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ECONOMIC COMMISSION FOR AFRICA  
Governing Council of the United Nations  
African Institute for Economic  
Development and Planning  
Addis Ababa, 25-26 October 1976

REPORT OF THE THIRD EXTRAORDINARY MEETING

Opening of the meeting

1. The meeting was opened by Mr. Adebayo Adedeji, Executive Secretary of the Economic Commission for Africa and Chairman of the Governing Council.

Attendance

2. The meeting was attended by the following members of the Governing Council: the Executive Secretary of ECA, ex officio Chairman; the Director of IDEP; ex officio Secretary; Mr. Adama Diallo, representative of the host Government; Mr. Mbedo (Central African Republic); Mr. Essam Montasser (Egypt), representing Mr. Makramallah, Mr. Masakhalia (Kenya), Mr. Edozien (Nigeria) representing Mr. Chikelu, Mr. Tamata Adra (Togo) and Mr. Mugisha (Zaire), representing Mr. Kaponda. Mr. Abu Frewa (Libyan Arab Republic) and Mr. Nkowani (Zambia) were absent.

3. Also present were Mr. Borna, UNDP Resident Representative in Senegal, representing UNDP, Mrs. Davis, representing UNDP office in Addis Ababa and Mr. Chhor, representing Mr. Issoufou Djermakoye, Under-Secretary-General and Commissioner for Technical Co-operation.

Adoption of the agenda

4. The Council adopted the following agenda:

1. Opening of the meeting by the Chairman
2. Adoption of the agenda and organization of work
3. IDEP programme of work for 1977
4. IDEP budget for 1977
5. Information on the contributions of African Governments to the costs of running IDEP
6. Other matters
7. Adoption of the report.

Discussion of the agenda items

5. Immediately after the adoption of the agenda the question was raised of the status of the document entitled "Minutes of Governing Council Meeting" (IDEP/DIR/2762) distributed by the Director to the members of the Governing Council, in view of the fact that the Council had adopted the report of its second extraordinary meeting (GC/IDEP/SEM/4) in August 1976. The Director recalled that it had been customary at previous Governing Council meetings to issue minutes as a summary record for the purpose of providing the

background against which the decisions of the Council had been arrived at. Such minutes were kept only for IDEP archives, and did not contradict the official reports or recommendations adopted with a view to general distribution.

6. In the discussion that followed, some members were of the opinion that the issue of any minutes after a report had been adopted could create confusion. They also felt that there was no need for any duplication of effort, which could lead to a waste of scarce resources. At the same time, it was felt that if such minutes were to stand, they should be examined and approved by the Council. Other members felt that there was no duplication as long as the minutes were meant for circulation among the members of the Governing Council. Moreover, being verbatim records, such minutes could be of use to the Governing Council in the future since they could always be referred to if the need to know how decisions had been arrived at should arise.

7. After that exchange of views, the Governing Council decided that document IDEP/DIR/2702 should not be circulated to ECA member States, and that the only official report of the second extraordinary meeting of the Council was document GC/IDEP/SEM/4. It was further decided that in future only one document containing a summary of the discussions and the conclusions and recommendations arrived at by the Council should be prepared and adopted before the meeting is adjourned.

#### IDEP Work Programme for 1977

8. The Director presented to the Council a one-year programme on development planning, in response to the request of the Council for a work programme for the transitional year of 1977 (IDEP R/2769).

9. The programme consisted of two main parts: the first part was compulsory for all candidates, while the second part provided for specialization by students. It was explained that the programme was a minimal one in the light of the financial constraints facing the Institute.

10. In the discussion which followed, the following observations were made:

(a) There was a need to attach to the programme the main objectives expected to be achieved by it;

(b) Information was needed on the minimum entrance requirements in terms of academic qualifications and experience;

(c) An indication should be given of how the students' performance was to be assessed after the course, for example, through examinations, short essays or by some other means; and

(d) There was a need to specify the type of award to be expected by the fellows who successfully completed the course (certificates, diplomas and so on).

11. Concerning the structure of the course itself, the suggestions centred around the following:

(a) Inclusion of adequate material on long-term planning;

(b) Greater emphasis on project analysis as a micro planning instrument in view of its importance in development efforts on the continent, including the possibility of making this particular course compulsory instead of elective;

(c) A reduction in the time to be spent on certain parts of the programme which were likely to be already familiar to students (such as parts A, B and C), in order to allow more hours to be allotted to other parts such as project management and development administration in general;

(d) The possibility of introducing the elective subjects earlier in the year;

(e) The introduction of new areas such as financial planning; and

(f) That students being given every opportunity to acquire practical experience through attachment to Senegal Planning and Development institutions and individual projects.

12. In carrying out the above suggestions, care should be taken to ensure that students' efforts were not so thinly spread that in the end they were unable to master anything. In order to provide the Institute with the necessary feed-back information which could be used in further development of its curriculum, arrangements should be made so that the fellows could evaluate the course at the end of the year. Such arrangements could consist of anonymous completion of questionnaires and the organization of seminars with the fellows. The results of the evaluation should always be examined by the Governing Council before the beginning of a new academic year.

13. It was the general feeling that the draft programme did not cover all the activities envisaged by the Institute for 1977, and that made an over-all assessment difficult. The Council endorsed the one-year programme on development planning, as contained in IDEP/R/2769, as a framework for the one-year course, and invited the Director to revise the programme in the light of the discussion in the Council before it was circulated to the member States. The Council noted that the programme constituted only one of the activities of the Institute for 1977, and requested the Director to prepare a programme for the other activities envisaged for 1977 and circulate it to the members of the Council. Meanwhile IDEP should go ahead with the implementation of those activities as far as was financially possible, it being understood that they would be considered and formally approved at the next meeting of the Council.

14. It was agreed that a diploma should be awarded to candidates who successfully completed the course. The conditions governing such award and the title will be placed before the next meeting of the Council after they have been considered by the Academic Board.

IDEP budget for 1977

Information on the contributions of African Governments to the costs of running IDEP

15. In view of the intimate relationship between them, the Council decided to consider items 4 and 5 together.

16. Before embarking on an examination of the proposed budget for 1977, the Council discussed at length the financial situation for 1976. It was explained that the budget for 1976, amounting to \$US 1,175,000, comprised two parts: firstly, a sum of \$875,000 comprising UNDP's contribution of \$500,000 and an advance on Government contributions of \$375,000; and secondly, contributions from Governments. It was noted that according to an agreement between UNOTC and UNDP the first contributions from Governments would be credited to IDEP up to the sum of \$300,000; thereafter UNDP would begin to recoup its advance of \$375,000.

17. From all the information concerning contributions from Governments, it was apparent that a total of \$477,000 had already been paid. Unfortunately, because of inadequate communications between various organs responsible for collection, UNDP had not yet recorded that sum. That had created a difficult situation for the Institute during the year 1976, leading to contracts being renewed on a month-to-month basis.

18. A suggestion was made that, in order to avoid such a situation in the future, all payments and information should be centralized, possibly in the office of the UNDP Resident Representative in Dakar.

19. Summarizing the discussion, the Chairman stressed the need to avoid such a situation in 1977 and subsequent years. It was felt that Governments paying contributions would hardly understand that, for various reasons, such contributions did not reach the recipient in due time. It was felt also that to improve the morale of the staff of the Institute, all contracts under the agreed budget for the year 1977 should cover the entire year, in other words, up to 31 December 1977.

20. It was further decided that the situation concerning payments for 1976 should be clarified before the Conference of Ministers met in February, 1977.

21. The Council then turned to the proposed budget for 1977. The Director stressed that the sum proposed was indeed the minimum for meaningful activities. In fact it was no higher than the budget for 1976. The additional expenditure had two main sources:

(a) The inclusion of training costs of \$240,000 which had been deleted from the 1976 budget,

(b) Increments in the standard costs for professional staff established by the United Nations. The budget did not allow for more than the proposed 12-month course with a reduced staff of 6 permanent teachers. It was indicated that foreign institutions competing with IDEP and offering a similar type of training (one academic year at post graduate level) were operating with a staff of 40 or more, as was testified by the examples of the Institute for Development Studies in Brighton (United Kingdom), the Institute for Social Studies (ISS) in The Hague and CEPE in Paris.

22. The budget should normally be covered by the UNDP commitment of contributions from its own funds of \$800,000, the balance being provided by member States on the basis of the Nairobi resolution.

23. The Council laid down a number of principles, particularly that the UNDP contribution should be earmarked primarily for international staff, while Governments' contributions should go primarily to training and local expenditure.

24. It was recognized that if UNDP assistance were earmarked to those items in the proposed budget covering the professional and other staff, that would permit the renewing of contracts for the whole year 1977.

25. In discussing the proposed budget the members made the following observations:

(a) The budget as presented was unfortunately not an over-all budget reflecting all the activities of IDEP and its sources of financing (UNDP and Governments, other multi-lateral, and bilateral contributions);

(b) The budget was not detailed enough in the case of some items of expenditure, for instance, item 1,700 on local staff.

26. Clarification was also sought concerning the standard costs, the per diem allowance, scholarships and other methods of calculation specific to the United Nations System.

27. The representative of UNDP proposed that the post of the Chief Administrator should be upgraded in accordance with paragraph 32 of the report of the second extraordinary meeting (GC/IDEP/SEM/4). He also proposed the elimination of the international post of finance officer and the recruitment instead of two local personnel at L.8 level as administrative and finance assistance. Various views were expressed on that point.

28. The recruitment policy for professionals was also discussed. The UNDP representative felt that all posts should be declared vacant by 31 December 1977, and that all recruitment for teaching posts should be upgraded to the P5 and D1 levels.

29. That proposal was discussed, and reservations were made by some members on the grounds that a larger team might be needed (in fact, the Director suggested a team of 15 as the minimum required for the Institute to meet the expectations of Africa) and that the team should comprise brilliant juniors in whom the Institute would invest efforts for the future, as well as senior staff.

### Conclusions

30. It was the view of the Council that the 1977 budget was not comprehensive enough to permit thorough examination. In future, such budgets should give an idea of continuity, giving details of the budgets of the preceding and the current years as background to the budget being considered. Such details should include all sources of income, that is sources other than UNDP and Governments, and details of expenditure should be shown.

31. The budgets should be accompanied by organizational charts showing the relationship between the budget items and the personnel related to those items.

32. By mid-1977 all posts should be declared vacant and applications invited for appointment effective January 1978. Present staff of the Institute are free to reapply.

33. The Council further decided to approve the budget as presented for 1977, subject to its being modified to take into account paragraph 32 of the report of the second extraordinary meeting, ~~and that the budget should be submitted to the Council of Ministers in February 1977.~~

34. The Council decided that every effort should be made to recruit the Chief Administrative Officer who should have considerable competence in financial matters and should preferably be familiar with United Nations financial practices. Every effort should be made by UNDP, the Office of Technical Co-operation, and ECA to ensure that the Chief Administrative Officer assumed duty by 1 July 1977. In the meantime the posts of Administrative Officer and Finance Officer at the P3 level would be retained on the budget of IDEP until June 1977 when they would automatically disappear and be replaced by a more senior post of Chief Administrative and Finance Officer at the P5 level. In order to ensure that the local staff who would assist the Chief Administrative and Finance Officer in financial matters was well trained. The Council decided that recruitment of such persons at the GS-8 should proceed as early as possible and that the Director in consultation with ECA, UNDP and the Office of Technical Co-operation should prepare a training programme for such persons.

35. Having approved the budget, the Council decided that the demoralizing situation in 1976, where by staff contracts had been given for one month at a time, should be avoided in 1977 by giving contracts covering the entire year.

36. Concerning future recruitment, the Council reiterated that all posts should be filled according to the relevant provisions of the Statutes.

37. Concerning the suggestions for the upgrading of teaching posts in 1978, the Council took note of the pros and cons without coming to a decision, reserving the matter for discussion at a future meeting.

Date and place of the next meeting

38. The Council decided that its next ordinary meeting would be held at Dakar in June 1977. At that meeting, it would discuss, inter alia, the following:

- (a) The draft five-year programme of work to be established for IDEP;
- (b) The budget for 1978; and
- (c) The draft project document for phase III.

Other matters

39. On the question of the contracts for IDEP personnel for the rest of 1976, the Council was informed that the representative of the United Nations Office of Technical Co-operation and the UNDP Resident Representative in Dakar in collaboration with Executive Secretary of ECA had sent a cable to New York proposing the release of funds for the running of the Institute upto 31 December 1976.

40. With regard to the problem of the phase II project Document of IDEP, the Council wanted to know why such a document had not yet been prepared and duly signed. The representative of the Office of Technical Co-operation said that the matter was in the hands of UNDP which should take the necessary action. At that point, the representative of UNDP explained that the delay had been due to certain procedural matters as well as matters of form. However he assured the Council that they would be straightened out and the project document issued in the very near future.

41. It was then decided that work on the preparation of the phase III project document should start as soon as possible in order to avoid a situation arising similar to that of phase II. The Council noted in that respect that with level of UNDP's financial contribution already known, and with the decision to establish a five-year programme of work for the Institute, there already existed a basis for the preparation of such a project document.

It called upon the Director of the IDEP, ECA, the Office of Technical Co-operation and UNDP to prepare a draft for submission to the Council at its next ordinary meeting to be held at Dakar.

42. The question was then raised as to whether existing members of the Council need to submit curricula vitae as laid down in the proposed new statutes and the procedure to be followed in the allocation of numbers on a new subregional basis, which had not yet been decided. Regarding the submission of curricula vitae, the Chairman of the Council noted that, since many of the members of the Conference of African Planners had come without such information, the Conference of Planners could go ahead with the nominations of people who were to serve on the Governing Council, but should make sure that such candidates submitted the necessary information by the end of January 1977 in time for presentation to the Ministerial Conference. As to electing of the Governing Council members in their personal capacities, but respecting subregional distribution, the Chairman advised that the nominations should go ahead and that the necessary adjustments would be made according to the relative sizes of the subregions.

Adoption of the report

43. The present report was adopted by the Council as amended on 26 October 1976.