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African Institute for Higher Technical
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Governing Council
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STAFFING OF THE INSTITUTE

1. Introduction

At this stage when the actual structure of the African Institute for Higher Technical Training and Research is still to be determined and its programmes of activities worked out, it may be presumptuous to consider its staffing. This notwithstanding, no sooner the decision on the establishment of the Institute has been endorsed by the ECA Conference of Ministers and the location decided, work must be initiated in a number of areas requiring the participation of some of the initial staff of the Institute. Staff requirements have to be seen in the context of the scope of the functions of the Institute, its structure and its programmes of activities. Consequently, a proper assessment of the Institute's immediate and future staff requirements can only be undertaken after the planned technical feasibility studies and the design of programmes and courses have been undertaken. The Executive Director and some other core staff members are expected to participate in some of the background studies, consultations with host government and institutions and in the design of courses and programmes. These activities are scheduled to begin as from July 1979 through June 1980. The provisional programme of work and budget proposals for the Institute envisage these requirements.

The purpose of this paper, therefore, is to indicate the initial staff requirements of the Institute during 1979-1980, the duties and qualifications of such staff; and to suggest a programme for their recruitment. It is hoped that the outline of the job descriptions would facilitate the identification of suitable candidates for posts that the Governing Council may approve.

2. Core Staff

The feasibility study mission report on the Institute recommended that the courses to be provided by the Institute should be organized into the following 5 or 6 main departments:^{1/}

- (i) Civil and Building Engineering
- (ii) Electrical and Electronics Engineering
- (iii) Mechanical and Production Engineering
- (iv) Agricultural Engineering
- (v) Technical Instructor Training
- [(vi) Social Studies and Management]

Each of the above departments as well as the Division of Administration and the Office of the Executive Director would have to be staffed by qualified technical instructors and other professionals. Resources will certainly not be adequate for the Institute to initiate and develop five or six departments right from scratch; three or four departments would need to be started immediately. During 1980, each of these departments must have on board a departmental head and one or two senior technical instructors. An Accounting Unit and a General Administration Section are a necessity as from the time the Institute takes charge of its finances and personnel. Some secretarial, clerical and service staff must be recruited. As soon as the Institute begins to offer training courses by the second-half of 1980, a small team of interpreters and translators would be needed.

Thus, staff requirements during 1979-1980 would be of the order of 12 professionals and 10 supporting and service personnel. Additional resource persons, technical advisers and short-term consultants are expected to be provided through the programme support which the Institute hopes to receive from the UNDP and other co-operating agencies and organizations. More adequate staff provision would follow the elaboration of the Institute's training and research programmes and will be influenced by the number, nature and level of course that it will offer.

3. Quality of Staff

In its report, the Intergovernmental Expert Group Meeting on the Establishment of the Institute made specific recommendations that:^{2/}

- (i) the staff of the Institute must share in its philosophy and must work towards fulfilling its objectives;
- (ii) while preference should be given to the recruitment of qualified Africans and African experts, the Institute should take advantage of expertise available world-wide.

^{1/} Proposed African Institute for Higher Technical Training and Research: Feasibility Study Mission Report, ECA document PAMM/ED/55 paragraphs 285-286.

^{2/} Report of the Intergovernmental Expert Group Meeting on the Establishment of an African Institute for Higher Technical Training and Research, ECA document E/CN.14/INF./95, paras. 48-49.

Accordingly, the bulk of the Institute's technical, professional and administrative staff would have to be Africans who share the objectives and mission of the Institute. Staffing policy for the Institute thus permit the employment of non-African instructors and short-term experts, especially those from other developing regions of the world.

It is not enough for the instructors at the Institute to be dedicated and thoroughly committed to the philosophy of the Institute; they must know their subjects well and be of the best quality in terms of skills and knowledge in their subjects and in capability to train others. Only the best brains and skills are good enough for recruitment as staff of the Institute. Such technical staff must have knowledge of development problems and the application of technical skills, tools and machinery in industries and other production and services sectors. Relevant practical experience in the world of work must be an important prerequisite in the qualities required of the instructing staff of the Institute. They are expected to have the knowledge and expertise to impart and the "do-how" for applying skills and knowledge to solve development and production problems.

4. Staff Development

The Institute will be recruiting both experienced and less experienced instructors for its training and research programmes. All of these instructors would require further development: the junior and mid-career staff to broaden their fields and enhance their specializations, while the more experienced and management level staff would need to up-date their knowledge, re-establish contacts with industries or seek new ideas and technology for the improvement of their programmes. Consequently, the Institute must from the start evolve a staff development policy and programme. The fellowships that other organizations may offer as well as those the Institute itself could offer should in part be used for staff development and training for technology transfer.

5. Recruitment Schedule

In the hope that by the end of July 1979 a final decision would have been reached on the question of the location of the Institute and that UNDP and other sources of financial support for the Institute would have been assured, it is proposed to operate the following schedule for the recruitment of the initial staff of the Institute:

<u>Post</u>	<u>Number</u>	<u>Recruitment action period</u>	<u>Date to assume post</u>
a) <u>Institute's staff</u>			
i) Executive Director	1	March - August 1979	September 1979
ii) Heads of Departments	4	July - December "	January 1980
iii) Administrative and Accounting Staff	3	May - August "	September 1979
iv) Language Staff	4	March - June 1980	August 1980
v) Bilingual Secretary/ Administrative Assistant	1	May - August 1979	September 1979
vi) Other secretarial and clerical staff	5	Sept. - Dec. 1979	Jan./Feb. 1980
vii) Service Staff	4	Sept. - Dec. 1979	" " "
b) <u>UNDP project personnel</u>			
i) Chief Technical Adviser	1	March - June 1979	July 1979
ii) Consultants for Technical Feasibility Studies or Consulting Firm	3/4	Mid-Feb. - June 1979	July 1979
iii) Technical Advisers	4	Sept. 79 - Feb. 80	March 1980
iv) Short-term Consultants	2/4	Sept. 79 - March 80	April - June 1980
c) <u>Project personnel from other sources</u>		To be negotiated with interested co-operating organizations and agencies	

ECA as principal co-ordinator of support activities for the establishment and development of the Institute and as executing agency for the UNDP contribution to the Institute, would have responsibility for initiating recruitment action as outlined in the above schedule. Consequently, the Secretariat will work out more detailed and precise elements in the recruitment and appointment action and will monitor compliance with the time schedule. It is needless to emphasize the point that action at this stage will be limited to the initial posts approved by the Governing Council.

6. Job Description

Summary job description for the principal posts for initial staff recruitment is contained in the Annex.

J O B D E S C R I P T I O N

General background - The Institute

The African Institute for Higher Technical Training and Research is a post-secondary intergovernmental institution recently decided to be established to serve all member States. Its principal function is the development of multinational programmes for the training of middle-level technicians and higher level technical personnel, including technologists, engineers seeking to up-date their knowledge, as well as for the training of technical teachers and instructors. It will undertake research in technical education development and curricula design and will provide consultancy services to member States and technical training institutions. Its research efforts will include the development of instructional materials and prototype equipment and tools for use in technical colleges and polytechnics as well as the development of indigenous technology. The Institute is expected to be innovative in its programmes and to be a focal point of reference to other technical training institutions. It will endeavour to combine theoretical and practical elements in its training programmes and would accordingly develop production workshops and make industrial training a requirement for certification. Its output will include front-line supervisors and technical entrepreneurs. It is envisaged that the Institute will develop working relationships with existing technical and management training institutions, including engineering faculties of African universities as well as with the African Centre for Technology and the African Centre for Engineering Design and Manufacturing.

Institution building will start from the drawing board. However, the Institute will make full use of the physical facilities of the host institution while gradually acquiring its own buildings, machinery and equipment. It is envisaged that the Institute may be able to start the trial runs of its short courses by the second-half of 1980.

As an African intergovernmental institution, its financing, control and management will be the primary responsibility of African States. Substantial programme support has been assured from the UNDP and the co-operation of several bilateral and multilateral agencies and organizations are being negotiated. ECA will play the role of co-ordinator of programme support activities and act as executing agency for the UNDP contribution.

The Institute will be under the control and guidance of a Governing Council and an Academic Board. The Executive Director will be administrative and academic head of the Institute.

I. Post Title: Executive Director

Level: L.8

Duration: 4 years on first appointment

Salary: US\$30,000 (provisional) Application Deadline: 31 July 1979

Duty Station: (to be determined) Entry on Duty: September 1979

Functions:

Overall responsibility for the planning and development of the Institute, management of its funds and programme development; staff recruitment and development; Institute's relationship with the host country; provide secretarial services to the Institute's Governing Council and all its subsidiary bodies; development of consultancy services and research programmes, mobilization of financial resources for the implementation of the Institute's work programme activities; preparing annual reports and budgets; other administrative and management functions ensuring the effective performance of the Institute and facilitating the realization of its objectives and programme as approved by the Governing Council.

Qualifications:

Higher degrees with honours and specialization in engineering, technology or technical/industrial education from reputable educational institutions, at least fifteen years relevant work experience in the field of technical education programme development and the training of technicians and other technical personnel; should have demonstrated his scholarship, teaching and programme management capabilities in post-secondary educational institution; should have had industrial or technological experience as well as experience of technical manpower development in developing countries; should possess a high quality of leadership and ability to manage men and materials in an educational institution; must be convinced of the objectives and philosophy of the Institute and be prepared to work for the achievement of its goals; proficiency in English, French or Arabic with a fair working knowledge of one of the other two languages.

Applications to be sent to:

The Higher Technical Institute
c/o Economic Commission for Africa
P.O. Box 3001
Addis Ababa
Ethiopia

II. Post Title: Head of Department (Chief Technical Instructor) - four posts:

- a) Electrical and Electronics Engineering Department
- b) Mechanical and Production Engineering Department
- c) Agricultural Engineering Department
- d) Technical Instructor Training Department

Level: L.6

Duration: 3 years on first appointment

Salary: US\$24,000 (provisional)

Application Deadline: 15 Nov. 1979

Duty Station: (to be determined)

Entry on Duty: January 1980

Functions:

Under the overall direction and supervision of the Executive Director, a Head of Department will be substantively responsible for the design, planning, development and successful implementation of the training and research programmes of his department; preparing annual programmes and budgets; staff development and supervision of students and other course participants; organizing and monitoring students' industrial training; evaluating staff performance and programme relevance; management of programme funds allotted to his department; participating in teaching in his areas of specialization; conducting examinations and other related tests; and undertaking all other duties as may be directed by the Executive Director to ensure full and effective realization of the objectives of the Institute as pertain to his department.

Qualifications:

Higher degrees with honours and specialization in engineering, technology or technical/industrial education from a reputable educational institution as relevant to the requirements of the department for which application is made; at least twelve years of relevant work experience involving teaching, research, consultancy and programme development and management specific to the department under consideration; previous experience in the training of technicians, technical instructors or the development of technical education curricula and programmes is essential; should have proven himself as a dedicated and an accomplished trainer; industrial experience and leadership qualities are of particular importance; must be a strong believer in the objectives and philosophy of the Institute; proficiency in English, French or Arabic with a fair working knowledge of one of the other two languages.

Applications to be sent to:

The Higher Technical Institute
c/o Economic Commission for Africa
P.O. Box 3001
Addis Ababa
Ethiopia

III. Post Title: Principal Administrative Officer

Level: L.4

Duration: 3 years on first appointment

Salary: US\$18,000 (provisional) Application Deadline: 15 Nov. 1979

Duty Station: (to be determined) Entry on Duty: January 1980

Functions:

Under the overall direction and supervision of the Executive Director, the officer will be responsible for staff recruitment and personnel administration and for general services; ensuring the efficient management of the Institute's financial and material resources; responsible for the most effective use of the Institute's accommodation and training facilities; shared responsibility for staff development and training; provision of conference, translation and interpretation facilities; and undertake all other administrative and management measures as will ensure the efficient operation of the Institute and an effective use of its resources.

Qualifications:

Higher degrees with specialization in administration or management from a reputable university, including a post-graduate diploma in educational institutions administration; at least twelve years relevant work experience in government or educational institution; accounting or legal training would be an advantage although not necessary; must be particularly skilled in the management of people and materials; leadership quality is essential; proficiency in English, French or Arabic with a fairly good knowledge of one of the other two languages.

Applications to be sent to:

The Higher Technical Institute
c/o Economic Commission for Africa
P.O. Box 3001
Addis Ababa
Ethiopia

IV. Post Title: Language Staff - four posts:

Interpreters/Translators

Level: L.3 Duration: 3 years on first appointment

Salary: US\$15,000 (provisional) Application Deadline: 15 June 1980

Duty Station: (to be determined) Entry on Duty: August 1980

Functions:

Perform translation, interpretation and editing services for the Institute and its subsidiary bodies; undertake other ad hoc language services as directed by the Executive Director or his representative.

Qualifications:

A very good university degree in language and professional training as translator or interpreter or translator-cum-interpreter with appropriate certification from a reputable language institute and recognition by appropriate professional association; at least eight years professional work experience as translator/interpreter; high proficiency in English, French and a fairly good working knowledge of either Arabic or Spanish.

Applications to be sent to:

The Higher Technical Institute
c/o Economic Commission for Africa
P.O. Box 3001
Addis Ababa
Ethiopia

V. Post Title: Accounting Officer

Level: L.2 Duration: 3 years on first appointment

Salary: US\$12,000 (provisional) Application Deadline: 14 Nov. 1979

Duty Station: (to be determined) Entry on Duty: January 1980

Functions:

Under the overall direction of the Executive Director and the immediate supervision of the Head of the Administration Division, the Accounting Officer will be responsible for maintaining proper financial accounts of the Institute; custody of financial records; preparing annual budgets; preparing pay-roll; arranging banking transactions and undertaking all other activities connected with the financial management and accounts of the Institute.

Qualifications:

A good university degree or appropriate full professional qualifications in accounting (ACA, ACCA, ACMA or equivalent); membership of a recognized professional accounting association; accounting practice in government, educational institution or in an international organization of at least five years; proficiency in English, French or Arabic with a fair working knowledge of one of the two languages.

Applications to be sent to:

The Higher Technical Institute
c/o Economic Commission for Africa
P.O. Box 3001
Addis Ababa
Ethiopia

VI. Post Title: Bilingual Secretary/Administrative Assistant

Level: SS.9

Duration: 2 years on first appointment

Salary: US\$6,000(provisional)

Application Deadline: 15 July 1979

Duty Station: (to be determined) Entry on Duty: September 1979

Functions:

Serves as Secretary-cum-Administrative Assistant to the Executive Director; responsible for office management; opens and maintains files pertaining to the office; takes notes and prepares minutes of meetings held by the Executive Director; arranges travel and makes appointments for the Executive Director; and provides other administrative assistance and secretarial services as may be directed.

Qualifications:

Full secretarial training with advanced diploma in secretarial practice and office management; a university degree background would be an advantage; at least ten years of secretarial practice in government, educational institution or international organization; previous experience as administrative secretary in responsible position would be an advantage; complete proficiency in English and French.

Applications to be sent to:

The Higher Technical Institute
c/o Economic Commission for Africa
P.O. Box 3001
Addis Ababa
Ethiopia