

68173



**UNECA / ESAMI**



**WORKSHOP ON STRENGTHENING HUMAN RESOURCE  
CAPABILITIES  
WITHIN  
TRANSPORT AND COMMUNICATIONS SECTOR  
IN  
SUB SAHARA AFRICA**

**4th MARCH - 8th MARCH 1991**

**ARUSHA**

REPORT ON THE WORKSHOP ON STRENGTHENING HUMAN RESOURCES  
MANAGEMENT CAPABILITIES WITHIN THE TRANSPORT AND  
COMMUNICATIONS SECTOR IN AFRICA, ESAMI, ARUSHA, TANZANIA

4 TO 8 MARCH, 1991

1. BACKGROUND

It is clear that after the implementation of the first United Nations Transport and Communications Decade for Africa (1978-1988), the region had not developed institutional and human resource capacity to adequately operate and maintain transport and communications infrastructure and services. It therefore became important and necessary that before starting the second United Nations Transport and Communications Decade for Africa (1991-2000), the magnitude of the problem should be determined and the factors that have constrained the development of the sector should be identified.

The Economic Commission for Africa (ECA) in collaboration with UNDP, the World Bank, UNCTAD, ILO, ICAO, IMO and ITU has organised six subregional workshops covering 45 Sub-Saharan countries between February and March, 1991 to be followed by a regional policy workshop in May, 1991. The workshops objectives are as follows:

- (i) To enhance a practical understanding of the importance of the institutional reforms and human resources management for creating a self-sustaining and self-reliant transport and communications sectors.

- (ii) To review and exchange views on those factors which promote or constrain institutional and human resource development and performance within the transport and communications sectors.
- (iii) To evolve strategies and plans for the development of institutional capacity and human resources management capabilities within the sector for implementation during the second Transport and Communications Decade.

To achieve the objectives of the workshop the interagency steering committee for the preparations and conducting of the workshop resolved that workshop participants should be high level experts composed of Permanent Secretaries or Chief Administrative Officials from the ministries dealing with transport and communications and Chief Executives of selected transport and communications agencies.

## 2. ATTENDANCE

The workshop was attended by 8 participants from Botswana (3), Swaziland (2) and Zimbabwe (3). Resource persons representing ICAO, IMO, ITU, ILO, UNCTAD and ECA also participated in the workshop. There was no representative from the World Bank. A list of participants is attached as annex 1 to this report.



Agenda item 1: Opening of the workshop.

The Workshop was opened by Dr. Kasuka S. Mutukwa, the Director General of ESAMI. In his opening remarks, he first welcomed participants to the Institute and outlined the role of ESAMI in the development and promotion of management training in the subregion. Regarding maintenance of transport and communications infrastructure and equipment in Africa, Dr. Mutukwa said that there is a need to find out the type of management training necessary for solving the problem because maintenance is the most neglected activity in the sector. He also appealed to participants to strengthen links between government Ministries dealing with transport and communications and sectoral parastatals under them. He concluded his opening address by informing the participants that ESAMI has established a Transport Management Centre in order to strengthen the institutes capability in addressing the sector's requirements in training research and consultancy.

The representative of ECA read to the participants the statement of the Executive Secretary of ECA. He expressed gratitude to the secretariat of ESAMI for hosting the workshop and emphasised that countries in Eastern Africa should make full use of ESAMI for the development of management capabilities in transport and communications. Participants were briefed on the workshop background and were also informed that the first transport and communications decade for Africa (UNTACDA I) did not achieve much in the field of human resources and institutional development. The ECA representative stressed the importance of the workshop and informed the participants

that the ministers of transport and communications in SBA are pleased that the workshop is being held and are looking forward to receiving its findings and recommendations when they next meet in Addis Ababa in May 1991. He informed the meeting of the UN specialised agencies who have prepared the workshop documents and thanked them for their contribution.

In his closing remarks he appealed to the participants to critically examine all aspects of the problems in human resources development in the sector and requested them to come up with strong recommendations, which would enable the ministers of transport and communications to decide upon the programme of the second decade in the field of human resources development in transport and communications.

Moving a vote of thanks, a delegate from Swaziland thanked ESAMI, ECA and specialised UN agencies for organising the workshop. He expressed his concern about the fact that Botswana, Lesotho and Swaziland are not yet members of ESAMI and said he would take up the message on his return to his country. He concluded by saying African countries have not made full use of available human resources, therefore. Workshops such as the one he has come to attend should come up with answers to the question.

The official opening was followed by a general introduction of participants and a briefing to participants on workshop arrangements. A brief presentation was made to participants on the objectives and purposes of the sub-regional workshops.

Agenda Item 2: Presentation of Sections I, II and III  
of the Sectorial Synthesis Report

representative of IMO was the moderator for the plenary session and the first three sections of the report was presented by the representative of ECA.

The participants made general comments on the contents of the three parts presented but because they received the document just before the workshop was opened it was agreed that the document would be discussed only after they have read it in more details. Section Four of the document dealing with solutions to problems identified in Section Three of the document was presented separately. Participants commented on various issues raised and it was agreed that since the sectorial report is an overview of modal reports, detailed discussions on its recommendations should be held after presentations of all modal reports. Participants agreed with conclusions and recommendations of the sectorial report, but resolved that the degree of government interference with the management of transport parastatals differ from country to country.

Agenda Item 3: Presentations of modal reports by  
representatives of UN specialised  
agencies

The Representatives of IMO and ILO were the moderators for the plenary Sessions throughout the presentations and discussions of modal reports.

Presentation were made by representatives of IMO (shipping), UNCTAD (ports and multimodal transport), ICAO (airlines and civil aviation



administrations) ILO (roads and road transport), ECA (railways) and ITU (telecommunications).

It was also agreed that workshop groupings would not be formed because the composition of participants did not allow for a suitable combination of modes into workable groupings.

Agenda Item 4: Group meeting.

The participants discussed the modal reports and they agreed with all the findings and recommendations of the reports, following which recommendations out of discussions were made as follows:

---

## RECOMMENDATIONS

### GENERAL RECOMMENDATIONS

#### 1.1 PUBLIC SECTOR

- Appointment of chief executives in parastatals based on merit and qualification.
- governments should give full managerial and operational autonomy to the parastatals; government controls should however be limited to the approval of major investments, tariff reviews, approval and general financial supervision.
- in order to enhance their performances, parastatal institutions should consider the possible use of memorandum of understanding (usually negotiated and agreed on between the government supervisory agency and the parastatal institution).
- government should subsidize institutions if forced to provide unprofitable services.
- parastatal institutions should be allowed to plough back some of their profit for the improvement and development of their institutions and for the benefit of their employees in the form of better service conditions.
- government should allow parastatal institutions to have flexibility in deciding on salary structures based on generated profit level



and within limited range set by the government.

in view of the fact that most parastatal institutions currently do not have the capacity to develop corporate plans and master plans governments must encourage the setting up of independent a bodies of experts/consultants on temporary basis, to help institutions develop their capacity.

- governments should update procurement policies and procedures and strengthen the participation of institutions in the selection of equipment.
- the Standardization of equipment should be encouraged and adequate spare parts should be included in the purchase of major equipment.
- governments should streamline and minimize documentation and customs procedures to facilitate the flow of passengers and goods.
- transport infrastructure and facilities should be improved and maintained, and weighbridges installed to check axle loads.
- governments should honour their financial commitments, especially with regard to the settlement of debts owing to institutions.
- close collaboration and coordination of sector training activities of national and sub-regional training institutions should be encouraged.

governments should encourage the formulation of transport sector training policies which should encompass all levels from the operational staff up to top management and policy makers, and provide the necessary financial resources for implementation.

- curative measures should be instituted to eliminate overstaffing and appropriate policies should be adopted to forestall overstaffing of institutions. Strategies to eliminate overstaffing include comprehension with establishment standards, redeployment and retrenchment. In view of social consequences and some of these strategies re-training and self employment programmes may be instituted. Specialized UN agencies should be called upon in planning and implementation of these appropriate strategies and programmes.

#### 1.2. Private Sector Recommendations

- governments should encourage the participation of the private sector in selected transport modes.
- government should encourage the involvement of the private sector including small scale contractors in road maintenance.

#### 2. Sub-regional Recommendations

- efforts should be made to strengthen and promote the activities of Southern Africa Transport and Communication (SATCC) in its effort

to solve the transport problems facing the sub-region.

In this connection the on going projects being executed by UN agencies, the World Bank and ADB for the benefit of SADCC member countries should be strengthened and continued.

The results of the various studies undertaken so far should be implemented and all the necessary information on the activities of the projects should be made known to all member countries.

- A forum for policy makers and top managers of sectoral institutions (such as this workshop) should be established where all the countries of the sub-region, bodies such as SATCC, PTA, the specialized UN Agencies, World Bank and ADB meet to discuss issues in transport and communications, formulate sub-regional policies and discuss coordination national sector policies.
- given the landlockedness of most of the SADCC countries, ECA and other UN agencies should endeavour to conduct further studies to highlight the sector problems in the region.

### 3. Modal Recommendation

#### 3.1. Ports, shipping and Multimodal Transport

In order to address the issues facing transportation in southern Africa especially landlocked countries the following are recommended



- improving and strengthening the human resources and institutional capabilities of ports of the coastal countries.

- establishing effective communication system. This involves the introduction of the Advance Cargo Information System (ACIS) in order to facilitate cargo flows and forward planning.
- strengthening both institutional and operational arrangements to enhance the flow of trade along the transit corridors:
- promotion of joint ventures among countries of the region to provide and improve essential services along the transit corridors.
- promotion of the establishment of freight forwarders and Multimodal Transport Operators (MTOs).
- speeding up the establishment and development of dry ports in the landlocked countries.
- establishment of natural Trade and Transport facilitation committees
- establishment of shippers' councils

### 3.2 Road Transport

A project designed to strengthen the capacity of road transport operators focusing primarily on managerial capabilities of small scale operators and transport cooperatives should be initiated. A Regional Training and Consultancy Institution supported by selected national institutions be the vehicle for conducting project activities in order to local capacity to sustain future road transport improvement activities.

### 3.3 Telecommunications

Based on the experience in some countries in the sub-region it is recommended that for the efficient running of postal and telecommunication services countries in the sub-region should consider the separation of the management of the two services.

---

WORKSHOP ON STRENGTHENING HUMAN RESOURCES MANAGEMENT  
CAPABILITIES WITHIN THE TRANSPORT AND COMMUNICATION  
SECTOR IN AFRICA

14 - 8 MARCH, 1991, ESAMI, ARUSHA)

LIST OF PARTICIPANTS

BOTSWANA

1. Mr. Lebomakgotla Carlson KEMOKBATLA  
Director of Roads  
Ministry of Works, Transport and Communications  
Private Bag 0026,  
GABORONE Tel: 317511 Tlx: 0568 90
2. Mr. Maduo Surman MAOTO  
Chief Personnel Manager  
Botswana Railways,  
Private Bag 00125,  
GABORONE. Tel: 356053 Tlx: 2980 RAILS 90
3. Mrs. Vanishing Gladys MADONDO  
Personnel Manager  
Air Botswana  
P.O. Box 92. Tel: 372983  
GABORONE. 352812 Tlx: 2413 BI Fa 374800

SWAZILAND

1. Mr. Almon Mbuzeli MBINGO  
Deputy Principal Secretary  
Swaziland Government  
Ministry of Works and Communications  
P.O. Box 55.  
MBABANE. Tel: 42321.
2. Mr. Nicholas R. MANANA  
Deputy Managing Director  
Posts and Telecommunications Corporation  
P.O. Box 125,  
MBABANE. Tel: (268) 42341 Tlx: 2033 WD.



ZIMBABWE

6. Mr. Nelson KUDENGA  
Deputy Director Operations  
Department of State Roads, Ministry of Transport,  
P.O. Box 8109,  
Causeway,  
HARARE. Tel: 700991/723570
7. Mr. Nicholas Zvenuika CHIGUMIRA  
Under Secretary  
Ministry of Transport and National Supplies  
P.O. Box 8091,  
Causeway,  
HARARE. Tel: 726723/700991.
8. Mr. Brian Munemo JIRIRA  
Personnel Officer  
Air Zimbabwe,  
P.O. Box AP1,  
HARARE AIRPORT. Tel: 737011

RESOURCES PERSONNEL

1. Mr. Bisrat Habte Michael  
Consultant  
UNCTAD  
C/o Marine Transport Authority  
P.O. Box 1861  
ADDIS ABABA. Tel: 519066 Tlx: 21280.
2. Mr. Asrat TESSEMA  
Manpower and Training Officer  
International Civil Aviation Organisation  
Regional Office for Eastern & Southern Africa  
P.O. Box 46294,  
NAIROBI. Tel: 520131, 520603, 333930 ext. 3007  
Tlx: 25295 ICAD REP.
3. Mr. Benjamin OWUSU-MENSAH  
Consultant  
International Maritime Organisation  
4 Albert Embankment  
LONDON. Tel: 071-735-7611.

4. Mr. Richard K. BAFFOUR  
Area Representative for Southern Africa,  
International Telecommunication Union,  
c/o UNDP  
P.O. Box 4775,  
HARARE, ZIMBABWE.
5. Mr. Cornelius DIAKPASU  
Regional Adviser  
International Labour Organisation (ILO)  
P.O. Box 2331,  
LAGOS, NIGERIA.
6. Mr. Paul WERE  
Multimodal Transport Expert  
UNEP  
P.O. Box 3005  
ADDIS ABABA. Tel: 517041 Fax: 510091