

Distr.
LIMITED

ECA/MULPOC/Lusaka/V/8(iv)
February 1982

Original: ENGLISH

UNITED NATIONS ECONOMIC COMMISSION FOR AFRICA

Multinational Programming and Operational
Centre (MULPOC) for Eastern and
Southern African States

Fifth Meeting of the Lusaka-based MULPOC Committee of Officials
March 17-22 and Fifth Meeting of Council of Ministers
March 23-25, 1982

Lusaka, Republic of Zambia
17 - 25 March 1982

PROPOSED ESTABLISHMENT OF A SUBREGIONAL GRADUATE
SCHOOL OF BUSINESS MANAGEMENT FOR EASTERN AND SOUTHERN AFRICA

I. **BACKGROUND**

1. In respect to the need for managerial capabilities in African member States the Economic Commission for Africa sponsored a three-man consultative mission early 1978. The mission visited 18 African countries and 40 institutions operating management programmes, with the aim of ascertaining the need for, and the feasibility of promoting the establishment and development of subregional Graduate Schools of Management in Africa as well as identifying institutions with potentials to host the proposed graduate programmes.
2. On the basis of the findings, the mission recommended the establishment of seven Graduate Schools in the long-run, using existing educational institutions, and four were to be established immediately in West, Eastern/Southern Africa, North and Central Africa. As a follow-up specific institutions were identified and recommended on the promise that the proposed schools would start functioning with a minimum of delay. Accordingly, the recommended institutions should have satisfied certain conditions in terms of:
 - (a) developed quality programmes in management education and training with a reasonable number of options for specialization in the various functional areas of management at both undergraduate and post-graduate levels;
 - (b) the number and quality of the existing academic and administrative staff should be adequate to run both under-graduate and post-graduate programmes;
 - (c) nature and quality of existing physical facilities such as accommodation for lecture halls, number and variety of text books and reference materials as well as space for expansion of existing physical facilities.
3. Following the report, an Expert Group Meeting was convened in Nairobi at the University in September 1978. The meeting was attended by twenty-three persons representing universities and management institutions from six countries within the sub-region. Attending the meeting were also representatives from the UNDP, ILO, AAPAM and Ford Foundation. Four ECA staff including the ECA/MULPOC Lusaka Team Leader attended and serviced the meeting.
4. The Expert Group meeting concluded and agreed that the Faculty of Commerce of the University of Nairobi should assume leadership in evolving the graduate school programme catering for the Eastern and Southern Africa subregion. At the time of the meeting and as already pointed out in paragraph 2 above, the programme was to function using an existing national Graduate School or Faculty with admission open door. The Faculty was to be given the task of developing a and executing a multi-national training and research programme with the assumption that it would acquire autonomy in budget, curriculum, courses and administration.

5. In the light of the above, a Technical Committee was established to assist the Faculty of Commerce in working out the details of the programme including, administration and management of the proposed school, funding, curricula and syllabi staffing and staff development.

II PROGRESS TO DATE

(a) In Cooperation with the University

6. The first meeting of the Technical Committee met in Nairobi at the University in April 1979. The one-day meeting did not actually provide time for the Committee to prepare a detailed work programme as was envisaged. It was however noted that the current MBA programme at the University of Nairobi needed modification and even restructuring in line with the proposed subregional orientation of the Graduate School. The meeting also agreed that the Faculty had to have built-in responsiveness to meet the needs of the participating countries if it was to meet the subregional expectations.

7. As concerns institutional autonomy, the Committee agreed that the Faculty ought to be autonomous in the area of funding and budget, student admission and that the autonomy envisaged should be in the form of "A School of Management/Business Administration".

8. The Technical Committee has not been able to meet again since then. However, there have been continued consultation between the authorities of the University of Nairobi, the Faculty of Commerce and the ECA on the development of the Graduate School. These consultations have mainly centred on the question of autonomy for the school as was initially envisaged; the development of curricula and course programmes oriented towards meeting the needs of other countries within the subregion and fellowships.

9. In the light of the above ECA had planned and hoped to engage a consortium led by the Wharton School of Management and Finance of the University of Pennsylvania (USA) to work out a comprehensive post-graduate programme, staffing and institutional development framework. The consortium has not undertaken this task as yet because of financial constraints.

10. The Faculty of Commerce at the University of Nairobi has so far continued to operate its present MBA programme in its usual form because of the University decision process which did not make it possible for the Faculty to adjust its post-graduate programme as and when required by the sub-regional clients. However following an understanding with the university and the Kenya Ministry of Higher Education, ECA has initiated a two-man consultative mission to selected countries within the sub-region in order to determine training needs and possible areas of specialization in management.

11. The study findings would be used to justify to the University authorities the need to modify the current programme.
12. A questionnaire had been sent to institutions with the objective of ascertaining the disciplines and priority areas unique to other countries and which may need to be incorporated in the current curriculum offered at the University of Nairobi as far as possible. The information sought will assist in the planning of course programmes which would cater for the needs of Eastern and Southern African countries in various management fields of specialization.
13. In addition to the questionnaire sent, ECA has secured the co-operation of the University of Nairobi and University of Dar es Salaam by releasing each a staff member to undertake the above planned consultative mission. The two men will consult with governments, universities and management institutions in the selected countries with the aim to assess future requirements of graduate managers over the next 5 years and the countries' suggestions will be used for developing subregionally oriented multinational graduate programmes in business management. The mission is scheduled for October/November 1981 and the two men will prepare a report with recommendations as end product.
14. As a followup to this consultative mission an intergovernmental meeting is planned to be convened early next year (1982) in order to consider the recommendations and practical steps for getting the School operational.

(b) In Cooperation with the Government

15. ECA has maintained constant consultations with the Ministry of Higher Education and the UNDP Resident Representative in Nairobi. Since the ECA initiated the proposed establishment of the subregional Graduate School, there had been other interested groups wishing to set up a similar Graduate School of Business Management in Nairobi. The UNDP Aga-Khan project has strongly come up with a proposal and the Ministry of Higher Education has been considering the proposal. As far as ECA is concerned, our proposal is in collaboration with the Kenya Government, UNDP and the Ag-Khan project for the Nairobi School.
16. Early this year (1981) the Kenya Government undertook a mission to Europe and USA for the proposed Kenya Graduate School of Business and Social Management. A report of the mission has been sent to ECA and ECA welcomed the initiative and the proposals contained in the mission report.
17. So far, the consensus resulting from ECA, UNDP and the Ministry of Higher Education consultations point to the need to have the proposed school as national that is, Kenyan. However, ECA is urging that the proposed school should provide an open door to allow it to accommodate a multinational programme of training and research for the benefit of other countries in Eastern and Southern Africa. Accordingly, it is hoped that the School will be Kenyan in ownership and control and that the bulk of its training and research programmes will be for Kenya.

It is in respect of the multinational programmes proposed by the ECA which the school could be entrusted to operate, the interest of other participating countries within the subregion and of the donors that it is being proposed that such a school should have a Board of Trustees for its multinational programmes and mobilize resources for their implementation.

18. To this date, the only major area which ECA, the University authorities and the Ministry of Higher Education have not been able to reach a consensus is the case for autonomy in budget, curriculum and administration. It is hoped that this major element and the ECA role in the proposed Graduate School will be decided at an intergovernmental meeting proposed to be convened early 1982.

III FELLOWSHIPS

19. ECA has been sponsoring graduate students at the Faculty of Commerce, University of Nairobi. Six out of nine graduate students initially admitted for the 2 year MBA programme in 1978/79 and 1979/80 academic year graduated. The six students who should now be working with various companies and or teaching at the university of their respective countries included one from Tanzania, two from Uganda and three from Kenya. While the three who could not complete their MBA programme for various reasons were from Lesotho (2) and one Kenya. Though the Faculty of Commerce has not yet modified its post-graduate programme, admission of students under ECA sponsorship has continued. Currently one student from Ethiopia has successfully completed her first year and has been admitted for the second year programme.

20. ECA would like to see more students from Eastern and Southern Africa admitted and benefit from the programme. However sponsorship has been low (in terms of the number of students admitted) because of financial constraints.

IV. FUNDING

21 The question of how the proposed subregional school strictly speaking the multinational programme, is to be funded has been raised time and again during the meetings and consultations with University staff and government officials. Definite policy and mechanism for funding have not been fully discussed.

22. The feasibility studies, meetings and fellowships mentioned in this report have been funded out of the Nigerian contribution to the United Nations Trust Fund for African Development (UNTFAD). In 1979 ECA submitted a project document to UNDP for funding. Though UNDP has accepted the proposed project for funding, it has not yet been able to provide the financial support sought because of its own financial constraints. Thus the financial support sought by ECA from UNDP is still under consideration.

V. CONCLUDING REMARKS

23. ECA's initiative and efforts towards institutional buildings such as the proposed establishment of the subregional Graduate School of Management for Eastern and Southern Africa have been well supported by governments and management institutions. Support and requests for consultancy services have been received from various organisations and universities in Africa and outside Africa for the proposed subregional Graduate School. However, progress has been slow partly due to financial constraints and partly because ECA, the university authorities and the Kenya government have not been able to come to a consensus on a number of major aspects of operational issues. It is hoped that the proposed subregional Graduate School will be realized and that such major areas of operation as institutional framework, curricula and funding will be decided upon at the intergovernmental meeting proposed to be convened early 1982.