

**REPORT ON PHASE II OF THE
HUMAN RESOURCES AND INSTITUTIONAL
DEVELOPMENT (HRID) PROGRAMME**

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I. INTRODUCTION

1. Phase I of the Human Resources and Institutional Development project was devoted to a series of diagnostic studies, organization of seminars at subregional and regional levels and to the preparation of Phase II, i.e. the implementation of reform and restructuring policies for the pilot countries selected by the Project Steering Committee.

II. OBJECTIVES FOR PHASE II

2. The Project Steering Committee comprising ECA, the World Bank, ICAO, OAU, ITU, IMO and UNCTAD, set the following objectives for Phase II.

Development objective

3. To assist African countries in developing their human resources and institutions in the transport and communications sector with a view to enhancing the efficiency of the sector through policy and institutional reforms by improving human development skills for national economies. For this type of reform to be sustainable, Governments should be actively committed for nine to 15 years.

Immediate objective No. 1

4. To identify practical methods, policies, regulations and ways and means of improving performance and evolving strategies for the formulation of programmes through which African countries will effect policy changes, carry out institutional reforms and manage and improve manpower.

Immediate objective No. 2

5. To assist some member States in designing and implementing their sectoral and modal restructuring on a four-year pilot project basis in order to derive maximum benefits from policy reforms. Such projects will subsequently be replicated in other countries within the region willing to carry out restructuring.

Immediate objective No. 3

6. To assist non-pilot African countries in preparing for the restructuring of their transport and communication sectors and developing the reform policy necessary for the restructuring of their institutions and operational activities on a mode-by-mode or comprehensive basis. All this will be based on the experience gained from the HRID pilot programme in other countries.

III. SCOPE OF THE PROJECT

7. ECA noted at the ninth meeting of the Conference of African Ministers of Transport, Communications and Planning, that the project would only cover countries south of the Sahara. Recognizing the importance of the project, the Conference asked ECA to ensure that the project was extended to all African countries. As a follow-up to this request, ECA contacted the Director of the UNDP Arab Bureau for his assistance. The Director acknowledged the relevance of the project for North African countries and asked ECA to invite the countries concerned to express their desire to participate in the project through their national IPFs. ECA subsequently forwarded UNDP's letter to all countries concerned so that they could contact their UNDP national resident representatives and keep ECA informed of the outcome. To date, ECA has not received any response from the North African countries.

IV. ACTIVITIES UNDERTAKEN

8. Following the selection of some countries, namely: Madagascar, Mali, Sierra Leone and Swaziland, some members of the Steering Committee fielded missions to some of these countries in order to enlist their support for the objectives and activities of Phase II.
9. Following to these missions, ECA, in collaboration with the members of the Steering Committee, produced a draft programme document which was considered by the Steering Committee in January 1994.
10. During the meeting of the Steering Committee, it was decided, in light of financial problems facing the sole donor agency (UNDP), to adopt a programme co-financing approach and, in the meantime, to start with pilot countries: Madagascar and Sierra Leone. ECA was asked to contact both countries with the programme of approved activities.
11. ECA undertook a mission to Sierra Leone during which the officials of the Ministry of Transport and Communications showed great interest in the implementation of the programme. The UNDP resident representative in Sierra Leone equally lent support to the programme, which was in line with UNDP's own priorities and subsequently affirmed UNDP's readiness to co-finance a part of the preparatory activities.
12. The mission to Madagascar will be fielded in the first quarter of 1995 after harmonizing the programme activities with those of the World Bank. There was a delay attributable to some problems raised by the World Bank concerning Madagascar. Most members of the Project Steering Committee reiterated the need to continue with the HRID activities in Madagascar, one of the selected pilot countries.
13. The programme document was submitted to UNDP within the framework of its assistance to the development of transport in Africa. As soon as the financing is secured, associated organizations will carry out the necessary activities in the pilot countries. Furthermore, additional funds will be raised for other pilot countries and, if possible, the programme will be extended to other countries. Associated organizations will pursue their efforts in mobilising resources for the implementation of the project.

V. ACTION REQUIRED

14. Country representatives are requested to take cognizance of the information given above, keep ECA informed of their countries' readiness to participate in the project, and send in their suggestions for further activities geared towards the extension of the project.