

132240

UNITED NATIONS
AFRICAN INSTITUTE FOR ECONOMIC
DEVELOPMENT AND PLANNING

IDEP/DIR/G/2152

DAKAR

UNITED NATIONS AFRICAN INSTITUTE FOR ECONOMIC DEVELOPMENT
AND PLANNING

Dakar, Sénégal

FIRST PHASE : 1963/64, 1964/65 to 1968/69

EVALUATION REPORT

(Submitted by the Acting Director)

Dakar, Senegal
JANUARY 1969

Introduction

The present Evaluation Report on IDEP covering the period 1963/64 to 1967/68 is intended to be read in conjunction with the following three documents prepared for the Eighth Meeting of the IDEP Governing Council to be held at Addis Ababa, Headquarters of the Economic Commission for Africa, 29 - 31 January 1969 :

- (i) The Training and Research Programme of IDEP: The Second Phase (IDEP/DIR/2144);
- (ii) Alternative Schemes and Possible Sources of Financing for the Future Operations of IDEP (IDEP/DIR/RAP/2146);
- (iii) Operational Information Requested by IDEP Governing Council at its Seventh Meeting (IDEP/DIR/2150).

2. These three documents, especially the third, provide much of the basic information necessary for evaluating the IDEP Project in its First Phase, as well as possible guidelines for its activities in its Second Phase. This Report therefore provides a summary and overview of the activities of the First Phase.

I. Summary of Major Activities

3. During the First Phase, the Institute has engaged in the activities falling within its principal functions :

- (1) Training
- (2) Research
- (3) Advisory Services

with by far the greater emphasis having been put on training. The minor role of research and advisory services has been due to the following:

- (a) The need for training personnel for African Governments in the field of development and planning was so great at the time of the inception of the Institute, that little thought was given to the

research aspect of its work, most of the planning having gone into the elaboration of the training programme. This primary emphasis on training has remained throughout the First Phase.

- (b) Development and planning activities were then beginning to take hold in an Africa, newly become independent, and time was required for these activities to produce enough results to make research into the field really worth-while.
- (c) The frequent change of direction and professional staff of the Institute militated against the establishment of any continuing or on-going programme of research. In fact, only in the last two years of the Project has anyone been in charge of the Institute for as long as two years, and even then, on an interim basis. In the six years in which the Institute has been in existence (if the pre-Institute year, 1963-64, is included), there has been only one substantive Director who held his post for only a year and eight months (August 1965 - March 1967). These frequent changes of direction have naturally prevented the elaboration and execution of a research programme until only in the last two years. Even so, the expansion of the training programme at the same time to provide for more courses, at other African centres than Dakar and Cairo, has resulted in an increased burden of training on the slender staff of the Institute. (See APPENDIX for a list of staff engaged by IDEP since 1963).
- (d) The Institute's Plan of Operation, indeed, refers to research activities as part of the Institute's programme. But reflecting more the preoccupation with training, no special provision was made for research activities in the budget. It was assumed that the same staff would undertake both training and research. In the first three years of the Institute, when only two main courses were organised annually, this combination could have been possible but did not materialise because of the unstable direction and composition of the staff. In the third year, with the appointment of a substantive Director, serious thoughts were given to the research side of the

Institute's programme. Unfortunately, the difficulty of keeping a stable staff coupled with the expansion of training activities restricted the development of research. This does not mean that no research has been undertaken. Rather, its volume has been small. However, documentation prepared for courses has, from time to time, been disseminated throughout the African Region.

4. Advisory services undertaken have similarly been limited - four only, to Mali, Sudan, Liberia and Mauritania. But here it may be said that in the circumstances mentioned in paragraph 3, and the fact that the bulk of advisory services to governments in Africa is undertaken by the ECA as well as under bilateral arrangements with countries outside Africa, the volume of advisory services which the Institute has had to perform has been very small. Nor has the Institute, therefore, been eager to enter the field as an active competitor.

5. Along with the above main functions, the Institute has, from time to time, been represented at international conferences of interest to its programme, and increasingly so since 1965-66. Furthermore, a few visits have been made to other training institutes in the same field - to the Asian Institute for Economic and Social Planning, Bangkok (1964-65), the School for Planning and Statistics, Warsaw (1966) and the IMF Institute, Washington (1967). At each institute, the visiting staff of IDEP delivered guest lectures.

II. Training

6. In the first three years beginning 1963/64, two main courses were regularly held, one at Dakar (the Nine-month Course), the other at Cairo. A sub-regional introductory course in planning was exceptionally held at Tunis for the North African sub-region in 1964. Starting in 1966/67, however, training activities were expanded to include, besides the two annual courses at Dakar and Cairo, two sub-regional courses at Nairobi and Kinshasa, and one national course in Nigeria. This new trend was supported by the Chairman

of the Governing Council, Mr. Gardiner, and the Assistant Administrator of the UNDP, Mr. Paul-Marc Henry, on a visit made later in the year. Thereafter, the programme of regional, sub-regional and national courses has expanded, resulting in more courses being currently organised at other African centres than at the Institute.

7. With the expansion of the training programming and the sub-division of the Nine-month Course in three autonomous but integrated parts, more participants have, naturally, benefited from IDEP's courses, the average enrolment at all courses having increased from 64 in the three-year period 1963/64 - 1965/66 to 213 in the two-year period 1966/67 - 1967/68. This expansion has inevitably meant the spreading of overhead costs (staff, equipment, etc.) over a larger enrolment thus lowering the average costs of training per participant.

8. The number of participants at the various courses in summary form and at the Nine-month Course by country of origin for the period 1963/64 to 1967/68 is given in Tables I & II. The 1964/65 Nine-month Course was divided into two parts, 23 being enrolled in Part I and 36 in Part II, 13 new participants having joined the original 23 for the Second Part. Each part lasted 17 weeks each, with two weeks in between when the 23 participants of Part I had a recess. Effectively, therefore, Part I lasted 19 weeks and Part II, 17 weeks.

10. That the increased enrolment in the 1967/68 Nine-month Course has led to a decline in costs per participant for this Course relative to earlier years is beyond all doubt, as a comparison would show :

UNITED NATIONS
AFRICAN INSTITUTE FOR ECONOMIC
DEVELOPMENT AND PLANNING
D A K A R

IDEP/DIR/6/2152
Page 5
DI 2.1
(UNDP MISSION 1963)

TABLE I
Number of Participants at various
IDEP Courses

Courses	1963/4 & 1964	1964/5 & 1965	1965/6 & 1966	1966/7 & 1967	Total 1963/4 to 1966/7	1967/68	Total 1963/4 to 1967/8
Nine-month	23	36	24	20	103	**49	152
Specialized Cairo	29	18	17	21	85	32	117
Introductory	44	-	-	-	44	-	44
Regional (excl. Cairo & 9-month)	-	-	-	-	-	117	117
Sub-regional	-	-	-	55	55	16	71
Nairobi	-	-	-	(15)	(15)	(-)	(15)
Kinshasa	-	-	-	-	-	(15)	(16)
Brazzaville	-	-	-	(40)	(40)	(-)	(40)
National (Nigeria)	-	-	-	24	24	*92	116
TOTAL	96	54	41	120	311	306	617
University							
Teachers	38	33	12	23	106	17	123
Students	51	36	27	36	150	38	188
	89	69	39	59	256	55	311

* Courses held at Kumasi (12), Ibadan (15), Douala (65)

** Part I only	:	1
Parts I & II	:	2
Part II only	:	3
Parts II & III only	:	6
Part III only	:	17
Parts I, II & III	:	20
Total	:	49

20.9.1968

UNITED NATIONS
AFRICAN INSTITUTE FOR ECONOMIC
DEVELOPMENT AND PLANNING
D A K A R

IDEP/DIR/G/2152

Page 6

DI 2.1

(UNDP Mission 1968)

TABLE II

Participants at the Nine-month Course by Country and Year

	1963/4	1964/5	1965/6	1966/7	Total 1963/4 to 1966/7	1967/8 (New Pro- gramme)	Total 1963/4 to 1967/8
Algeria	-	-	-	-	-	1	1
Burundi	-	1	-	-	1	-	1
Cameroun	-	1	1	1	3	1	4
Congo (Kinshasa)	1	1	2	2	6	6	12
Dahomey	-	4	-	-	4	6	10
Ethiopia	3	1	1	-	5	3	8
Gabon	1	-	-	-	1	-	1
Ghana	1	1	4	-	6	4	10
Guinea	-	-	-	-	-	1	1
Ivory Coast	-	-	-	1	1	-	1
Kenya	-	-	-	1	1	1	2
Liberia	2	2	-	-	4	-	4
Libya	1	-	-	-	1	1	2
Madagascar	2	-	1	-	3	1	4
Mali	-	4	-	-	4	-	4
Mauritania	-	-	-	-	-	1	1
Morocco	-	3	1	-	4	3	7
Niger	-	3	-	-	3	-	3
Nigeria	1	1	2	1	5	1	6
Rhodesia	-	-	-	-	-	2	2
Senegal	3	3	1	4	11	-	11
Sierra Leone	1	-	-	-	1	-	1
Somalia	-	1	-	-	1	1	2
Sudan	2	1	2	-	5	3	8
Tanzania	-	1	1	1	3	1	4
Togo	-	2	1	2	5	3	8
Tunisia	2	-	-	-	2	1	3
U.A.R.	2	5	7	6	20	7	27
Uganda	1	-	-	-	1	-	1
Upper Volta	-	1	-	1	2	1	3
TOTAL	23	36	24	20	103	49	152
Countries	14	18	12	10	26	21	30

20.9.1968

Nine-Month Course

<u>Enrolment</u>	<u>1964-65</u> ⁺	<u>1967-68</u> ⁺
Part I	23	23
Part II	36	31
Part III	-	49

<u>Duration</u>		
Part I	19 weeks	12 weeks
Part II	17 weeks	12 weeks
Part III	-	12 weeks

<u>Participant/Weeks</u>		
Part I	23 x 19 = 437	23 x 12 = 276
Part II	36 x 17 = 612	31 x 12 = 372
Part III	-	49 x 12 = 588
	<u>1 049</u>	<u>1 236</u>

Course Budget

Professional Personnel		192 826 (52%)
Non-Professional Personnel	361 464 ⁺	50 000 (50%)
Supplies & Materials	9 806 (100%)	15 000 (60%)
Property & Equipment	20 013 (100%)	20 000 (80%)
Miscellaneous	36 529 (100%)	46 000 (80%)
Fellowships	38 776	137 819
Total	<u>466 588</u>	<u>461 645</u>

Costs

Per Participant Week	445	373
Per Participant Month	1 780	1 492
For Nine Participant Months	<u>16 020</u>	<u>13 428</u>

+ Based on financial figures for the calendar years, 1965 and 1968, respectively.

* Since the IDEP figures are incomplete for 1964/65, this item has been obtained by using the figure recorded by the OTC, namely, \$388 337, less costs of Cairo Course (\$26 873).

11. The reason for the lower average costs for 1967-68 are the increased enrolment, sharing of overheads with other courses organised both in and outside of Dakar - all this in spite of the fact that salaries of professional staff were increased by at least 7 per cent on 1 January 1966. The relevant data for these calculations may be found at Annex X of Document IDEP/DIR/2150.
12. It may be said that the cost of the Nine-month Course is still rather high in spite of the tendency to a reduction, and in relation to, say, the cost of university education. This is by no means certain for various reasons:
- (a) IDEP does not benefit from concealed grants and donations normally available to universities. (Against services received in kind may be offset services rendered in kind to other organisations benefiting from the use of IDEP's facilities for mounting courses.)
 - (b) University students' costs are normally based on fees paid by students, and their living expenses, without counting in faculty services or other overheads. No calculation is normally made of the full costs of a university student's education which, as already pointed out, contain a large element of subsidy.
 - (c) IDEP's training activities are not as wide ranging as the fields of study of a normal university, hence overhead costs could not be spread to the same extent as those of universities.
13. In addition to the normal training courses of the Institute, an annual seminar was organised for teachers and an annual course for pre-final students in African universities and research institutions, in the field of economic and social sciences. These activities constitute a regular means of contact with universities and research institutes in Africa, as well as a channel for bringing the work of IDEP to bear on the activities of the institutions concerned.
14. Taking all the various courses together, the Nine-month Course, contrary to the general belief frequently voiced, is not relatively the most expensive of the Courses organised by IDEP (Annex V, Document IDEP/DIR/2150).

15. Organisation of Courses: The normal channels for informing governments and obtaining nominations of participants to IDEP courses lie through the offices of the UNDP Resident (or Regional) Representatives in the various countries. This is very convenient but not necessarily the most speedy or effective route, if only because a direct approach to governments would be more productive. Nevertheless, IDEP has continued to use these channels primarily because some governments tend to prefer having all offers of scholarships channelled through one Ministry (which may change from time to time, and only the local Resident Representative may know of such changes) in the interest of coordination; while others have expressed the strongest objections, sometimes in rather uncomplimentary fashion, to any attempts by IDEP to communicate information about its courses directly to various Ministries.

16. The greatest drawback to course organisation is slow response of governments to invitations to nominate participants - in most cases, nominations being made after deadlines and after one or two cabled reminders, before an adequate number of participants could be assembled. These delays have the following results:

- (a) Courses cannot be organised, as planned, on time;
- (b) pre-departure information to participants could not be mailed;
- (c) it is always doubtful whether a course would actually be held owing to tardy replies from host countries, as well as tardy nominations;
- (d) the expenses of organising courses are increased by the cost of cabled reminders;
- (e) owing to last minute nominations (or in spite of this), not the most suitable candidates are nominated.

17. Normally, a period of at least six months' notification is given for all courses, owing to the practice of annual scheduling of courses. Starting from 1968, a year's notification is being given in order to assist governments to nominate participants and make other arrangements on time. Whether this

improved method and longer notification would bear fruit remains to be seen. The view has been expressed that this would not make much of a difference. If this turns out to be true, and even without waiting for confirmation or disproof, it will certainly be much better for governments to try to facilitate the work of the Institute by establishing national liaison committees. This device should not interfere with existing coordinating machinery for award of bursaries, since a representative of the coordinating ministry could be a member (possibly, also the chairman) of this committee. African governments owe it to themselves to get value in return for their contributions towards the activities of the Institute. The cause of Pan-Africanism is not served merely by lip service or money contributions, but by action.

18. Qualifications and Performance: With the wider range of training activities offered by the Institute in the last two years of the First Phase, it has become possible to be more selective than before in admission procedures and to direct applicants to courses more suited to their needs and functions. Graduate qualifications (or equivalent) in economic sciences, with background in mathematics and statistics, are required for the Nine-month Course. Even so, the general quality of performance at the Nine-month Course has remained about the same throughout the First Phase (Annex IX, Document IDEP/DIR/2150).

19. African governments are said to have expressed the view that they prefer sending their best candidates for training abroad and their mediocre candidates to IDEP. If there is any truth in this, then it is clear that the governments fail to be aware that there is no equivalent, abroad, of the training (distinct from education) given at IDEP. That such foreign training has made no perceptible difference to performance is quite obvious, and no foreign training could possibly be oriented to African problems and conditions as the training at IDEP is. This observation is made in the light of first hand knowledge by the IDEP staff, of the content of such overseas training in fields covered by IDEP. Development, as always, must start from within Africa, not from without - in spite of the glamour of foreign travel and foreign training institutes.

20. Diploma: By decision of the Economic Commission for Africa, taken in 1964, examinations for a diploma are set in the Nine-month Course. This was a correct decision and one which has been responsible for whatever attraction the Course still has vis-à-vis foreign competition. It is desirable that this policy continue in the Second Phase. IDEP's other courses offer a choice to participants who do not wish to follow a course leading to a diploma. But for those who do, the opportunity must remain, in the Nine-month Course, whatever the form it may take in the Second Phase. Nine months is too long a time for training without some formal evidence of accomplishment. Even apprentices in trade schools require certificates of competence. If training is the objective of IDEP, the situation cannot be otherwise in this respect. Also, if the average cost of a full bursary at IDEP's Nine-month Course (including travel) is \$3 500, there would seem to be very little point in requiring a diploma for this amount if spent on foreign training, without requiring similar formal justification of expenditure when made in Africa.

21. Bilingualism. The principal reason for a common institute for training in development and planning is the same in Africa, as in Latin America and Asia - joint discussion of common problems and exchange of experiences throughout the Region. In the case of the African Institute, this means the use of interpretation facilities, and translation of documents for all regional courses held at the Institute, including the Nine-month Course. Expenditures on interpretation and translation staff for 1967/68 came to \$147 000 or around 10% of total expenses for the period, about \$84 000 or 8% being incurred on the Nine-month Course and the rest, or 2%, on other regional courses held at the Institute. Interpretation and translation facilities are also utilised in some regional and sub-regional courses held outside Dakar, notably the annual Cairo Course and courses held in the North African sub-region. This is the only device possible for bringing together participants from the two main language groups and exposing them to the same discussion and exchange of points of view. Assuming, therefore, that 10% of the annual budget of the Institute goes towards making possible this common exchange of views, it would hardly seem a high price to pay to secure it.

22. Language Courses: Language courses have been organised parallel with the Nine-month Course since 1964/65 when a departure was made from the arrangement of the preceding year, whereby a six-week intensive course in both English and French preceded the formal start of the Course. It was found more convenient, subsequently, to organise these courses throughout the duration of the Course for two to three hours a week in the afternoon. The purpose of these courses is to familiarise participants of one language group with the other language. Particularly for anglophone participants, the course in French enables them also to familiarise themselves with the arts of communication in a francophone environment. Both groups are, moreover, enabled to engage in communication with one another, thus eliminating the phenomenon of two separate and distinct groups within the Institute. A check of recent attendances at these courses show that an average of 50% of the participants in the francophone group regularly follow the English course each week, while an average of 72% of the anglophone participants follow the French course. Obviously, in a predominantly francophone environment, there is a greater incentive to learn French than there is to learn English since the opportunities for practice are greater.

23. Members of the teaching staff, as well as of the public, also follow these courses. On the whole they constitute a useful part of the Institute's programme.

24. Syllabuses of IDEP Courses.

(a) The Nine-month Course:

The syllabus of the Nine-month Course has undergone progressive change during the First Phase and became stabilised as from 1967-68, when the Course was organised into three autonomous, integrated parts. The evolution of the programme is shown in Tables III and IV. Further improvements in the arrangement of this Course are proposed for the Second Phase (Document IDEP/DIR/2144).

TABLE III

E/CN.14/CAP/13
IDEP/ET/RAP/934
Page 14.

Programme of Nine-month Course, 1964-65, 1965-66

and 1966-67

1964-65

1965-66

1966-67

Introductory and Basic

- + 1. Africa Today
- + 2. Factors in Economic and Social Development
- + 3. Statistical Laboratory with Mathematics for Planners
- + 4. National Accounting and Input-Output Analysis

Introductory

- 1. Basic Economic Concepts (including National Accounts, Trade and Public Finance)
- + 2. Africa to-day (Economic, Social and Demographic)
- + 3. Mathematics
- + 4. Statistics

- + 1. International Economy
- + 2. Financial Economy
- + 3. Mathematics
- + 4. Statistics

Planning Procedure

- + 5. Techniques of Global Planning and Projection
- + 6. Study and Evaluation of Projects
- + 7. Scrutiny of a National Plan
- + 8. Physical Plan. (Amér. du Territ.)

Economic Policies for Development

- + 9. Foreign Trade Problems in Dev. Planning

- + 10. Domestic Financing of Development

- + 11. Policy Instruments to make Plans work

Sectoral Subjects

- + 12. Educational and other Manpower aspects of Development
- + 13. Agricultural and Rural Aspects of Planning

(2 semesters)

Compulsory

- 5. Theory of Economic Development, Human Resources and Social Structure
- + 6. Agricultural Development
- + 7. Planning Techniques
 - (a) National Accounts
 - (b) Input-Output Analysis
 - (c) Project Preparation and Evaluation
 - (d) Projections, Production Functions and Macro-economic Models
- (e) Linear Programming

- + 8. Economic Geography

- + 9. Domestic Financing of Development

- + 10. Manpower Planning (incl. Demography) and Educational Planning

- + 11. Physical Planning (Amén. du Terr.)

- + 12. Foreign Trade, International Coopera-

- tion (incl. Technical Assistance) and the Planning of Development

- + 13. Case studies of Development Plans

- + 14. Planning Institutions

- + 15. African Economic Integration

OPTIONS :

- + 16. Advanced Planning Techniques

- + 17. Rural and Agricultural Planning

- + 18. Manpower Planning and Demography

- + 19. Educational Planning, Planning of Health ...

- + 5. National Accounts
- + 6. Plan Administration
- + 7. Techniques of Overall Plan.
 - (a) National Accounts
 - (b) Input-Output Analysis
 - (c) Synthetic Exercises
 - (d) Macro-economic Models
 - (e) Tests of Coherence

- + 8. Development Problems

- + 9. Plan Financing

- + 10. Human Resources

- + 11. Physical Planning

- + 12. Strategy of Planned Dev.

- + 13. Project Evaluation

- + 14. Planning Experiences

- + 15. Regional Cooper. Problems

OPTIONS :

- + 16. Agriculture

- + 17. Manpower and Education

- + 18. Industry and Transport

- + 19. Foreign Trade and Finance

(3 trimesters)

TABLE III (continued)

1965-66OPTIONS (continued)

- + 20. Transport and Industrial Planning
- + 21. Planning of Finance and External Trade
- (2 semesters)

+ Courses having one or more rough equivalents in the same year or in one or both other years

TABLE IV

Programme of Nine-month Course, 1967-68

Part I

Basic Courses for Development Planning and Policies

1. Mathematics for Planning
2. Statistics for Planning
3. National Accounts in relation to Planning
4. Objectives and Strategy of Development and Planning
5. Input-Output Analysis
6. Linear Programming
7. Economic Integration in Africa

Part II

Courses in Overall Development Planning Techniques and Policies

1. Aggregative Planning Techniques
2. Spatial Development Planning
3. Finance, Taxation and Trade
4. Administration of Development and Planning
5. Project Studies
6. Project Execution (Network Analysis)
7. Simulation of Preparation and Execution of Development Plans

Courses in Sectorial Development Planning Techniques and Policies

- A. Material Production
 1. Agro-Industrial Dev.
 2. Agricultural Development Planning
 3. Industrial Development Planning
- B. Infrastructure
 - (a) Economic :
 1. Economic Infrastructure and Development
 2. Development and Planning of Transportation and Communications
 3. Development and Planning of Water and Energy Resources
 - or
 - (b) Social : Development and Planning of
 - Human Resources
 1. Social Infrastructure and Development
 2. Development and Plan. of Manpower and Education
 3. Development and Plan; of Housing, Health and Nutrition

3 Trimesters each involving equal time

(b) Other Courses:

The syllabuses of courses other than the Nine-month Course are closely linked to and generally based on the subjects offered in the Nine-month Course programme, account being taken of national circumstances for courses offered on a national basis.

III. Research

25. In light of the circumstances already discussed in paragraph 3, the volume of research undertaken by the IDEP staff has been understandably limited. A list of research and publications undertaken both within and outside of the Institute's programme is given below. The fact that most papers were published under other auspices reflects the situation already described, that is, the late development of a research programme by the Institute.

Research and Publications/Recherche et PublicationsA. Within the Institute's Programme/Au sein du programme de l'Institut

- AMIN, S. : (1) Le Maghreb: Colonisation, décolonisation et perspectives de développement (1880-1944) (P.U.F.)
(published privately/publication à titre personnel)
- (2) Mali - Guinea - Ghana (P.U.F.)
(published privately/publication à titre personnel)
- (3) Le développement du capitalisme en Côte d'Ivoire (P.U.F.)
(published privately/publication à titre personnel)
- BASTIANI, L.: (1) Cours de Méthodes Statistiques } published privately
(2) Initiation à la Programmation Linéaire } publications à titre personnel
- BUGNICOURT, J. : Les Disparités Régionales en Afrique Occidentale et Centrale
Regional Disparities in West and Central Africa (Mimeo)
- CARNEY, D. : A Report on Proposals and Recommendations for a Curriculum in Development Planning to be Introduced into the Training Programme of the Institute of Public Administration, Sudan
(Mimeo, March 1965)
- DEBONO, R. &
NAGUIB, H. : Méthodes et moyens d'adaptation des structures financières aux besoins du développement - cas du Sénégal.
(to be published by IDEP/sera publié par l'IDEP)
- NIVOLLET, A. : La prévision en matière de circuits de financement et ses implications
The Forecasting of Financing Circuits (Flows of Funds) and its implications
(Mimeo - to be published by IDEP/sera publié par l'IDEP)
- IDEP : Development Planning Problems and Techniques - Series I
(Polish Scientific Publishers) containing papers by the following IDEP Staff members: F. BANKS, D. CARNEY & G. ELEI as well as by J. TIMBERGEN and A. THONSTADT.

B. Outside the Institute's Programme/Hors du programme de l'Institut

- CARNEY, D. : (1) "The Machinery of Planning: Political, Administrative and Financial Aspects" (Mimeo, University of East Africa, September 1963)
- (2) "The Integration of Social Development Plans with Over-all Development Planning: The Example of Sierra Leone"
"L'intégration des plans de développement social à la planification globale du développement. L'exemple de la Sierra Leone"
(International Social Science Journal/Revue internationale de sciences sociales, UNESCO, Vol. XVI, No. 3, 1964).

- (3) "Cooperation in National Research Institutions between Physical and Natural Sciences and the Economic and Social Sciences"
"La coopération dans les instituts de recherche nationaux entre les sciences physiques et naturelles et les sciences économiques et sociales"
(Lagos Conference Selected Documents/Doc. sel. Conf. Lagos, UNESCO, 1962)
- (4) "Foreign Aid in Africa: Basic Prerequisites and Types", (University of East Africa, Study No.3, Problems of Foreign Aid,)
- (5) "The Economics of Health in Conditions of Low Population Growth: The Example of Sierra Leone"
"Les aspects économiques de la santé publique dans les pays à faible accroissement démographique: l'exemple de la Sierra Leone".
(UNESCO, International Social Science Journal/Revue internationale des sciences sociales, Vol. XVII, No. 2, 1965).
- (6) "The Incorporation of Replacement Capital in the Harrod-Domar Growth Model", (Indian Journal of Economics, Vol. XLV, Part IV, No.179, April 1965)
- (7) "The Mechanics of Economic Growth and Required Technological Investment", Indian Journal of Economics, Vol. XLVI, April 1966.
- (8) "Growth, Development and Growth Patterns", The Economic Bulletin of Ghana, Vol. X, No.2, 1966
- (9) "Income Allocation and Growth" Indian Journal of Economics 1967
(also appearing in/figurant également dans l'
IDEP, Development Planning Problems and Techniques, Series I)
- (10) "The Dilemma of International Trade Theory in Relation to Economic Development", Studies on Developing Countries, Vol. 3 (Polish Scientific Publishers, Warsaw, 1967)
- (11) "Patterns and Mechanics of Economic Growth" (The Antioch Press, Yellow Springs, Ohio, 1967)
- (12) "An Economist Looks at Area and Comparative Studies" in D. Brokensha & M. Crowder (eds.) Africa in the Wider World (Pergamon Press, 1967)
- (13) "Observations on the Model and Implications of the "Guideposts" for the Second Nigerian National Plan", Nigerian Journal of Economic and Social Studies, Vol. 9, No.1, March 1967.
- (14) "Output-Capital Ratio, Multipliers, Elasticity Coefficient and the Accelerator", Nigerian Journal of Economic and Social Studies, Vol.9, No.2, July 1967.
- (15) "Social defence perspectives in development planning with special reference to Africa", United Nations International Review of Criminal Policy, No. 25, 1967
"Les perspectives de la défense sociale dans la planification du développement (plus spécialement en Afrique)", Nations Unies, Revue Internationale de Politique Criminelle, No.25, 1967.

26. It has become increasingly evident that two factors must guide the future programme of research undertaken by the Institute. The first factor is the necessity for a regional orientation to development and planning activities at the national level, within African countries. For the spatial basis of activity is an inescapable fact in all development and planning projects. The second factor is the equal necessity for a regional orientation to development and planning activities between African countries, on a sub-regional basis at the minimum. It is therefore proposed, in the Second Phase, to orient the research (as well as the training programme) of IDEP on these twin bases, and to pursue research on various projects within this framework. Special attention will, of course, be given to the methods and techniques involved in these areas and their application to problems in Africa.

27. The close cooperation of the Research Division of the ECA as well as of research institutes throughout Africa will be sought, with a view to avoiding duplication of effort and complementing their research activities.

IV. Staff

28. The position in regard to staff is gradually approaching stability. In the Second Phase, it is hoped that longer contracts (up to five years) will be offered to staff who have proved their competence and contribution to the work of the Institute, and desire to remain with it. The proportion of African professional staff has increased thus ensuring greater stability for the future. This is important for the work of the Institute since, inevitably, the greater part of the work of Africa in the development and planning fields, will have to be done by Africans in order to achieve success. The recruitment of a Head of Research and Advisory Services should contribute towards a systematic administration of the research programme of the Institute, backed by a continuation of the present system of cooperative discussion among the staff and the academic directing personnel of the Institute.

29. As far as possible, advisory services will be undertaken along with research and in close cooperation with the Secretariat of the ECA.

30. In the final analysis, the size of the staff, as well as its quality (which has been improving in the last two years), in relation to the demands made upon them, determines the quality of the work of the Institute. With a small permanent academic staff of 12 to 15 persons to serve the training and research needs of some 40 African countries, this is not an easy task, considering that the staff of the economics faculty alone in some countries number in the twenties and devote their attention solely to national concerns. This fact is often overlooked by zealous critics of the expense and performance of the Institute. A million dollars annually, spread over 40 countries and covering the entire range of activities of the Institute, is regarded by some as expensive. Evidently, such critics have a distorted idea of development priorities, especially in regard to human capital formation.

31. For those who believe that human capital formation has a lower priority than the formation of material capital, or could cost even less than a million dollars annually for 40 countries, proposals for consideration are presented in Document IDEP/DIR/RAP/2146.

V. Physical Facilities

32. There is no doubt that the quality of the physical facilities conditions, to a large extent, the work of the Institute. And there is much to be desired in this respect. This is a matter for the Member States of the Economic Commission for Africa to decide. The Institute will continue to work in the future, as in the past, with such facilities as are offered and made available to it by the decision of the Commission.

VI. Conclusion

33. In the field of training, the Institute could take satisfaction in the results it has been able to achieve during the First Phase, especially in the last three years of that Phase. In this respect, it could be regarded as having fulfilled its mission. Qualitatively, much remains, but this depends on the

support of African governments and their willingness to send increasingly better material to the Institute's courses. They only help themselves by doing this. In the field of research, much more remains to be done and will be done, given a continuation of present trends towards greater stability of the staff and the programme of the Institute.

34. This is not a time to make fresh starts all over again. Lack of continuity has bedevilled the best efforts designed to achieve progress. Rather is this a time for consolidation of what benefits have been achieved, and to derive profit from the experiences gained. With the support of African governments, the Institute will succeed in its tasks, in the measure of such support and as it richly deserves to succeed.

\$

UNITED NATIONS
AFRICAN INSTITUTE FOR ECONOMIC
DEVELOPMENT AND PLANNING

D A K A R

IDEF/DIR/G/2152

Page 22

APPENDIX/APPENDICE

Site of effective separation with D.E.P.	Grade	Date of birth	Number of years of experience in teaching	Number of years of experience in econ. dev.	Observations
July 1966	n.a.	n.a.	some (years unknown)	none	contribution from West Germany
July 1966	-	-	some (years unknown)	none	Part-time language teacher - France
July 1966	-	-	some (years unknown)	none	Part-time language teacher - France
30/10/1966	L 3/IV	26/12/25	2	2	
31/12/1968	L 3/I	28/8/1938	4	none	
31/12/1967	L 4/V	27/11/1907	some (years unknown)	none	
20/3/1968	L 4/III	9/6/1922	none	none	
2/2/1967	-	-	some (years unknown)	none	Visiting Lecturer from Headquarters
31/3/1967	-	-	-	some	(years unknown) : Vis. Lect. France
26/4/1967	-	-	considerable	n.a.	Vis. Lect. Holland
31/5/1967	-	-	some (years unknown)	some	(years unknown) : V. L. Czechoslovakia

Observations

from ECA

consultant

from H.Q. NY

from U.A.R.

from H.Q.

from E.C.A.

lecturer from
object

from ECA

Name	Date of effective arrival :ut I.D.E.P.	Date of effective separation :with I.D.E.P.	Grade	Date of birth	Number of years of experience :of experience in teaching	Number of years of experience :in the practice of econ. dev. in Africa	Obs
LEWIS	5/6/1967	30/6/1967	-	-	none	none	Vis. Lect
ACUERREBUU, C.	11/1/1967	-	IA/V	23/12/23	4	6	
COLETTE, J.	3/9/1967	23/10/1967	-	-	n.a.	n.a.	Research seconded
AFIA, F.	4/11/1967	16/12/1967	-	-	n.a.	n.a.	Vis. Lect
TRUSK, R.	9/11/67	../11/1967	-	-	n.a.	n.a.	Vis. Lect
REESKAMP, B.	23/10/1967	11/11/1967	-	-	n.a.	n.a.	Vis. Lect
TIBI, C.	27/10/1967	4/11/1967	-	-	n.a.	n.a.	Visiting Moroccan
CREMOUX, R.	24/11/1967	30/12/1967	-	-	n.a.	n.a.	Vis. Lect
NABI, A.	8/9/1967	6/8/1967	L3/II	18/3/1935	none	one or two	
KHALIL, H.K.	17/9/1967		IA/IV	20/6/1920	9	several	
AMO, R.	10/10/1967		L3/V	25/7/1934	3 (approx.)	none	

ot:-Date of effect- :ive separation :Grade :with T.D.E.I.	: : : :	:Date of :birth : :	:Number of years: :of experience : :in the practice: :of econ. dev. :in Africa	:Number of years: :of experience : :in the practice: :of econ. dev. :in Africa	Observation
L2/VIII: 9/6/1938:	:	:	none	three	
L1/I : 8/11/1935:	:	:	none	four	
- : 18/11/1929:	:	:	1	six	
L3/II : -/11/1936:	:	:	none	none	
L4/V : 29/12/1914:	:	:	2	some (years unknown):	from UNICEF
17/5/1940	:	:	2	none	Language teacher
-	:	:	n.a.	some (years unknown):	from WHO
16/2/1968	:	:	n.a.	one	Vis. Lect. from ECLA
4/3/1968	:	:	n.a.	none	Vis. Lect. Pakistan
29/2/1968	:	:	n.a.	unknown	Vis. Lect. Egypt
7/2/1968	:	:	n.a.	some (years unknown):	Vis. Lect. France

itions

turer
I.Q.

from U.S.A.

- do -

seconded
headquarters

from F.A.O.

from UNRISD

Name	Date of effect- ive arrival at : I.D.E.P.	Date of effect- ive separation : with .D.E.T.	Grade	Date of birth	Number of years of experience in teaching	Number of years of experience in the practice of econ. dev. in Africa	Observ
BHOURASKAR, D.	20/3/1968	5/4/1968	-	-	n.a.	n.a.	Visiting from U.N.
BUSS, H.	23/3/1968	6/4/1968	-	-	n.a.	n.a.	Vis. Lect
POPKIN, W.	23/3/1968	5/4/1968	-	-	n.a.	n.a.	- do -
GARCES, W.	5/5/1968	9/5/1968	-	-	n.a.	n.a.	Vis. Lect from U.N.
PERISSE, J.	14/5/1968	11/5/1968	-	-	n.a.	n.a.	Vis. Lect
DRENNOWSKI, J.	8/6/1968	15/6/1968	-	-	some (years unknown)	some (years unknown)	Vis. Lect