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UNITED NATIONS  
ECONOMIC COMMISSION FOR AFRICA  
Public Administration, Human Resources  
and Social Development Division

REPORT OF THE NATIONAL TRAINING WORKSHOP FOR EMPLOYMENT  
PLANNERS AND ECONOMISTS ON EMPLOYMENT  
AND PRODUCTIVITY ENHANCEMENT  
HELD AT  
IPAM, FREETOWN, SIERRA LEONE 22-29 NOVEMBER, 1991

November, 1991

## INTRODUCTION

1. The Workshop on Employment Planning and Productivity Enhancement whose main focus was on the Sierra Leone scene is one among a series of workshops being organised by UN/ECA in collaboration with member states in fulfilment of the ECA's capacity building of Training Institutes in Africa. This particular workshop, hosted by IPAM, was jointly organised by UN/ECA and IPAM. The ECA provided a resource person, Dr. Wilfred A. Ongaro, at no cost to the Sierra Leonean government, and IPAM paid for tea breaks, lunches and, secretarial and other logistical services as well. Mr. I.I. May-Parker, the Institute Director, Mr. E.P. Elliott, Acting Head of the Department of Public Administration and Management, and Mr. L.B. Rogers-Wright, Lecturer, made the workshop a success through a provision of their logistical support.

## ATTENDANCE

2. The workshop attracted twenty seven participants drawn from the following sectors: The Civil Service (16), Public Enterprises and State Owned Companies (4), The Armed Forces (4), The Labour Congress (1), and the University (2). Five local resource persons presented papers.

## OFFICIAL OPENING OF THE WORKSHOP

3. The Workshop was opened by Dr S.B. Daramy - Labour Adviser to the Government of Sierra Leone who was asked by the Hon. Minister of Labour, Energy and Power to deputise him. In his opening address, Dr. Daramy noted the appropriateness of the workshop's Theme which derives from the need to have effective intellectual and practical skills to manage the crisis in the whole area of Human Resources Planning and Programming as testified by, among others:

- Expenditure trends in most African countries is greater than revenue;
- Over expenditure over revenue as authorised by Parliament;
- The impact of world recession and the consequent effect on our balance of payment;
- Deficits in the budget inhibit us to service our genuine debts to IMF and IBRD; and

- The consequences of all these lead to unemployment and low productivity all round.

4. Prior to the opening speech, Alhaji Momodu Munu, Head of the Civil Service and Secretary to the Cabinet who chaired the occasion, the Director of IPAM and Dr. Ongaro made formal and informal statements respectively to underscore commitment to cooperate in training interventions that directly impact on the improvement of Public Administration and Management. They expressed their hope that the workshop would provide an opportunity for participants to evolve strategies to influence the process of policy formulation and Management in the endeavour to bring about the much needed economic recovery that will enhance productivity in Sierra Leone.

5. Altogether there were 16 sessions constituting plenary and syndicate during which six broad themes were covered. The themes covered during the workshop were:

- The Problem of Unemployment in African Countries
- Impact of Economic Performance on Employment Growth in Sierra Leone
- Unemployment - Its extent, structure and composition in Sierra Leone
- Workers' Training and Productivity Enhancement in Sierra Leone: Past evidence with recommendations for the future
- The Sierra Leone Educational System: Its relevance and role in National Development
- Policies and Strategies for increasing the Labour Absorptive Capacity of Sierra Leone Economy.

#### ACCOUNT OF PROCEEDINGS

6. The following are summaries of Papers, Interventions and Recommendations:

#### WORKSHOP PAPERS, INTERVENTIONS AND RECOMMENDATIONS

##### The Problem of Unemployment in African Countries

7. In presenting this paper, Dr Wilfred Ongaro, ECA's resource person, began by stating that the economic crisis that engulfed

the African continent in the 1980s reversed the reasonable growth rates of employment which had been achieved in the 1960s and 1970s. He drew attention to the expanding labour force and the occupancy constriction of employment possibilities. In the African region as a whole, it was observed that the labour force grew at the rate of 3.3% per annum, while employment at a rate of 2.4% per annum. The result of this is that there is today a large army of unemployed in the continent.

8. He further emphasized the collapsed of the formal sector and the emergence of the informal sector as one of the major labour sponge. He pointed out that in most African countries, wage employment had grown to negative growth rate though in some other countries, for instance Nigeria, Tunisia, Mauritius, and Seychelles, the public sector is still the principal employer.

9. Dr. Ongaro went on to identify some of the factors that have contributed towards high rates of unemployment in the continent. He mentioned factors such as the adoption of orthodox Structural Adjustment Programmes (SAPs) by most African Countries. This has resulted into cut-backs in public expenditures which has in turn called for the recruitment freeze in the public sector. The public sector has also been forced to stop the employment guarantee scheme to higher education graduates. He stated that the irrelevant educational system for the prevailing market and lack of proper planning in relation to development needs have also contributed towards increasing mass unemployment.

10. He went on to stress that universities today are producing many graduates without considering the types of qualifications and needs of various sectors in the economy. In this regard, Mr Ongaro called for a proper manpower planning, development and utilization in the continent. Manpower analysis would help to, for example, to identify available skills, capabilities and capacities. He mentioned that since the strengthening of the productive capacities is likely to improve the utilisation of human resources it is therefore, also necessary to have an efficient Labour Market Information (LMI) to serve as an early warning system in the labour and product markets.

11. Dr. Ongaro also provided some proposed policy instruments and measures under AAF - SAP which are meant for strengthening and diversifying production capacities. He concluded by suggesting that some of the policy instruments necessary to increase

employment in the agricultural sector. This includes, amongst others, increasing investment in this sector, creation and strengthening of rural financial institutions provision of loans to farmers at subsidized interest rates, etc. He mentioned that his paper took a global view and was intended to provoke further discussions in the course of the workshop.

### Interventions by Participants

12. On the issue related to the adoption of the orthodox SAPs by most African countries in the 1980s, the participants felt that the programme had caused harsh realities in the continent. The participants lamented that the programme has not taken cognisance of the unemployment problem that the African countries face today. The participants therefore felt that what Africa needed was an alternative programme opposed to the orthodox SAPs of the IMF/World Bank and this has already been provided by the ECA (i.e., AAF - SAP).
13. With regards to the effective manpower and employment planning in Sierra Leone, it was observed that there was no Employment and Planning Unit despite such emphasis on the country's policy papers and document. It was further observed that what actually exists is a kind of umbrella unit under the "Population and Human Resources Development" whose emphasis has been more on population matters rather than employment planning. It was also observed that the planning unit lacks a manpower economist to undertake effective manpower analysis. Indeed, this, among others, has contributed to the problem of insufficient information with regard to labour market activities.
14. The participants also observed that the only most comprehensive labour market survey was undertaken in 1988/89. However, the problem of information with regards to the informal sector activities still remains as a major impediment to a coherent manpower and employment planning. The participants stated that since informal sector is today playing a vital role in Sierra Leonean economy in the form of providing employment, government should take more interest in producing statistics convincing the people and activities in this sector.

Impact of Economic Performance on Employment Growth in Sierra Leone

15. In presenting this topic, Mr. Steve Swarray began by pointing out that after two decades of modest economic growth spanning the period of 1960 - 1979, Sierra Leone has witnessed, in the entire 1980s, increasing levels of domestic economic crisis and social deprivation which has placed the country among the group of those with the lowest quality of life in the world.

16. Mr. Swarray stated that the downward trend of Sierra Leonean economy is as a result of the absence of fundamental change in the structure of her economy particularly during the last decade. He went on to proving statistics of the overall performance of the Sierra Leonean economy, in the 1980s, i.e. trends in the Gross Domestic Products (GDP) distribution of GDP by kind or economic activity, trade balances, etc with a view to highlighting the problems faced to date. He pointed out that in the light of country's export and foreign exchange earning in the 1970s also experienced significant decline in output, particularly diamonds. He observed that the closure of the iron ore in the Port Loko District and depletion of alluvial diamond reserves in Kono District as well as management problems are the major factors responsible for the decline in output. In regard to the external shocks that have contributed to the deterioration of the economy he mentioned factors such as falling primary commodity prices, rise in the costs of imported materials etc.

17. He went on to state that in Sierra Leone, farmers constitute the largest occupational group consisting about 66% and it is estimated that the share of professional and technical workers is only 18% and grew at about 1.5% per annum between 1980 - 1990. Given the orientation of the educational structure there is a significant mismatch between the output of training institutions and the requirements of the economy. He pointed out that the rigidity in the occupations distribution is a reflection of poor economic performance and inefficient manpower utilization.

18. He briefly reviewed some of the Structural Adjustment Programme (SAPs) packages which the IMF and the World Bank have proposed for the African countries to adopt in order to solve their poor economies. He mentioned that in the light of enormous socio-economic and political consequences of the dismal performance of Sierra Leonean economy in the 1980s, the

government has committed itself to initiating economic stabilization and resumption growth in the 1990s. This programme is predicated on the overwhelming need for a more efficient use of existing resources (both natural and human) as well as increased investment to sustain a high rate of economic growth.

19. He concluded by warning that the need to restructure the economy, promote more efficient use of the existing resources and increase investment, as a basis for sustained high-level of economic growth is both urgent and overwhelming.

#### Interventions by Participants

20. Some participants felt that it was time that the Government of Sierra Leone come up with their own structural adjustment programme and resist the SAPs package. This is because the IMF in one of its reports has accepted that SAPs have not succeeded in almost all the countries which experimented in them, including Sierra Leone.

21. It was pointed out that ECA have already come up with an authoritative document entitled African Alternative Framework for Structural Adjustment Programmes (AAF-SAP) which is a challenge to the orthodox SAPs by the IMF/World Bank. Thus African countries should take advantage of this document in planning and implementing programmes according to their developmental needs.

22. The participants also agreed that the politicians in Sierra Leone show commitment towards developing a self-efficient and sustainable economy. In this regard political will would be among the major factor towards the achievement of such an objective.

#### Unemployment - Its extent, Structure and Composition in Sierra Leone

23. In presenting this paper, Mr. John S.N. Pessima stated that the complexity of the concept of unemployment is reflected in the wide variety of ways it is measured in national labour force surveys. He also said that international standards for these measurements have been subject to a number of changes throughout

time. He further said that the collection of data on employment and unemployment through the use of labour force framework was introduced in the international standards in 1947 and that the one that is in force at the moment was adopted in 1982.

24. In talking about the present concern of unemployment, he said that they are linked to development problems, and that nowadays statistics on unemployment is to obtain an indicator of economic performance and the labour market situation.

25. Describing the Sierra Leone situation, Mr. Pessima disclosed that the latest information on unemployment is given in the Labour Force Survey conducted by the Central Statistics Office under the National Household Survey Capability Programme of the United Nations. The survey shows that young person in large towns dominated the unemployment group and that women surpassed men in number.

26. The paper disclosed that no serious unemployment problem appeared to exist in the rural areas but that majority of the unemployed persons were secondary school leavers without passing 'O' level examination and second and third places were taken by those with no school education and those with 'O'level and 'A' level passes respectively.

27. In terms of training, only 15% of the unemployed in large towns, 5% in small towns, and almost none in the rural areas had formal training for jobs. Mr. Pessima also said that since 1963, unemployment had been on the increase as shown by the 1963 and 1974 Population Censuses and the Labour Force Survey of 1988/89. He, however, cautioned strict comparison of these figures due to probable problems of coverage. He attributed the reasons for this increasing trend to the mass rural-urban migration of young and middle age persons in the country.

28. The paper recommended that:

- (a) Government should adopt the Basic Needs Strategy as proposed by the JASPA study;
- (b) Government should rebuild the rural infrastructure to minimise the rural/urban migration;
- (c) Our educational system should be made relevant to our needs so that school leavers acquire



- appropriate skills to enter the labour market;  
(d) Tracer studies be carried out on school drop-outs in our educational system.

29. From the evidence available and discussed in the paper Mr Pessima concluded that there is an under-employment problem in Sierra Leone which should be addressed through appropriate policy interventions.

#### Interventions by participants

30. The participant observed that there is a need for a training policy to aid the unemployed. He cited the lack of counsellors in the schools to guide the students in career choices. The participant felt that in order to arrest the situation, education of the rural masses was needed so that they can know that their is dignity in living and working in the rural areas.

31. The cut-off age of 10 years used in the survey was criticised as been unrealistic. A suggestion of 14 or 15 years were made. It was also suggested that there should be an upper limit for labour force participation.

32. The ILO recommendation on work criteria was criticised at length even up to the extent of saying that it prohibits realistic measurement of unemployment in the developing countries. It was suggested that government should think seriously of adopting some realistic criteria on labour force even if it goes against ILO.

#### Workers' Training and Productivity Enhancement in Sierra Leone: Past Evidence with Recommendations for the Future

33. In presenting this paper Mr. E.P. Elliott observed that the complex issue of Human Resources Management which was a concern in the 1974/75 - 1978/79 National Development Plan has not been followed through since there had been no published report on the performance of the plan since then. He then proceeded to given an historical background of Sierra Leone's approach to workers' training which was first initiated by the Church Missionary

Society in 1864 and 1869 culminating with the establishment by government in 1953 of the Freetown Technical Institute and another in Kenema in 1956. Sierra Leone approached the issue of workers training for formal skills development in institutions of further education before they enter the employment market.

34. The paper then examined the following issues:

- Training Institutions for Productivity Enhancement in the formal and agricultural sectors.
- Training in the Informal Sector.
- The case of Women's training.

35. It was pointed out that although government had set out the basic infrastructure for workers' training in the formal sector there had been a deterioration in all such institutions due mainly to the economic crisis which befell the country in the late seventies and throughout to date. This deterioration also affected the modern economic sector who were starved of FOREX for the importation of resources required.

36. He identified the following problems as affecting workers training in the informal sector. The problems fell into two categories: Internal and External.

(a) Internal:

- Low level of education and skills of the workers they attract.
- Low level of technology
- Low capital structure and consequent low margins of value-added and profitability
- Lack of product standardisation and quality
- Ignorance of the sector about availability of formal training opportunities.

(b) External:

- Stringent conditions for credit and seed-finance
- Lack of recognition and support by appropriate institutions.

37. Unemployment and special problems of school leavers were two of the factors mentioned in the paper that are responsible for depressing state of workers productivity. It was pointed out that the existing training and skills development programme are very

inadequate. The paper drew attention to some factors militating against the country's effort to enhance jobs and skills training which include the following:

- Absence of Planned Vocational guidance and counselling of school pupils towards technological occupations and farming.
- Absence of policy in the rural area of Technical and Vocational Training for productivity enhancement.
- Inadequate number of trained teacher educators in the technical areas to support workers training for modern economy.

38. As regards the subject, Mr. E.P. Elliott presented the case of women taking into consideration certain psychological and sociological factors:

He mentioned that Government can best approach the issue first, by finding out what training was being done in all sectors, formal, informal and agricultural sectors. It was noted that there was need for the authorities to determine a public policy for workers training and a national apprenticeship scheme.

39. The paper ended with the following recommendations:

- (a) That appropriate authorities re-examine all past attempts made for the improvement of our Educational Policy.
- (b) That urgent action be taken to prepare a national Development Plan with a focus on the Manpower Needs.
- (c) That as a matter of top priority a Round Table Meeting be convened with a view to determine guidelines for a National Training Policy.
- (d) That Government makes use of some of the recommendations relating to manpower in the Education Review Report.
- (e) That consideration be given to the need of tapping additional revenue by enacting legislation for an Industrial Training Act.

Intervention by the Participants

40. The participants observed that effective policy management was constrained by the following:

- Inadequacy of relevant data and information, poor institutional set up and lack of institutional stability, inadequate implementation capacity.
- The participants underscored the point made in the paper that Trade Unions should address Productivity Enhancement in the wage negotiations.
- The participants agreed that Sierra Leone should pursue urgently the question of a National Training Policy to address the complex issue of Human Resources Management.
- The participants noted the plight of women who are ill-equipped to enter the employment market. Despite of their high percentage in the population (50.4%). 31% of women have no education. This state of affairs should be redressed if any meaningful impact is to be made on our national economy.
- Academic failures as a reason for drop out among girls is greater. The main cause had been traced to marriage pregnancy and family obligations.
- The attitude of parents and guardians towards certain types of work for female children.

41. Finally, in their concerned about the state of workers training in the country especially the lack of a coordination of what training is taking place, the participants observed that, given the present deterioration of our economy, it is perhaps untimely to think of introducing new legislation like an Industrial Act to raise funds.

Sierra Leone Educational System: Its relevance and role in National Development

42. In presenting this paper, Mr. L.B. Rogers-Wright approached the subject by analyzing and reviewing the two existing policy documents on education and the two planning activities which have

had some impact on the educational system. The policy documents he analyzed are - Educational Act No. 63 of 1964 and White paper on Education, 1970. He described the documents as out-dated and merely statements of prescriptive intents. Consequently the education system emerging out of these policy documents has not yet succeeded in addressing itself to our national needs and development; thus he declared education in the country is in a confused state.

43. He thoroughly elaborated on the provision as contained in the chapter on education in the first and only published National Development Plan 1974/75 - 1978/79. With the analysis of the Development Plan as a background to the study of the relationship between the educational system and national development, he ascertained that developing a skill in the performance of a job is a long process in which institutional instruction is only the first stage. Therefore since the development of a skilled labour force must take a considerably longer time than the average cycle of education such a disparity should be reflected in the educational system.

44. The other Planning activity he dealt with was the Educational Review of 1973-74, which recommendations are embodied in its report - "All our Future" Published in 1976. He maintained that though Government did not produce a policy document on the recommendations and strategies for education reforms as contained in the report these recommendations have impacted strongly on the country's current educational system.

45. What then were highlighted as a result of the analyses of this two planning activities are:

(a) That the present education system have rich historical resources on which to formulate policies that should make it relevant and enable it to play an effective role in national development.

(b) The system is bugged by a wide gap between planning objectives and implementation.

46. He therefore ended his paper by recommending:

- (i) A comprehensive man-power survey;
- (ii) A training needs analysis;
- (iii) A national training policy, which he is sure are possible if the right collaboration and inter-relationship

are encouraged, among the Ministries of Education, Labour and National Development.

#### Interventions by Participants

47. At the Plenary Discussion which followed the presentation of Mr. Rogers-Wright's paper, the following points were raised and discussed:

- There was confirmation that the system was in a crisis seeing that the policy documents were twenty-one years old and over.
- The fall in real terms of Government spending on education is indicative of the grave problems facing the system as there was consensus in that a lot of money is involved in making the system relevant to national development, e.g. implementing the 6-3-3-4 scheme.
- The relationship between proprietors of schools and Government was also raised in terms of their being partners in the business of education. It was noticed that the definition of such a relationship rests on an understanding of the Policy governing the education system in the country at present, the Education Act No. 63 of 1964.
- Hope was expressed over the tracer study being undertaken by the University in its quest for a mission statement. Caution was expressed over the University doing it alone. Rather it was advised that the University collaborates with the Ministry of National Development and Economic Planning.
- The call for Basic Education for all by year 2000 was noted. Again caution was expressed. However, some reassurance was expressed when it was made known that the right emphasis will be given to functional literacy aimed at enhancing skills.
- Vocational Education should also aim at self-employment and attitudinal change - a prerequisite for entrepreneurship.
- An endorsement was given to the programme run at IPAM as part of the University in line with the recommendation made

by the Education Review - that of keeping University enrolment growth below 5% per annum through the diversification of its curriculum to take up sub degree programmes.

- It was held that what is needed most is the political will to ensure that the Educational system in Sierra Leone is set on the right path.

Policies and Strategies for Increasing Labour Absorptive Capacity of Sierra Leone Economy

48. In his paper the presenter, Mr. Claudius J. Thomas, stated that the 1980s have been characterised by stagnation in the Sierra Leone economy, in which very little structural changes have emerged, which will create and expand employment. The growth of population has been faster than economic growth, exacerbating the employment problem, by an increase in new entrants in the labour force, while there are not corresponding expansion of job opportunities.

49. He stated that the government does not seem to have any strong commitment to manpower development, so that planning can be effectively done to utilize manpower, for economic development. Furthermore, investments has been very limited and domestic mobilization of savings has not been encouraging. This, in turn, has stagnated employment growth. Foreign Investment in the form of Public Foreign Assistance (grants and aids), has propped up the economy which would otherwise have been devastated. This is particularly true for Integrated Agricultural Development Projects (IADPs), and other rural development NGO-sponsored projects, pertaining to health, education and social welfare, apart from productivity enhancement programmes and small scale industrial activities. These schemes have provided vital limited employment.

50. The formal sector comprising manufacturing, Government Services, Construction and Commercial Service, has been constrained in its growth. Manufacturing has slumped, mainly because of the misappropriate import-substituting policies, in which capital intensive manufacturing plants were introduced instead of labour intensive one, which would exploit labour surplus position of the country.

51. The subsequent agro-industry policy will link agriculture to industry, whilst providing rural employment at the same time. Budgetary constraints have limited Government's ability to continue expanding its labour force, from an institutional rather than a market point of view. The other constraints has been the implementation of the SAPs for Sierra Leone, which emphasised the reduction of under-utilised and redundant labour from government ranks.

52. The rural sector incorporating the agricultural and mining activities, has an excess of 60% of the labour force and policy measures designed to create gainful employment in this sector, would effectively alleviate rural poverty, contain rural/urban migration and increase dramatically total productivity in the economy.

53. The Informal sector is the fastest employment growing sector and alternative to limited formal sector employment, which is shifted by the stagnating economy. A policy stressing institutional support, and granting more direct financing will help to develop the sector, particularly with the training and development of local entrepreneurship.

#### Interventions by Participants

54. With regard to the issue of an oversupply of high-level skilled labour, some participants felt that this was not the case. They mentioned, for instance, that there was a need for more doctors. It was therefore observed that there is need for better analysis of skills required to meet the modern economy before candidates are awarded training opportunities.

55. The participants pointed out that the interest rate structure in formal sector lending institutions was a constraining factor to informal sector lending. However, it was thought that an identification of credit needs of the informal sector, was enough to encompass the modalities of lending.

56. Surrender obligations, as a policy, was observed by participants not to have succeeded when previously tried, because miners and dealers of minerals, tended to evade their obligations. It was agreed that the policy would be in place if



proper control was instituted for unauthorised participation in the mining industry. This would ensure the mobilisation of vital domestic funds.

57. The participants agreed that agriculture and agro-industry should be given maximum consideration by the Government since this policy of increased investment in this sector was the key to employment creation and economic development.

#### Workshop Recommendations

##### (a) Policy Intervention

58. For effective public policy formulation and management of Human Resources in Sierra Leone, participants recommended that measures be taken to bring about the awareness on the part of the relevant sectors of the need to provide the requisite data on Workers' Training in the country.

59. The following were recognised:

- Improve skills for manpower data collection and analysis.
- Improve skills in Public Information Management.
- Setting up of a National Board for Workers Training under the supervision of a restructured Ministry of Labour.
- Better coordination of Workers' training activities.

60. Effort should be made to get politicians and Senior policy managers together in training forums relating to policy formulation and policy implementation. Government should pursue the question of a National Training Policy and the setting up of a National Human Resources Centre. The participants called on the University of Sierra Leone to organise a Round Table on this issue.

#### Labour Statistics

61. The participants recommended that government review the ILO cut off age of 10 years to give a realistic data of our Labour Market. That concerted and deliberate efforts be taken by all sectors to make available employment statistics as provided for in the laws of Sierra Leone. That urgent action be taken to up date our Labour Laws with a focus on Labour statistics with

appropriate sanctions for violation. Government to provide resources to collect labour statistics.

Strategies for Unemployment in the agro-business

62. The participants recommended that more recognition should be given to the workers in the agro-business through appropriate skills training so that many school leavers can enter the employment market. Participants also recommended the introduction of functional literacy classes in rural areas that will help in motivating some early school leavers to acquire skills to enter the agricultural sector. The participants recognised the effort already made in diversifying our curriculum but recommended the provision of the enabling resources to make agricultural education effective.

Strategies for Unemployment in the Informal Sector

63. The participants recommended that government should have a national policy for apprenticeship. Also that all Trade Centres should be re-opened and equipped to provide training opportunities for all school leavers. The participants also recommended collective-employment through concerted efforts at giving recognition and support to the informal sector to enhance their contribution for workers' training.

64. The Government should make a special provision for the retraining of retrenched workers both in the public and private sectors, who are likely to seek employment in the informal sector.

Effectiveness of Institutional arrangements for Workers Training

65. The participants recommended a comprehensive manpower survey should be conducted which should be followed by a training needs survey and analysis. The present Education Act No. 63 of 1964 should be urgently reviewed and a revised policy which caters for developmental needs of the nation be enacted.

66. The curricula in educational institutions should be restructured in line with the needs of the Labour Market as

identified from the manpower survey and training needs analysis. There should be instituted a central training agency like the National Human Resource Development Centre which will ensure proper coordination and supervision at national level in the organisation of training programmes.

#### Special Case for Women

67. The participants recommended that schools should establish counselling units to advise pupils, particularly girls, in respect of opportunities open to them in the Labour Market. Counselling should be included in the curriculum for Teacher Education.

68. An awareness should be created among the men who constitute the bulk of employers to encourage women to have equal participation in the Labour Market. Since women are in the majority operators in the informal sector participants recommended that government give consideration to setting up a special capital formation scheme for women. The participants recommended that ECA should give support to IPAM to embark on training of women in marketing, managerial skills and other techniques to increase their productivity.

#### ADOPTION OF THE DRAFT REPORT

69. The draft report was adopted with some amendments.

#### EVALUATION OF THE WORKSHOP

70. A short questionnaire was provided to the participants for this purpose and the following were their responses:

	Very Good	Good	Satis- factory	Unsatis- factory	Total
Scheduling of work programme	8 (30)*	13 (48)	5 (18)	1 (04)	27
Usefullness of handouts	22 (81)	4 (15)	1 (04)	- -	27
Effectiveness of lectures	15 (56)	9 (33)	3 (11)	- -	27
Effectiveness of Group Work	9 (34)	15 (55)	3 (11)	- -	27

\*) In parantheses are row percentages.

71. Concerning the question as to whether the participants would propose to their friends who did not attend the workshop to participate in a similar one in future, all of them responded positively. The participants also made some recommendation meant to improve a similar workshop in future, namely:

(a) that the workshop required a longer period, say ten days.

(b) that handouts be sent to the participants some weeks before the workshop takes place. This would give them ample time to read and thus improve the quality of discussion even further.

#### CLOSING OF THE WORKSHOP

72. Before the workshop was officially closed, the participants were asked to express their general views concerning the workshop. The participants observed that this workshop was taking place at a time when Sierra Leone was embarking on a search for a suitable form of democratic government given the many painful years of institutional breakdown and decay. Thus the Workshop's Themes have provided a new focus that will enable participants contribute effectively in the key issue of Human Resources

Development.

73. Workshop participants expressed their gratitude to UN/ECA for requesting IPAM to collaborate in the running of the Workshop. Accordingly, participants extended the appreciation to the Director and the Institute's staff for the way the workshop was conducted and the facilities placed at their disposal.
74. The workshop was closed by the Director of the Institute of Public Administration and Management (IPAM), Mr. I.I. May-Parker. Before reading out his speech, the Director presented all the participants with certificates of attendance.
75. In his closing statement, Mr. May-Parker underscored that the theme for the workshop has been very topical for the country, Sierra Leone. He went on to mention that with the emergence of the Multi-Party in Sierra Leone and the restructuring of the Civil Service, there are many areas in which IPAM would need to focus in order to prepare for the improvement of Human Resources, to meet the new roles that public and private sectors will have to play to make Multi-Party Government effective and workable thereby enabling Sierra Leone to once more qualify to enter the runway. Important areas of concentration such as Local Government reform, Civil Service Administration reform, Structural Adjustment Programmes, Financial Administration, etc. are few areas to be considered.
76. In these areas, we would see new relationship between ECA/IPAM developing in order to help IPAM meet its commitments to be responsible for the middle and upper level training for civil servants. In this regard, he thanked ECA for the collaborative effort with IPAM in organizing such an important workshop and hoped that this is just a beginning and not the end of such joint efforts.
77. He concluded by thanking all the participants for the quality of discussions during the interventions and good quality of group reports presented thereafter. He advised the participants to keep in contact even after the workshop so as to be able to exchange ideas about the events in their various ministries, institutes, etc.

APPENDIX I:

TIME TABLE

EMPLOYMENT PLANNING AND PRODUCTIVITY ENHANCEMENT WORKSHOP  
IN SIERRA LEONE : 25 - 29 NOVEMBER 1991

PROGRAMMES

MONDAY SEPTEMBER 16, 1991

- 8.30 - 9.30 Registration of Participants.
- 9.30 - 11.30 PLENARY:
- Statement by the Director of IPAM
  - Opening Statement by Sierra Leone Official
- 11.30 - 12.00 BREAK
- 12.00 - 13.00 The Problem of Unemployment in African Countries -- (ECA Representative: Dr. W.A.Ongaro)
- 13.00 - 14.30 LUNCH BREAK
- 14.30 - 15.30 The Impact of Economic Performance on Employment Growth in Sierra Leone -- (Local Resource Person: Mr. Steve Swarray)
- 15.30 - 16.00 BREAK
- 16.00 - 17.00 Plenary -- Discussion on the Economic Performance on Employment Growth in Sierra Leone.

**TUESDAY SEPTEMBER 17, 1991**

- 9.00 - 10.30      Unemployment: Its Extent, Structure and Composition in Sierra Leone -- (Local Resource Person: Mr. J.S.N.Pessima)
- 10.30 - 11.00    BREAK
- 11.30 - 12.15    Worker's Training and Productivity Enhancement in Sierra Leone: Past evidence and Recommendations for the future -- (Local Resource Person: Mr. E.P.Elliott)
- 12.15 - 13.00    Discussion on: Worker's Training and Productivity Enhancement in Sierra Leone: Past evidence and recommendations for the future.
- 13.00 - 14.00    LUNCH BREAK
- 14.00 - 15.30    The Sierra Leone Educational System: Its Relevance and Role in National Development -- (Local Resource Person: Mr. L.B. Rogers-Wright)
- 15.30 - 16.00    BREAK
- 16.00 - 17.00    Discussion on the Sierra Leone Educational System: Its Relevance and Role in National Development.

**WEDNESDAY SEPTEMBER 18, 1991**

- 9.00 - 9.45      Policies and Strategies for Increasing the Labour Absorptive Capacity of the Sierra Leone Economy -- (Local Resource Person: Mr. Claudius J.Thomas)

- 9.45 - 10.30      Discussion on: Policies and Strategies for Increasing the Labour Absorptive Capacity of the Sierra Leone Economy
- 10.30 - 11.00    BREAK
- 11.00 - 13.00    Group discussion:
- A:    Review the critical issues identified in the papers presented by Dr. Ongaro and Mr. Swarray. Using the discussion notes and within the context of the papers discuss:
- The strategies for unemployment and productivity enhancement in the informal sector of the economy.
- In all cases identify constraints which might need to be overcome before any meaningful policy intervention can be developed and/or initiated.
- B:    Review the critical issues raised in the papers presented by Mr. E.P. Elliott and Mr. L.B. Rogers-Wright. Using the discussion notes and within the context of the papers discuss:
- Effectiveness of institutional arrangements for employment planning and measures for strengthening them.
- In all cases identify constraints which might need to be overcome before any meaningful policy intervention can be developed and/or initiated.
- C:    Review the critical issues identified in the papers presented by Dr. Ongaro and Mr. Swarray. Using the discussion notes and within the context of the papers discuss:
- The strategies for unemployment and productivity enhancement in the agro-industries.



13.00 - 14.00 LUNCH BREAK

14.00 - 15.00 Presentation and discussion of Group A's Report.

15.00 - 15.30 BREAK

15.30 - 17.30 Presentation and discussion of Group B's and Group C's Reports.

**THURSDAY SEPTEMBER 19, 1991**

9.00 - 9.45 Institutional Requirements for Comprehensive Human Resources Planning and Programming -- (ECA Representative: Dr. Wilfred A. Ongaro)

9.45 - 10.30 Discussion on: Institutional Requirements for Comprehensive Human Resources Planning and Programming

10.30 - 11.00 BREAK

11.30 - 13.00 Group Discussion:

A: Review the various issues raised and discussed in all the plenary sessions and try to identify factors that limit women participation in workers' training and recommend policy measures for improving the situation in the 1990s and beyond.

B: The effective management of training is essential for development of adequate capacity for public policy intervention. Please discuss the respective roles of the public sector in the whole area of workers' training and productivity enhancement in Sierra Leone.

Consider the following:

- (i) Identification of training needs.
- (ii) Who should get the training and how should their participation be ensured.
- (iii) Evaluation and monitoring of such training.

C: Bearing in mind discussion in previous sessions, examine participation of women in all sectors of the economy.

Identify the areas which ought to be addressed in designing training programmes specifically for women workers for productivity enhancement.

13.00 - 14.00 LUNCH BREAK

14.00 - 15.00 Presentation and discussion of Group A's Report.

15.00 - 15.30 BREAK

15.30 - 17.30 Presentation and discussion of Group B's and Group C's Reports.

#### FRIDAY NOVEMBER 29, 1991

9.00 - 10.30 Adoption of the Workshop Report.

10.30 - 11.00 BREAK

11.00 - 13.00 Evaluation of the Workshop.

13.00 - 14.00 LUNCH BREAK

14.00 - 15.00 Presentation of Attendance Certificates and Closing of the Workshop.

APPENDIX II:

LIST OF PARTICIPANTS

A: CIVIL SERVANTS: (16)

1. Mr. James B. Mahoi, Ag. Labour Commissioner, Ministry of Labour, Energy and Power (Labour Division), New England, Freetown. Tel. 40827.
2. Mr. Raymond K.M. Bindi, Administrative Officer, Ministry of Labour, Energy and Power (Labour Division), New England, Freetown. Tel. 40155/40885.
3. Mr. John K. Mustapha, Chief Works Study Officer, Ministry of Works, New England, Freetown. Tel. 40277.
4. Mr. Joseph E. Adu, Planning Officer (Human Resources Development), Ministry of Education, Youth and Sports, New England, Freetown. Tel. 40054.
5. Mrs. Princess E. Elliot, Head of Commercial Department, Technical Institute, Congo Cross, Freetown. Tel. 31368.
6. Mrs. Shirley V. Rogers-Wright, Principal, YWCA Vocational Institute, Brookfields, P.O.Box 511, Freetown. Tel. 40558.
7. Ms. Crispina F.S. Wright, Senior Assistant Secretary, Office of the President, State House, Tower Hill, Freetown. Tel. 224141.
8. Mrs. Zainabu R. Hamid, Ag. Senior Assistant Secretary, Ministry of Health, 4th. Floor, Youyi Building, Brookfields, Freetown. Tel. 222163/222169.
9. Mr. Francis E. Kandeh, Ag. Senior Assistant Secretary (Secretary Training & Recruitment's Office), c/o The Establishment Secretary's Office, Ministerial Building, George Street, Freetown. Tel. 223463.
10. Mr. Olufemi A.P. Pratt, Ag. Senior Establishment Officer, The Establishment Secretary's Office, Ministerial Building,

George Street, Freetown. Tel. 226511/225858.

11. Mr. Abu S. Bangura, Administrative Officer, Ministry of Health & Social Services (Social Services Division), New England, Freetown. Tel. 41289/41178.
12. Mr. James M. Davies, Technical Instructor, Government Printing Dept., New England Ville, Freetown. Tel. 41945.
13. Mr. Ken P. Sondai, Deputy Development Secretary, Ministry of National Development & Economic Planning, Youyi Building, Brookfields, Freetown.
14. Mr. Jacob J. Saffa, Development & Planning Officer (Macro Division), Central Planning Unit, Ministry of Finance, Development & Economic Planning, Secretariat Building, George Street, Freetown. Tel. 41645.
15. Mr. Felix Danner, Lecturer, Technical Institute, Congo Cross, Freetown. Tel. 31368.
16. Mr. Alfred A. Sankoh, Assistant Medical Statistician, Planning, Management Information & Statistics Unit, Ministry of Health, Youyi Building, Brookfields, Freetown. Tel. 222163.

**B: PUBLIC ENTERPRISE & STATE OWNED COMPANIES (4)**

1. Mr. Foday M. Kamara, Training Manager, SLRTC Technical Training Centre, Blackhall Road, Freetown. Tel. 50762.
2. Mr. Bockari M. Pujeh, Assistant to Personnel, SLTRC, P.O.Box 1008, Blackhall Road, Freetown. Tel. 50442.
3. Mr. Mohamed M. Kamara, Personnel Manager, NIC Ltd. 18/20 Walpole Street, PMB 84 Freetown. Tel. 224328/224342.
4. Mr. Amara L. Gegbai, Banking Supervisor, Bank of Sierra Leone, P.O.Box 30, Siaka Stevens Street, Freetown. Tel. 226501 Ext. 352.

C: THE ARMED FORCES (4)

1. Major Michael N. Conteh, Planning Officer I, Headquarters RSLMF, Murray Town Barracks, Freetown. Tel. 31210/30202/30826.
2. Major James Max-Kanga, Officer Commanding, Army Education Service, Wilberforce Barracks, Freetown. Tel. 31481 Ext. 219.
3. Captain Lucy E. Kanu, Army Ordinance Service, Murray Town Barracks, Freetown. Tel. 31841.
4. Captain Memunatu Koroma, Pay Officer, Army Pay Service, Murray Town Barracks, Freetown. Tel. 30354/31481, Ext. 138/259.

D: THE TRADE UNION

1. Mr. John K. Fallah, Research Officer, Sierra Leone Labour Congress, P.O.Box 1333, 35 Wallace Johnson St., Freetown. Tel. 225774/226869.

E: THE UNIVERSITY OF SIERRA LEONE (USL)

1. Mrs. Gwendoline Mason, Lecturer, IPAM, USL, PMB 570, Tower Hill, Freetown. Tel. 224476.
2. Mr. Moses J. Leigh, Instructor Grade I, IPAM, USL, PMB 570, Tower Hill, Freetown. Tel. 224476.

RESOURCE PERSONS:

- 1.. Dr. Wilfred A. Ongaro, Economic Affairs Officer, Public Administration, Human Resources and Social Development Division, UN Economic Commission for Africa, P.O.Box 3005, Addis Ababa, Ethiopia. Tel 251-1-517200; Telex 21029 UNECA ET; Fax 251-1-514416.
2. Mr. Llewellyn B. Rogers-Wright, Management Consultant and

Lecturer, Head of Department of Business Studies & Entrepreneurship, IPAM, USL, P.M.B. 570, Tower Hill, Freetown. Tel. 22446/224904.

3. Mr. Claudius J. Thomas, Lecturer/Chairman Department of Research, Department of Economics, USL, 131 Padema Road, Freetown.
4. Mr. E.P. Elliott, Ag. Head, Department of Administration and Management, IPAM, USL, P.M.B. 570, Tower Hill, Freetown. Tel. 22476 or 30084 (Home).
5. Mr. John S.N. Pessima, Statistician, Central Statistics Office (CSO), Freetown.
6. Mr. Steve Swarray, Financial Controller, Mano River Union, Freetown.

**WORKSHOP CO-ORDINATORS**

1. Dr. Wilfred A. Ongaro, UN/ECA.
2. Mr. E.P.Elliott, IPAM/USL.
3. Mr. Llewellyn B. Rogers-Wright, IPAM/USL.

**DIRECTOR OF IPAM/USL**

1. Mr. I.I. May Parker.