project feasibility studies and submit proposals to Governments, international development agencies, regional and sub-regional institutions, etc.;
- advise training institutions in developing training programmes in economic policy and management, and in preparing training and instructional material;
- mobilize consultancy assignments and be responsible for their implementation.

10. In addition to implementing on-going training programmes, the Training Division will advise the Director on changes considered necessary in the structure, content, duration, and methodology of training programmes. The Division is also expected to provide appropriate leadership in the design of donor-supported projects and in the implementation of in-house (tailor-made) training programmes for governments as well as national, sub-regional and regional institutions.

11. The Human Resources Development Division will, in actuality, comprise the Population, Human Resources and Development in Africa Project funded by UNFPA.

12. Library Services and Publications Programme will handle normal library and documentation functions in addition to general information-dissemination services. The Service is also expected to

develop IDEP's data acquisition, storage and retrieval capacity, and link-up with a regional network (e.g. PADIS) for the exchange of data and information. It will develop and supervise the Institute's publications programme; this is a short-term arrangement as it is envisaged that, in time, the two will be separated.

13. Alongside the introduction of a new organizational structure, an assessment was made of the current staff strength and a medium-term staffing plan prepared. Existing staff were assigned to positions within the new structure. New job descriptions were designed for all posts and a training programme for different categories of personnel has been implemented.

Internal Management Bodies

14. In an institution like IDEP, it is considered of the utmost importance that the staff, particularly those at senior levels, participate actively in the running of the Institute, especially in decision-making. Accordingly, a number of internal management bodies were set up in the last quarter of 1990.

15. At the apex is the Management Team, composed of the heads of all divisions and two coopted members. This body meets on a regular basis. All committees in the Institute report to the Management Team on decisions reached on matters within their purview and, in instances, the Team is requested to decide on specific items referred to it. Outcomes of missions undertaken by staff members, including the Director, are also brought to the attention of the Team.

16. Other internal management bodies are: the Finance and Resource Mobilization Committee; the Scientific Committee; the Publications Committee; the Library Committee; the Trainees Welfare Committee; and the Building Committee.

17. Statutory Committees have been revived and recomposed. These include: the Staff Management Committee; the Tender Committee; and the Appointments and Promotion Committee. The IDEP Staff Association continues to be active.

Administrative Matters

18. The restructuring of IDEP resulted in the abolition of eleven out of the thirty-three General Services posts. It was therefore necessary to undertake a thorough review of the various tasks affected and distribute them among the remaining staff.

19. The Library: According to the new organizational structure, the Library now moves from Administration and constitutes, together with publications, a separate programme. However, during the

reporting period it was under the ambit of Administration. It became necessary to re-organize the Library in order to improve the cataloguing system with a view to eventual computerization. Furthermore, the space allocated to the library appeared rather small and unsuited to present and future requirements; action was therefore taken to move the Library to the ground floor, and to improve access to periodical literature; also the system of closed stacks was to be adopted to curtail losses.

20. Conference Services: This unit has been set up in order to cater for the increasing number of seminars that IDEP plans to organize in the near future. The target is an average of one seminar or workshop per month, excluding the Specialization Programmes and the Basic Training Programme.

21. Publications: Publications coming out of IDEP are an important element in improving the standing and reputation of the Institute. For the first time, a brochure presenting a profile of the Institute has been issued. Another first are booklet-type course announcements for the various components of the training programme. A third innovation is the Calendar of Conferences, Workshops and Seminars for 1991 which contains information on the theme, venue, sponsors, language and level of each such activity.

22. All of these publications are issued in the Institute's working languages, English and French. They have been widely distributed to relevant government ministries and officials in member States, UN System organizations, donor organizations, ECA divisions, all ministries in the host country, Governing Council Members, and the media.

23. A complete list of all IDEP alumnae, 1963-1990, has recently been compiled. It is planned to send out questionnaires to ascertain contact addresses, as a first step towards establishing closer relationships with former trainees and staff. The maiden issue of the IDEP Newsletter came out in 1991. Also, a roster of African experts and consultants is under preparation for use primarily in the implementation of the Institute's research and consultancy programmes. Finally, the maiden issue of the IDEP Annual Report is soon to be distributed.

Relations with Member States

24. The host Government (Senegal) has continued to provide full support to the Institute. It released a grant for the renovation of the Institute's building, has paid up its assessed contributions in full and through its Ministry of Finance, Economic Affairs and Planning, has maintained close contact with the Institute. Direct contacts also exist with all government ministries. On 11 November 1990, the Institute organized the first-ever ceremony to inaugurate the 1990/91 academic year, under the Chairmanship of the Ministre

Delegate for Planning. The occasion was well-attended by representatives from various government ministries, the diplomatic corps, donor agencies, and local former trainees. The media gave appropriate coverage to the event.

25. Relations with member States have been promoted through periodic communications with relevant government ministries and through visits. Visits were undertaken to several member States by staff members, either on their own or in connection with attendance at conferences and meetings. Countries visited in 1989, 1990 and 1991 are mostly in West, Central and East Africa. To rectify this situation, plans are in effect to extend such visits to North and Southern Africa. Similarly, whenever possible, programmed activities will be conducted in different member States and sub-regions.

26. Local embassies of member States are the most immediate links between member States and IDEP. Accordingly, most African embassies in Dakar have received visits from the management and have been represented at various events organized by the Institute. In due course, an Open House is planned to provide embassy staff with first-hand knowledge of what IDEP is all about.

Relations with UN-System Agencies and Donor Agencies

27. UNDP has been the agency with which IDEP has had the most intense interaction since 1963 and this continues to be so. Besides issues related to the management of the UNDP-funded project, RAF/82/063, the local UNDP office has also demonstrated much interest in IDEP and cooperated in all respects, as and when required.

28. During the reporting period, less intensive interactions existed with other agencies. However, in recent months contacts have been established with their local offices, particularly UNESCO, UNIDO and WHO.

29. The Institute continues to serve on the Governing Council of the International Institute for Educational Planning (UNESCO); the Directors of UN Training, Research and Planning Institutes; the Board of UNRISD; and the meetings of United Nations Research Institutes.

30. Tangentially, preliminary discussions have been held with specialized regional and sub-regional institutions based in Dakar, i.e. CRAT, CAEM, CODESRIA, CESAG and ENDA, with a view to formalizing working relationships, coordinating programme formulation and implementation, and mutually reinforcing institution-building efforts.

31. The Institute has in the past received funding support from a wide range of bilateral donors and from foundations. During the

reporting period, discussions on possible funding of programmes were held with embassies of Japan, Netherlands and France in Dakar and with the Ford Foundation, IDRC, the Friedrich Ebert Foundation, and USAID.

2. Training Activities

32. During the period under review, the training programme experienced some degree of revision in line with the overall restructuring of activities at the Institute. The core training programme has been continuously reviewed, resulting in shifts in the content of the curriculum to incorporate courses and course modules dealing with topics more related to the current socio-economic crisis confronting African countries and to efforts at promoting recovery and long-term transformation.

The Nine-Month Basic Programme

33. The 1989/90 programme opened on 6 November 1989 and ended on 10 July 1990. It was divided into two semesters separated by a two-week recess from 19 February to 4 March 1991. Each semester ended with an end-of-term examination.

34. Out of 90 candidates who were offered admission, 29 from 11 countries were actually enrolled in the programme. For the vast majority of those not accepting places, difficulties in securing fellowships was the main factor. Among the 29 trainees, 3 arrived late and therefore completed work for only one semester; 4 were admitted to follow only some segments of the programme; and 2 participants dropped out.

35. Thus 20 trainees completed all requirements of the 1989/90 Nine-Month Basic Programme. Out of this, 10 were successful and were admitted to follow other components of the two-year M.A. degree cycle, i.e. the Specialization Programme and the Research Programme.

36. The 1990/91 programme began on 5 November 1990 and ended on 28 June 1991. Out of a total number of 109 applicants, 72 were offered admission and 23 from 12 countries were enrolled. As in the recent past, the main reason for the low enrolment and late arrival of some participants continued to be difficulties faced in securing fellowships in time. Nevertheless, it may be noted, there was a wider distribution of participants which included 8 from 5 anglophone countries (Gambia, Kenya, Nigeria, Zambia and Zimbabwe), 14 from 6 francophone countries (Gabon, Guinea, Niger, Senegal, Chad, and Zaire), and one from Angola.

37. For the first time, there was an evaluation by trainees of all the courses in the training programmes. The evaluation took place

in February 1991 at the end of the first semester of the 1990/91 academic year. While there was general satisfaction with the programme design and content, there were constructive proposals for improvements in certain courses as well as in the overall transmission process.

38. During the recent 1990/91 programme, several field visits were organized. Trainees were taken to a rural development project, SAED, in the St. Louis area where they visited an irrigation project, a rice mill, a water pumping station, an environmental project as well as the Diama hydroelectric dam. They also visited the Gambia where they had discussions with officials in the Ministries of Finance, Economic Affairs and Planning and the Ministry of Agriculture and were briefed on various public investment projects. In the course of the visit, they had the opportunity to see development projects in irrigation, transportation, education and health, and agricultural and rural development projects. Finally, as part of the course on Regional Planning, the trainees made a one-day trip to the region of Taiba where they visited a community development project, the district and urban planning zones, as well as the phosphates industry and the chemical plant in the region. These visits were designed to emphasize the practical and real aspects of the formal courses so that participants could be exposed to concrete development issues and problems.

Short-term Specialization Programmes

39. The second component of the M.A. degree programme consists of four optional specialization programmes, usually of three months duration, aimed at training participants in the techniques of planning and management of various priority sectors of the African economy. During the periods under review, two of these programmes were offered: (a) Industrial Development in Africa, and (b) Population, Human Resources and Development in Africa. Difficulties in funding the other two programmes prevented their implementation; nevertheless, arrangements reached their final stages for their re-instatement so that they can also be offered on a regular basis in the future.

(a) Industrial Development in Africa

40. The 1989/90 programme opened on 6 November 1989 and ended on 9 February 1990. Out of 36 candidates offered admission, 25 from 13 African countries reported for enrolment. While all the participants were successful in the final examinations, only 12 satisfied the minimum conditions for admission to the last phase of the M.A. degree programme, i.e. thesis preparation.

41. The 1990/91 programme began on 5 November 1990 and ended on 8 February 1991. Out of a total of 19 applicants, 16 trainees from

8 countries enrolled in the programme. In the examination 13 candidates passed and the rest failed.

42. As part of the activities organized for the programme, during both periods, participants made a study tour to the Industrial Estate of Dakar. They were briefed on small scale industry development in Senegal, various industrial incentives and their effects, as well as spatial distribution of industries in Dakar and Senegal as a whole. The participants visited a juice making factory, a printing press, a mechanical engineering factory, and a wood work and carpentry shop. They had the opportunity for dialogue with the operators and management of the private industries visited and also with officials in SODIDA, the parastatal organization managing the Industrial Estate.

(b) Population, Human Resources and Development in Africa (PHRDA)

43. The first cycle of the 3-month PHRDA specialization programme was held between 10 April and 30 June 1989. Of the 106 applications (81 males, 25 females) received from 35 countries, 20 applicants (13 males and 7 females) from 20 countries were offered the UNFPA fellowship and 2 others secured external funds (USAID, World Bank).

44. A special feature of the training programme was a computer workshop and application where the relationships between population and the labour force, population and health, population and education were demonstrated and trainees used data from their countries for illustrations. The trainees also went on field trips to selected development projects in Senegal and undertook a study tour to the Gambia.

45. The 1990 cycle of the programme was held between April 9 and June 29, 1990. It was organised along the same lines adopted in the first cycle. Altogether 115 applications (90 males, 25 females) were received from 37 countries. Of these, 25 (20 males, 5 females) applicants consisting of 13 francophones, 11 anglophones and 1 lusophone were accepted.

46. Pre- and post-evaluations of the programme content, structure and organization were conducted. Of importance is the response to the broad spectrum of different ways in which the programme could improve the trainees' job performance: understanding policy alternatives; making better decisions; applying methods or techniques; expanding job responsibilities and upgrading the skills of others.

47. At the end of the first two cycles of the programme, there are a number of follow-up activities in progress:

- The project reports prepared by trainees are being edited for use as reference material in IDEP's library. A selection of the reports will be published and widely disseminated to other training institutions in the region, and beyond.
- The lecture notes presented by the regular staff and resource persons are also being edited, collated and deposited in IDEP's library for use in future cycles and as general reference material.
- Post-training activities are being closely monitored through the project's newsletter issued bi-annually.

48. The project Newsletter serves as a viable medium for following up on post-training activities of trainees and for publishing information and feedback/comments on the usefulness of the training. The Newsletter includes information on the project's training programmes, project research activities, seminars/workshops, publications, news about staff, news from former trainees, feature articles, upcoming events/activities, general announcements, list of former trainees' addresses, etc. The Newsletter is widely disseminated to the trainees, UNFPA country offices, UN agencies, governments, universities and research institutes.

Six-Month Research Training Programme

49. This is the third and final component of the M.A. degree programme cycle. It is in this programme that qualified candidates work on their M.A. theses under the guidance and supervision of the academic staff.

50. The minimum requirements for this programme have been streamlined and the thesis review process made more rigorous. The requirements now include a pass with the minimum average grade of 65 percent in the preceding programmes of the M.A. cycle as well as successful presentation of a thesis proposal after participation in a 30-hour course on Research Methodology. While in the past candidates were permitted to present their thesis defence before all revisions were made, the new regulations permit defence only after all corrections and revisions have been completed. These new requirements have therefore significantly affected the number of M.A. theses completed during the period under review.

51. During the 1989/90 academic year, 16 candidates were enrolled in the M.A. thesis programme. In addition, supervision continued to be given to candidates of the previous years who were still preparing their theses. By 31 July 1990, a total of five candidates had successfully completed their thesis defence.

52. In the recent 1990/91 thesis research programme, 8 candidates submitted thesis proposals for evaluation. These were presented orally at a special research methodology workshop and after evaluation 5 trainees were admitted to do the thesis research. In addition, supervision continued to be provided to research trainees from previous years' programmes who are still working on their theses.

3. Research and Consultancy Services

Research Activities

53. During the periods under review, much of the research that was undertaken was by individual staff members either as commissioned chapters for books and other publications or as papers for presentation at workshops, seminars and conferences. A complete list includes twelve published papers, one consultancy report for the African Development Bank (ADB), thirteen papers presented at seminars and workshops, and two discussion papers.

54. In addition, the IDEP/UNFPA Project on Population, Human Resources and Development has sponsored a research project involving preparation of country case studies on the Socio-economic Impact of Structural Adjustment Programmes on the Population of Africa. So far, reports have been completed for Ghana, Nigeria, Cameroon, Malawi and Sierra Leone. These reports are being reviewed and edited for publication.

55. During the periods under review, the Institute has also completed the planning, design and formulation of an institutional research programme. There is already on-going research by the staff within the framework of the broad priority areas covering economic policy, planning and management. It is anticipated that with the inauguration of a full-fledged research division, the required resource inputs will be available for full implementation of the planned research projects.

Advisory and Consultancy Activities

56. Few consultancy assignments were undertaken during the period under review. The assignment from ADB on Zambia's Economic Prospects and Country Programming was undertaken in June 1990 by a team of experts among whom was one IDEP staff member. UNFPA requested a Population Programme Review and Strategy Development for Nigeria (1992-96) and the UNFPA/IDEP Project Coordinator led a mission to Lagos to implement the project in March 1991.

57. A consultancy assignment from the Joint ECA/FAO Agriculture Division (ECA) involving a study on "Measures for Improving the Utilization and Marketing of Fish in North Africa" was recently

completed. Also completed was a consultancy from the UNEDIL project which required the preparation of a paper entitled "Comment concevoir et conduire un projet de recherche?", and the organization of the UNEDIL/IDEP Seminar on "Méthodologie de la recherche", 5-12 January 1991. Another assignment from ECA Public Administration Division involved preparation of a paper on "Indicators for Performance Measurement in Public Enterprises in Africa".

58. With the establishment of a Consultancy/Advisory Services Division, it is expected that activities in this area will be considerably increased, given the tremendous potential existing for providing direct services to member States in implementing their development programmes and projects.

4. Conferences, Seminars and Workshops

59. During the periods under review, a number of conferences, seminars and workshops were organized in the Institute, mostly in conjunction with other institutions. For 1991, a calendar of conferences, seminars and workshops has been drawn up and most of the programme implemented. Reported here are activities completed.

I. EDI/IDEP Executive Training Workshop on Public Expenditures Programming and Management, IDEP, 19 February to 2 March 1990

60. The third in this series of two-week high-level policy-oriented workshops was organized for 34 senior officials and executives drawn from Haiti and 9 francophone sub-Saharan African countries: Benin, Cameroon, RCA, Congo, Cote d'Ivoire, Gabon, Guinea, Senegal and Togo. All were brought in as country teams of 3-4 from the ministries of Finance and Planning, Agriculture, Education, Health, Transport as well as the Central Bank. All are in decision-making positions and have direct responsibilities for policy formulation, implementation and follow-up of public sector investment programmes and projects. Thus the workshop was aimed at improving their capacity to plan and execute medium-term or multi-year public investment programmes and how to integrate these with annual plans and budgets consistent with national priorities and resources.

61. The workshop was designed to promote open dialogue and exchange of experiences among participants. As part of its practical orientation, participants prepared and discussed in groups and in plenary session, country case studies and reports. They also had the opportunity to observe, during field visits, rural projects illustrating farming systems, basic health and education systems which are components of the public investment programmes and projects in Senegal.

62. For this joint EDI/IDEP workshop, IDEP provided three resource persons who presented papers and led the discussions in segments of the programme. The Institute also provided secretarial and logistics support as well as conference room and interpretation facilities when required. EDI provided all the other resource inputs, the training materials as well as overall funding.

II. Seminar on Reform of the Parastatal Sector in Senegal, IDEP, 17-21 September 1990

63. This national seminar brought together 24 senior executives from the Ministry of Finance, the Department of Planning, and the Department of Reform of the Parastatal Sector in Senegal, representatives from the main enterprises in Senegal: the National Electricity Company (SENELEC), the National Telephone Company (SONATEL), the Senegal Chemical Industries (ICS), and from the National Confederation of Senegalese Workers (CNTS), the National Council of Employers (CNP), as well as resource inputs from IDEP. The seminar was financed by the Freidrich Ebert Foundation. It discussed the following themes:

- The Role of Public Enterprises in Africa
- Structure, Evaluation and Problems of the Parastatal Sector in Senegal
- Parastatal Sector Policy and Reform in Senegal
- Contractual Policy and Privatization in Senegal
- Social Consequences of Privatization
- Case Studies on SONATEL, SENELEC and ICS.

III. Workshop/Seminar on Research Methodology, IDEP, 7-11 January 1991

64. Within the framework of the UNEDIL project, IDEP organized a seminar on Research Methodology from 7 to 11 January 1991. It was attended by 18 senior executives from 10 francophone African training institutions: IPD/SG (Douala), IPD/AOS (Ouagadougou), IPD/AC (Douala), IDEP (Dakar), IFAP (Praia), CIGE (Abidjan), CESAG (Dakar), University of Conakry, University of Abidjan, ENSUT, Cheikh Anta Diop University of Dakar.

65. The seminar sought to better define the conceptual basis of research. It also sought to introduce the participants to research methodology, particularly the choice of a topic, formulation of specific questions, and analysis of issues such as relevance of the research, its feasibility, and literature review.

IV. Sub-Regional Workshop on Human Resources and Institutional Development in the Transport and Communications Sector in Africa, IDEP, 18-22 March 1991

66. Within the framework of the activities of the Transport and Communication Division of ECA, IDEP hosted a workshop on the strengthening of human resources and institutional development capacities management in the Transport and Communications Sector. This workshop brought together 30 senior officials from French-speaking West African countries (Senegal, Cameroon, Côte d'Ivoire, Guinea, Mali, Niger), and regional and international organizations (ECA, UNCTAD, ICAO, IMO, ITV).

67. The main objective of this workshop, which constituted one stage in the implementation of UNDP/ECA project 89/023, was to find out why during the course of the first United Nations Transport and Communications Decade in Africa, 1978-1988, the region could not train enough officials and develop the institutional framework to adequately use and maintain transport and communications infrastructures and services. A critical appraisal of the results of the first Decade as regards training was necessary for formulating strategic plans for the second decade (1991-2000). In concrete terms, the workshop sought to:

- discuss, enrich and supplement the diagnosis defined in the sectoral summary reports;
- take stock of the solutions and remedies;
- make recommendations which would serve as an input in designing a coherent plan of action within the framework of the second Transport and Communications Decade (1991-2000).

V. Internal Conflicts, Peace and Development in Africa, IDEP, 1-4 April 1991

68. Within the framework of the activities of the African Academy of Sciences, IDEP hosted a symposium on Internal Conflicts, Peace and Development in Africa. This symposium brought together 30 anglophone and francophone African University researchers representing the continent's sub-regions.

69. The objective of the project is to produce a publication based on in-depth research on internal conflicts in relation to economic and social development. Economic development requires a favourable political, social and cultural context. In Africa, this context is shaped and disrupted by internal conflicts, hence knowledge of the origin and trends of these conflicts is necessary for a better understanding of the development process. The researchers are to prepare in-depth country studies which will be presented at a follow-up Symposium in January 1992, to be hosted again by IDEP.

II. GOVERNING COUNCIL DECISIONS

1. The 32nd Meeting of Council

70. The thirty-second meeting of the Governing Council of IDEP was held in Tripoli, Libya on 11 May 1990. It adopted the Activity Report (1989/90), the Budget (1989 and 1990), the Report of the sub-Committee on Restructuring IDEP's Activities, Salaries and Finances, and appointed a new Director.

71. After presentation of the Activity Report, Council commended management for introducing tuition fees for the first time in the 1989/90 academic year. It also expressed appreciation to management for organization of the first specialization programme on Agriculture and Rural Development and the launching of the UNFPA-sponsored programme on Population, Human Resources and Development.

72. After reviewing the sub-Committee report on restructuring IDEP's activities, salaries and finances, Council adopted the report and took the following decisions:

- (a) the number of local staff, i.e staff paid on member States' account, would be reduced by 11. IDEP's management and the ECA would meet to determine the individuals who were to be retrenched;
- (b) the salary scale of the international staff would remain untouched;
- (c) the salary scale of the local staff would be aligned with the salary scale of CRAT in Dakar, taking into account the established rights of the staff.

73. Council was then presented with the results of the interview of three candidates that had been short-listed for the post of Director of IDEP. After discussion, Council unanimously approved the selection of Mr. Jeggan C. Senghor as the new Director of IDEP.

2. The 33rd Meeting of Council

74. The 33rd Meeting of the Governing Council took place in Dakar from 9-12 June 1991 and adopted the Activity Report (1989/90 and 1990/91), the Proposed Programme of Work (1991-1992) as well as the Budget (1991 and 1992). The Council also reviewed and commented on recommendations of the UNDP Mission for the Evaluation of IDEP and the Report of the Joint Inspection Unit (United Nations) on IDEP. Finally, the Council decided on membership of the IDEP Advisory Board on Studies and Research.

75. In review of matters arising from the previous meeting, Council expressed satisfaction with the decision of the UN General

Assembly to adopt ECOSOC resolution 90/72 on the funding of four core posts for IDEP and the provision of a grant under section 13 of the UN regular budget for 1991 to cover the full costs of the posts. In addition, Council expressed its appreciation for the decision of the UN Programme Planning and Budget Board to maintain the grant for the 1992/93 biennium. It agreed to give its full support to IDEP management in all actions to ensure that the four posts are included as established posts in the 1992/93 UN regular budget.

76. After review of the Activity Report, Council approved the new organizational structure. It also commended management for the wide-ranging efforts to revitalize the Institute and to strengthen the organization and management capacities to make IDEP better prepared to serve member States. It also noted the extensive physical repairs and general rehabilitation of the premises and commended the Government of Senegal for the assistance being provided in this regard and with regards to promoting relations with government ministries.

77. Concerning the Programme of Work, Council proposed that a study be conducted on whether it was advisable to continue the training programme as at present structured. Short-term training activities were to be strengthened as recommended by the UNDP Evaluation Mission and in line with the needs of member States and the views of both ECA and IDEP.

78. With regard to the Budget, Council applauded the extraordinary efforts made by management to secure payment of contributions which had reached an all-time record level in 1990/91.

79. Council discussed the report of the UNDP Evaluation Mission and pronounced on the recommendations contained therein. With respect to the recommendation that the core training programme be discontinued, Council reiterated its decision that an in-depth study should be conducted by IDEP on the structure, duration, content as well as pedagogical aspects of the training programme. Council however supported in principle the view that IDEP should concentrate on demand-driven short-term courses, workshops and seminars. The recommendation for IDEP to study its detailed manpower needs in line with the restructuring proposals was accepted in principle. Council also supported the recommendation that the ECA and UNDP provide the required resources, especially manpower needs. The recommendation for the Executing Agency to give IDEP greater autonomy was fully endorsed. In addition, Council agreed with the recommendation that UNDP fulfil its pledge to continue to fund IDEP on a project basis in accordance with its mandate and operational norms.

80. After extensive discussion, Council decided to reject the recommendation that IDEP's Governing Council be restructured to reduce its domination by government representation and increase

participation of academic, scientific and entrepreneurial skills. Also, Council rejected the recommendation to abandon the idea of an Advisory Board on Studies and Research. In addition, Council decided to reject the recommendation to reduce assessed contributions of member States to 50 percent of their present levels and to write off all arrears. Council shared, in principle, the view expressed that UNDP be involved in funding bodies like IDEP to insulate them from private interests which control foundations and other donor agencies. Council did not, however, accept entirely the view that by accepting grants from these private donor agencies, the African perspective is necessarily endangered or disabled.

81. Council then reviewed the JIU Report on IDEP. With respect to recommendation (1), Council accepted the view that there was no need to reduce the assessed contribution of member States and that annual payments were more convenient and preferred to monthly payments. Council supported recommendation (2) that 8 permanent posts should be created for IDEP under the UN regular budget. Concerning recommendation (3), Council agreed with part "a" which emphasized the need to fund posts for interpreter/translator, but it disagreed with part "b" which recommended reduction to one the number of permanent staff interpreter/translator. On recommendation (4) to hold Council meetings with ECA Conference of Ministers, it was decided that Governing Council meetings should preferably be held at IDEP's headquarters to see on-the-spot developments taking place; if meetings are to take place at the time of ECA Conference of Ministers, they must be held well ahead of the Conference. Finally, Council agreed with recommendation (5) which requested member States to deduct their assessed contributions from national IPFs if they so wish. On recommendation (6) calling for rapid implementation of IDEP's restructuring proposals, Council noted that implementation was on schedule and already in progress.

82. Members of Council examined the list of appointments to the Advisory Board on Studies and Research, which is provided for in Article VII of the IDEP Statute, but which had not been functional since the late 1970s. In its review, Council requested that in addition to UNDP there should be representation from UNFPA. It also requested that in the next round of the selection process, the rotation principle must be respected, i.e. sub-regions not represented in the present composition should first be considered.

83. At the end, Council unanimously adopted a Vote of Thanks to Professor Adebayo Adedeji, United Nations Under-Secretary General, Executive Secretary of ECA, and Chairman of IDEP's Governing Council. Council acknowledged the dynamic role of the Chairman and his profound commitment to the success of the Institute and expressed its deepest gratitude to him for the numerous initiatives he had taken to safeguard the interests of the Institute and to ensure its success. Finally, Council wished Professor Adedeji success in all his future endeavours.

III. IDEP'S PROGRAMME OF WORK FOR 1991 - 1992

84. IDEP is now entering a new phase. It has launched the long-planned process of implementing extensive restructuring in its organization and management and in its activities. The overall objective is to build on the excellent achievements of the past to ensure that the Institute is more responsive to the changing needs of member States in training, research, advisory services, publications, and human resources development in general. By so doing, not only will it be better able to sustain and increase the commitment and support of its member States but it would be more favourably placed to attract bilateral and multilateral donor assistance.

85. In the Programme of Work for 1991-1992, whereas the training component will basically remain the same as in previous years, planned actions in all other fields have a different thrust due, in part, to the changing socio-economic situation in member States. The new format and presentation of the Programme below make for a clearer definition of tasks to be accomplished and for assessment of programme performance.

PROGRAMME 1. *TRAINING FOR ECONOMIC DEVELOPMENT AND PLANNING*

86. During the 1991-92 academic year the M.A. degree structure will be maintained and the different components of the core training programme of the Institute will be offered. Trainees who successfully complete the Basic Training Programme and any one of the Specialization Programmes will have the option to be admitted to the M.A. thesis research programme. Alternatively, each of these segments can be taken separately with certificates awarded to those successful in the terminal examinations.

87. It is to be noted that though planning remains a basic instrument of development policy, the centralized form of the past is now being replaced by a more flexible approach. Government intervention is increasingly perceived in terms of macro-economic management, as revealed in the economic recovery and structural adjustment programmes in place in the majority of African countries. The implication in terms of skills is that though there continues to be a need for planners, equally urgent is a need for specialists in the formulation and implementation of short-term macro-economic policies and programmes. Accordingly, the IDEP training programme will focus more sharply on macro-economic policy analysis, planning and management, and key aspects thereof, that are now central to improve performance of African economies.

Sub-programme 1: *Basic Training in Macro-economic Policy Analysis, Management and Planning*
(November 1991 to July 1992)

88. **Orientation:** The Basic Programme provides training in tools, techniques and methods of analysis, conceptualization and design of policies at the macro level. When combined with the Specialization Programmes (see below), it provides participants with a uniquely balanced training in analytical skills, knowledge of the African economic situation, ability for policy analysis and design at the overall, sectoral and project levels.

89. **Content:** The content of the Basic Programme for the 1991-92 period has been shaped by the experience of the past, by the course evaluations of the 1990/91 trainees, and by critical assessments of the Institute's Scientific Committee and external parties. The modules in the programme will include the following:

- Macro-economic Policies, Structural Adjustment and Economic Recovery: Alternative Strategies
- Public Finance and Budget Programming
- Public Enterprises and Privatization
- International Trade and Finance
- Debt and Debt Management
- Economic Integration
- Economic Development: Theories and Strategies
- Population and Development
- Comprehensive Planning
- Regional Planning
- Macro Policy and Planning Models
- Project Evaluation
- Mathematics, Statistics and Operations Research
- Econometric Applications
- Computer Programming Techniques for Economic Planners

90. **Resource Requirements:** The teaching personnel will be made up of the same full-time and part-time staff who have delivered this programme over the last few years. ECA and UN system project personnel in Dakar will also provide inputs. Guest lecturers, who are usually senior-level practitioners, will be invited occasionally to speak on specialized topics.

Sub-programme 2: *Short-term (3-month) Specialization Programmes*

91. IDEP has in the past conducted four specialization programmes in sectoral fields identified as priorities in such documents as the Lagos Plan of Action (LPA), the African Priority Programme for Economic Recovery (APPER) and the UN Programme of Action for African Economic Recovery and Development (UN-PAAERD). The programmes focus on planning and management issues and both in terms of content, training approach and method, have a practical orientation and deal with concrete experiences in Africa.

92. In the 1991-92 session it is planned to offer, once again, the same two of the four specialization programmes offered in the 1990-91 session. The curricula for both the programmes on "Agriculture and Rural Development" and "Energy, Environment and Development", are being extensively revised and will be offered in the 1992-93 session, when funding would have been secured.

Element 2.1. *Industrial Development in Africa*
(November 1991 - February 1992)

93. **Orientation:** The main objective of this programme is to improve the analytical capacities of decision-makers to reassess industrial development strategies in Africa with a view to redynamizing the sector, stimulating competitiveness and facilitating industrial change.

94. **Content:** The new course content will include the following:

- Performance of the industrial sector at the regional, sub-regional and national levels
- Analysis of industrial policy orientations
- Relevant decision-making tools (technological choices, project design and evaluation)
- Industrial change, adjustment and restructuring
- Social dimensions of industrial change
- Field work in industrial enterprises around Senegal

95. **Resource Requirements:** This sub-programme runs concurrently with sub-programme 1 and for the most part uses the same full-time lecturers supplemented by three part-time lecturers. Specialists on specific topics would be invited on an ad hoc basis to deliver some of the courses; these are usually United Nations and other experts involved in implementing industrial projects. Additional personnel will be provided by the ECA Industry Division and by UNIDO.

Element 2.2. *Population, Human Resources and Development in Africa*
(April to June 1992)

96. **Orientation:** The main objective of this sub-programme is to transmit knowledge on the role of human resources in the development process and to develop skills for their effective management and utilization. Of particular interest is the integration of population variables in overall development strategies and in development planning. As in the past, participants will be drawn from government departments and ministries dealing with population and manpower issues, especially population planning units.

97. **Content:** The programme will focus on the following topics:

- Population and Development Interrelations
- Labour Market and the Labour Process
- Labour Market Mechanism: The Informal Sector and Skill Acquisition
- Computer Application: Models on Economic-Demographic Interrelations
- Manpower/Employment Planning
- Human Accumulation: Investment in Human Capital; Education and Training; Migration; Health, Nutrition and Family Planning
- Child Workers and Youth
- Basic Needs
- Women, Work and Development
- Regional Development and Resource Mobilization
- Policies and Programmes: Wages and Incomes Policies; Structural Adjustment Policies; Employment Policies; Population Policies.

98. **Resource Requirements:** UNFPA full sponsorship of the programme provides for a full-time Coordinator, two specialist professionals in demography and manpower economics, a Junior Professional Officer, two research assistants, short-term consultants, and support staff. This full complement of personnel will deliver this sub-programme and undertake other related activities as described in other sections. Teaching aids, pedagogical material and equipment are also available for more effective delivery of the training.

Sub-programme 3: *Executive Training Workshops and Seminars
on Selected Development Issues*

99. **Orientation:** Current efforts at socio-economic recovery and sustained development have thrown into sharp focus the need to develop short-term training workshops dealing with more specialized development issues which have had demonstrated impact on prospects for achieving long-term development. It is necessary to develop further local policy formulation capabilities and to provide African experts with relevant analytical tools and upgrade their knowledge and skills in line with new thinking on development issues.

100. The main elements of the African economic crisis deserve thorough diagnosis and understanding by senior officials responsible for formulating alternative solutions and advising on their feasibility and implications. The executive training workshops provide a forum for exchange of ideas and experiences and for developing new approaches and methodologies for maximizing development opportunities. The workshops would be of short duration

of 2-3 weeks and targeted at senior level policy-makers and managers at national, sub-regional and regional levels and, in cases, at personnel directly involved in preparing technical inputs to sectoral development policies. Given the flexibility envisaged in planning such activities, it is desirable that more and more such programmes be organized at the country level bringing in officials from different public organizations. Not only is it then possible to deal with the particular needs of the clients but the Institute would be brought closer to its constituents.

101. **Content:** Given difficulties in securing funding support for workshops and seminars, it is planned to organize not more than three in the 1991-92 academic year. These would be from among the following themes:

- SAPs and alternative approaches to African development
- Debt and debt management
- Elements in SAP packages such as agricultural subsidies, differential interest rates, and multiple exchange rates
- Project evaluation and appraisal
- Environmental impact assessment
- Energy policy and planning
- Women in development planning
- Revitalization of development planning.

102. In addition, training workshops in the 1991 Calendar of Conferences, Workshops and Seminars which are not implemented during that year would be carried over to 1992.

103. Regarding the Population, Human Resources and Development Project, a proposal is in the pipeline to organize a training workshop in 1991/92 on the impact of Structural Adjustment Programmes (SAPs) on the population. It will be jointly sponsored by UNFPA, UNDP and the World Bank. It will review efforts these organizations have so far made or should make to minimize the undesirable effects of SAPs on vulnerable groups.

104. A workshop on Population, Human Resources Development and Utilization in Eastern and Southern Africa is being organized for late 1991 for high-level government officials in the sub-region. It will focus on a critical analysis of pertinent issues in the areas of population, development and effective utilization of human resources.

105. **Resource Requirements:** For implementing activities under this sub-programme, funds are to be mobilized from extra-budgetary sources. Where appropriate and in the Institute's interest, some of the workshops and seminars will be run jointly with African and non-African partner institutions, as in previous years.

PROGRAMME 2. RESEARCH

106. **Orientation:** As is well known, IDEP's contribution to African development has concentrated rather heavily on training. Regrettably, institutional research has declined considerably and whatever exists have been inputs to seminars, workshops and conferences. This is to be redressed, as agreed by all parties that have been involved in the affairs of the Institute, particularly the Governing Council and major donors such as UNDP. A coherent and consistent research agenda is a *sine qua non* for promoting institutional development; for IDEP it has the added function of increasing the relevance and impact of work in other areas.

107. **Content:** The research programme will be determined in detail after a needs survey in member States and an assessment of main lines of research in major African institutions. The draft research programme will be submitted to the Advisory Board on Studies and Research for review. It is also worth noting that the research programme will be applied in nature and so structured as to accommodate ad hoc requests. A number of priority subject-areas would necessarily feature in some form or other in the research programme. These include the following:

- (i) Restructuring of African Economies
- (ii) Regional Integration and Cooperation
- (iii) Planning for Accelerated Development
- (iv) Parastatal Sector Management and Reforms
- (v) Debt and Debt Management

As regards the Population, Human Resources and Development Project during the 1991-92 period, the following activities are planned:

- Preparation of an inventory of research on Population, Human Resources and Development in Africa
- Two research projects on women in the informal sector and on the efficacy of population policy programmes in Africa.
- Preparation of a sourcebook on Population, Human resources Development and Utilization in Africa.
- A review of selected UNFPA-supported demography training programmes in Africa to assess the relevance of such training to the needs of African countries.

- A research project on the African Family in the Development Process. A volume on the subject is to be prepared, to coincide with the proposed Decade on the African Family (1993-2003).

In all these activities, the project staff would collaborate with other training and research institutions in Africa as well as with the UNFPA Global Training Programmes in Louvain-la-Neuve (Belgium), Trivandrum (India) and The Hague (The Netherlands).

108. **Resource Requirements:** A first requirement is that of a structure responsible for the research programme. Already, a Research Division has been set up in IDEP, which has as its immediate preoccupation the following:

- defining the Institute's research philosophy and orientation;
- designing and implementing research programmes;
- coordinating research conducted by the IDEP staff and associates;
- disseminating results of research through publications and organization of conferences, seminars and workshops.

109. Research will be conducted by full-time staff and consultants recruited to implement the programme and ad hoc research projects. Academics intending to undertake individual research projects, especially during sabbaticals, would also find a home in the Institute. Joint research projects will be developed with national and sub-regional institutions and professional associations in Africa and elsewhere. Of course, staff in the training programme will be encouraged to conduct research in their areas of interest. Attempts will also be made to link the IDEP programme to research being undertaken in its parent institution, the ECA. Both in the formulation and implementation processes, there will be close consultation and collaboration with the various divisions in the ECA Secretariat.

110. No resources of any kind are available at present for the Division to begin its all-important work. Unless staff is obtained, it will be impossible for the programme to be launched even on a minimum scale. Nevertheless, for individual projects, partners are being sought. Already, agreement has been reached with the African Academy of Sciences (based in Nairobi, Kenya) for IDEP to be the base for all its activities on regional cooperation and integration.

PROGRAMME 3. CONSULTANCY/ADVISORY SERVICES

111. **Orientation:** Existing side-by-side with the training and research programmes will be consultancy and advisory services activities. In the past, IDEP has not been active in serving its

member States in this field. A more concerted effort is to be made to provide direct consultancy/advisory services in different development fields. Consultancy assignments will be identified through discussions with member Governments and donors. The UNDP compendium of national and regional projects, and similar publications of UN-System organizations, are other possible sources. The Institute will also offer its services to non-African organizations and institutions involved in African development.

112. **Content:** The consultancy activities envisaged will be intimately connected with the research programme. They would consist initially of:

- providing assistance to African governments in the design of economic policies: monetary, fiscal and exchange rate policies, public investment programmes, external debt management, structural adjustment programmes, policy framework papers;
- assisting African governments to implement these economic policies and to monitor their impacts;
- providing advisory services to sub-regional and regional groupings in the co-ordination and rationalization of policies, plans and projects;
- providing advice on pre-feasibility studies and undertaking project analysis;
- assisting in preparations for negotiations with bilateral and multilateral agencies and provision of technical support during negotiations.

113. **Resource Requirements:** A new Consultancy/Advisory Services Division has now been set up. But, as in the case of the Research Division, no resources are available to launch programmed activities. Nevertheless, management will continue to seek consultancy assignments which will either be carried out by short-term consultants or sub-contracted to outside parties.

PROGRAMME 4. *LIBRARY AND PUBLICATIONS*

114. It is intended to improve the library, both in terms of its stock of books, journals, etc. and of its ability to serve the Institute. Regrettably, in recent years, the library has not been in a position to update its collection; it is not adequately staffed by the required number of personnel for its size. It is very poorly equipped with only rudimentary technology. Specific requirements during the programme period are:

- updating of the collection to make it more relevant to the Institute's needs
- the collection of the library to be computerized, using UNESCO CDS/ISIS
- furnishing of the library and reading room to make them more functional.
- supply of equipment such as (a) heavy duty photocopy machine, (b) microfilm reader/printer and microfiche reader/printer, (c) shelves.
- opportunities for recruitment and professional training of staff.

115. It is hoped that in the medium term the thrust would be towards converting the library into a documentation outfit whose functions would be closely allied to the publication activities. The recommendations contained in a report prepared for IDEP by the Chief, Computerized Data Section, PADIS, ECA, will guide efforts in this field. A follow-up implementation mission has already been requested and IDEP is to become a participatory centre in the PADIS network in order to benefit from the services it offers.

116. Turning next to publications, IDEP must be dynamic in this area as in the field of research and consultancy. Accordingly, a number of publications are envisaged:

- The IDEP Newsletter will be produced quarterly and will provide information on activities undertaken and planned in the Institute.
- The IDEP Prospectus will be revised and re-issued in 1991 and an Annual Report will be published for the first time.
- IDEP Monograph Series on specific subjects will be produced in, or commissioned by, IDEP. Outstanding theses will also be published in this series.
- Guest Lectures and those from the Occasional Lecture Series are to be introduced.
- Reports on Seminars and Workshops: Proceedings of seminars and workshops organized by IDEP or in conjunction with other institutions and organizations are to be published.
- If necessary, the IDEP Profile and the Programme Announcements, first issued in 1991, will be revised and re-issued in 1992.

117. The publication programme can only be successful if IDEP has in place the required publishing infrastructure which, at present, is non-existent. Lateness in venturing into this area has its own advantages in that the technology is constantly changing and it is now quite cost-effective.

118. For the 1991-1992 period, it is planned to exploit publishing possibilities in ECA and in sister institutions in Dakar. The publications programme will be run out of the documentation section, initially, with a view to eventual autonomy.

CONCLUSION

Aware of the urgency of an even-more dynamic and responsive role in grappling with African development issues in all their dimensions IDEP is to move into a new phase with vigour and determination. Management has already launched wide-ranging actions indicative of a strong will to take the Institute to higher heights in the 1990s. Implementation of the programmes discussed in this document will lay a sound basis for future growth and development of the Institute, thereby guaranteeing that IDEP's contribution to the process of socio-economic recovery and transformation in Africa will be maximized.