

UNITED NATIONS ECONOMIC COMMISSION FOR AFRICA
POLICY AND PROGRAMME COORDINATION OFFICE

END-OF YEAR REVIEW OF PROGRAMME PERFORMANCE
BY THE EXECUTIVE SECRETARY WITH PROGRAMME MANAGERS

(Summary of discussions, decisions and instructions)

23 January 1993

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I. INTRODUCTION

1. During the period 16-19 December 1992, the Executive Secretary held separate meetings with programme managers and their respective substantive staff to review and appraise programme performance and related issues for the first year of the 1992-1993 Programme Budget.¹
2. The meetings reviewed progress made and the possible impact of programme and project implementation during the period January-December 1992, against the established objectives of each of the subprogrammes. They also considered prospects and perspectives for the individual subprogrammes, as well as for the programme as a whole.

II. SUMMARY OF MAJOR ISSUES, DECISIONS AND DIRECTIVES

3. At each of the meetings, the Executive Secretary identified and analyzed the issues to be addressed by each subprogramme stressing the need for the activities undertaken under each subprogramme to be relevant and to provide appropriate solutions to member States' critical development problems. The major issues that emerged from the discussions, as well as the executive directives and instructions regarding the needed changes in programme focus and in operational modalities, procedures and processes are summarized below:

Programme performance

4. With few exceptions, programme delivery by individual Divisions in 1992 was considered quite satisfactory. The Executive Secretary, however, invited all Divisions to do better in the coming year. He directed that all subprogrammes be implemented in a more efficient and effective manner. Outputs should be implemented through a more optimal use of the available work-months than was apparent in the present performance report. He also stressed that programme activities should address relevant issues now facing individual member States and the region as a whole. ECA needed to enhance its operational activities and strengthen its advisory services to member States. It was particularly important for the Commission to assert its leadership role for all United Nations initiatives related to the development of Africa.

¹

The review of the Policy and Programme Coordination Office (PPCO) and of the Technical Assistance Coordination and Operations Office (TACOO) was postponed. The present report does not, therefore, include these two offices.

Quality of publications

5. The need to produce high quality documents was stressed. This was necessary both in terms of the substantive contents of documents, as well as the way in which they were being packaged and presented. The Executive Secretary in particular underlined the need to ensure that any publication produced should be subjected to extensive peer review and in-house clearance. All efforts should be made to enhance the ECA's publishing capacity. This it was felt should be given highest priority in the proposals for the next programme budget. ECA also needed to rationalize its various publications to avoid the dissipation of efforts and ensure consistency with the policy orientation of the Commission.

Inter-divisional Collaboration

6. The multidisciplinary approach to problem solving remains ECA's comparative advantage. The secretariat must, accordingly, enhance this advantage through greater collaboration among the various divisions and units. The ECA-MRAG and the MULPOCs should be fully integrated in this collaboration. The Executive Secretary emphasized the need for cross-cutting issues to be addressed in a holistic manner involving the relevant units of the secretariat so that comprehensive analyses, proposals and solutions be provided when addressing problems related to development challenges faced by African countries.

7. The Executive Secretary informed that in this regard the MULPOCs would be strengthened in the context of the restructuring exercise and he instructed that the MULPOCs should increasingly undertake activities in information gathering and analysis to support the work of the divisions. The Divisions were in turn instructed to assist the MULPOCs and to fully involve them in the activities being carried out by substantive units at ECA headquarters and of relevance to the subregions of the MULPOCs.

8. The ECA-MRAG was another important operational arm of the Commission. There is need for more interface between this unit, the substantive divisions and the MULPOCs.

9. The Executive Secretary instructed that inter-divisional committees should, to the extent possible, be used to promote the implementation of cross-cutting activities by all relevant units of the secretariat.

Salient issues in Africa's development

10. The Executive Secretary identified a number of issues of priority concern in Africa's development which ECA should address in its work programme. Emergency, humanitarian and rehabilitation assistance ; human development, with particular emphasis on human resources development; and the implementation of the Abuja Treaty, as well as Agenda 21 were among the major issues that the Executive Secretary instructed that each subprogramme should integrate in the activities to be undertaken. Attention should in

particular be given to the design and formulation of specific programmes of assistance to countries in post-conflict situations.

11. Global issues such as those related to the Uruguay round of negotiations, the external debt crisis, and the impact of Europe 1993, the North American Free Trade Area (NAFTA) should also be given due consideration as ECA should enhance its assistance to member States in the formulation of common positions on these and other issues. The Executive Secretary also underscored the need for ECA to be fully involved and to participate actively in the UNDP Round Tables and the World Bank Consultative Group meetings. A number of important initiatives on Africa have recently been started with which ECA should have been closely associated as the United Nations main centre responsible for economic and social development in the region. Examples of such initiatives are the National Long-term Perspective Studies (NLTPS), and the African Capacity Building initiative.

Cooperation with UN Institutions, IGOs, NGOs and other Institutions

12. At each of the meetings, the Executive Secretary stressed the need for ECA to develop working links with these organizations such as the UN specialized agencies, ADB, OAU, NGOs, universities and research institutions and other relevant organizations within Africa and outside.

Mobilization of extrabudgetary resources

13. Extrabudgetary resources needed to be mobilized in order to enable the secretariat to meet its programme requirements. TACOO was requested to take imaginative initiatives and make concrete proposals in this regard. All programme managers were also called upon to be involved in this vital endeavour.

Public relations and Information

14. ECA needed a communications strategy to enhance its visibility. The Information Services Unit needed to be strengthened accordingly.

Administrative issues and problems

15. It was recognized that the first year of the biennium 1992-1993 was a transitional period characterized by the substantive and administrative reorientation of the secretariat. The activities carried out by ECA's Administration were, therefore, focused on enhancing the efficiency and quality of its services in such a way as to produce a tangible impact on ECA's overall working environment, as well as to prepare the grounds for the restructuring of the organization. Some progress has been made in a number of areas of reform. However, a number of outstanding problems remained to be resolved. The following are among the most recurrent areas of concern mentioned:

- need for attitudinal change among staff in the Administration;
- lack of transparency;
- undue delays in recruitment processes including consultants;
- status of General Service post classification exercise;
- deployment of secretarial support staff;
- the preparation of financial accounts and statements on a timely basis;
- delays in procurement and supplies;
- improvements in Building Management services (telephone installation, and general office equipment);
- the need to modernize the equipment generally;
- backlog in the publishing service; and
- lack of office space.

16. The Executive Secretary stressed the necessity for ECA to have a strong administration which would function in conformity with the rules and regulations and be able to take care of the requirements of the management of the staff. He laid emphasis for the staff to have the right equipments and for ECA to be modernized. To bring about the required change, he said that the psychological aspect was very important and, to that end, the mentality and spirit should change. ECA should be transformed and should have the right impact on Africa. He stated that it was intention to mobilize ECA, the MULPOCs and the ECA-sponsored institutions to work effectively on the established priorities. He cited the OAU, ADB, academic institutions, research centres and the business community and said that they were ECA partners and they were to be associated with ECA's activities.

17. The following were his instructions on various subjects raised during the discussions:

Programme support

18. The Executive Secretary said that Chiefs of Division should be given the means to perform their work. These include secretariat support and equipment. In divisions where there are no Administrative Assistants, ACSO should help and solve the problem by assigning Administrative Assistants.

Movement of staff

19. Staff members should not be moved from one division to another without full consultations with the divisions and the staff member concerned. Any decision affecting any Division should be taken in consultation with the Chief of that Division. If the consultations failed to produce a consensus, the matter should then be referred to the Executive Secretary.

Welfare of the staff

20. A major concern of the Executive Secretary was the welfare of the staff and their career development. Great emphasis would be put on training, improvement of staff's capacity and the importance of promotion, mobility and the issue of women. Career development should be looked into very seriously.

Rights and duties of the staff

21. The Executive Secretary underscored the necessity to recognize that the staff have rights to be respected. They also have responsibilities vis-à-vis the Organization.

Punctuality

22. Chiefs of Division are requested to assure that staff members come to work on time. Corrective measures should be taken against offenders.

Staff Union

23. The Executive Secretary intended to have close working relationship with the Staff Union Committee. He, therefore, called for a constant dialogue between the Staff Union Committee and Management. He said that he would have regular meetings with the Committee to see what could be done to improve working conditions of the staff. He instructed that social needs of the staff should be addressed.

Audit report

24. The Executive Secretary also intended to involve all Chiefs of Division in the review of audit reports to see problems which could be solved to improve efficiency.

Restructuring exercise

25. The objective of the on-going restructuring exercise was to improve the efficiency of the Commission and to make it more relevant to the priorities of Africa. The exercise would not adversely affect staff members but on the contrary would make them more efficient.

MULPOCs

26. It was generally observed that the MULPOC's were not functioning satisfactorily largely because they were understaffed. The Executive Secretary stated that they should be relevant and should be able to respond to the needs of member States. They needed to be strengthened and have qualified staff and the necessary equipment. Their programme

supports and financial problems should be looked into. ECA Headquarters should be able to monitor the work of the MULPOCs and make periodic evaluation of their activities.

ECA sponsored institutions

27. The Executive Secretary underlined the financial difficulties and the staffing problems of the ECA sponsored institutions. Like the MULPOCs, they needed to be strengthened and given the necessary support. A special meeting on these institutions would be organized in February 1993 to review them and make an assessment in terms of their objectives, activities, staff problems, budget, equipment, and come out with suggestions to improve them and take the necessary decision imposed by the situation, such as merging some of them and or abolishing other. TACOO had the responsibility to mobilize funds for these institutions. TACOO and ACSD were, therefore, requested to come out with proposals by the end of January 1993.

MRAG

28. The Executive Secretary said that MRAG was an important asset for ECA. Therefore, it should be given the necessary means to work efficiently including administrative and secretarial support. A working Group composed of the Special Assistant/OIC PPCO, Chief, SERPD and MRAG Coordinator was established by the Executive Secretary to look into the areas of competence of MRAG and ways and means to make it more consistent with the work of substantive divisions.

Printing and Publication

29. The Executive Secretary expressed appreciation for the progress made and for those who had contributed to it. However, much remained to be done, he said, to reduce delays and improve the quality of publications. He urged that the Printing and Publication Unit should be given the necessary supplies and equipment. He underlined the needs for ECA to be modernized.

Integrated Management Information System

30. The Executive Secretary underlined the importance of the Integrated Management Information System and called for a comprehensive report from ACSD which would include proposals for training.

Budget and Finance Section

31. The serious problems in the management of accounts especially those concerning extra-budgetary resources were underlined. The Executive Secretary instructed that accounts should be accurate and should be produced on time.

Office space

32. The Executive Secretary instructed that office space including the basement should be better and rationally used.

Security

33. The Executive Secretary asked the Chief ACSD to issue regular circulars on developments in the security situation.

Entry visas

34. The question of visas for delegates to ECA meetings, would be raised in the Joint Ethiopian/ECA committee. The Executive Secretary directed that information about meetings and the number of delegates expected should be communicated regularly to the Ethiopian Authorities. He proposed that Administration should appoint a focal point in the ECA who would deal with the Airport Authorities.

Team work

35. The Executive Secretary stressed the importance of team work and said that he would work with Chiefs of Division closely and discuss with them the various problems of the secretariat and how to strengthen its performance. He underscored the necessity to associate all staff in all activities of the secretariat. To that end, he insisted on the monthly divisional meetings and the need to send him the reports of those meetings regularly.

III. ASSESSMENT OF PROGRAMME PERFORMANCE OF INDIVIDUAL SUBPROGRAMMES

Natural Resources Division (16 December 1992)

Subprogramme: Natural Resources

36. The report on performance under this subprogramme reflects coherent planning of activities in relation to available resources. The activities were evenly spread amongst the three sectors of the subprogramme comprising mineral resources, water resources and cartography and remote sensing.

37. Delivery in terms of quantitative outputs corresponds to planned targets of 50 per cent of the total of outputs programmed for the biennium. Publications produced reflect increased relevance to major developmental topics of natural resources including environmental concerns.

38. Nonquantified activities indicate sustained efforts to promote cooperation and coordination between the Organization and relevant UN system partners on one hand and the African member States and their intergovernmental organization on the other.

39. Joint activities have been developed with a great number of international organizations including the Bretton Woods Institutions. In this context new initiatives were undertaken to promote ECA's lead role in the field of water resources development through the establishment of an informal Inter-agency Group for Water in Africa (IGWA).

40. The highly technical competence required under this subprogramme would need to be sustained by frequent participation of the staff in international meetings on topics relevant to their activities. However, resources are extremely scarce, as a consequence of which ECA's participation in such meetings leaves much to be desired.

41. The subprogramme is also characterized by a large number of operational activities in spite of the limited availability of extrabudgetary resources. There are five major subregional ECA sponsored Institutions, namely ECA MRDC, CARD, AOCRS, RECTAS and RCSSMRS which heavily rely on policy and technical advice to be provided under the subprogramme.

42. The problems encountered in the implementation of this subprogramme have basically remained the same as in previous years. Amongst these problems, the continued lack of extrabudgetary resources is conspicuous. In addition, there are many problems related to adequate project formulation and implementation; rationalization of assistance to ECA's sponsored institutions etc. which need to be addressed.

43. The Executive Secretary stressed the critical importance of the subprogramme and related needs to enhance its resources base. Mobilization of extrabudgetary resources should be much more actively pursued in the future. As to general problems raised he indicated the necessity to arrange for a special review meeting which would take into account related issues in the context of the reorientation and restructure of the Organization.

Subprogramme: Marine Affairs (Non-living resources of the sea)

44. This subprogramme in spite of its catalytical importance for transformation and sustainable development of the African economies as well as for interregional development has since its inception kept the lowest possible profile in ECA's programme of work and priorities. There are no provisions for regular budget resources except for some consultancy funds as a consequence of which the activities of this subprogramme have necessarily been reduced to a bare minimum. Out of two programmed activities for 1992-1993, one has been implemented in the form of a technical publication on current development status, policies, strategies and legal framework for developing marine resources in selected African member States.

45. This work was accomplished by a one m/m consultancy in conjunction with redeployment of resources from the subprogramme on water resources. In addition, the consultant who prepared the technical publication provided advisory services in the course of his mission to member States in the area of developing institutions, human resources, science and technology in the field of marine affairs.

46. Activities programmed for 1993 will be of a similar nature but focus on the current UN Convention on the Law of the Sea.

47. The low level of priority and subsequent lack of any meaningful resources defeat the purpose of supporting development in this sector.

48. The strategic importance of marine resources - both living and non-living - call for a serious review of this subprogramme in conjunction with a review of the sector concerned with living marine resources presently being located under the subprogramme of Agricultural and rural development. The desirable merging of both sectors - non-living and living resources - into one strong subprogramme was forcefully underscored by the Executive

Secretary who indicated his determination to pay highest attention to this subprogramme. He recalled in this context, ECA's potential role to effectively coordinate activities aimed at ratifying the UN convention on the Law of the Sea. He further stressed the necessity to embark on an active resources mobilization campaign including a case on the resources available under the Global Environment Facility (GEF) as potential partner in support of these activities.

Subprogramme: Science and Technology for Development

49. The subprogramme was delivered as programmed for the first year of the biennium. Amongst three policy oriented documents that were produced, one document on nuclear science and technology provided a basis for the formulation, by an expert group, of a project on the application of nuclear technology to improve food security in the region through improved plant breed and reduction of post harvest losses.

50. Coordination, harmonization and liaison with member States as well as with the UN system partners and in particular with UNESCO, continued to be actively pursued. Highlights in this context are cooperation activities initiated jointly with the Foundation for Research and Development (FRD) of South Africa for the development of science and technology and with OAU in the preparation of draft protocols on science and technology aspects of the Abuja Treaty establishing the African Economic Community.

51. Contrary to previous years, operational activities were at a low level due to constraints in extrabudgetary resources. In particular, the activities of ECA-sponsored institutions like those of ARCT falling under this subprogramme have been on the decline following the discontinuation of UNDP's assistance to these institutions.

52. The decline in operational activities has made the programme of activities under this subprogramme very vulnerable. Its development objectives which are closely linked to the follow-up of Agenda 21 would require new programmatic dynamics and additional financial resources.

53. The Executive Secretary expressed his concern about the low performance of this subprogramme in relation to its importance and relevance to Agenda 21. There was, in his view, an obvious need to reorient the activities in such a way as to better integrate the human development aspects and foster a stronger commitment to mobilizing resources and strengthen implementation capacities accordingly.

Subprogramme: Energy including new and renewable

54. The activities under this subprogramme have direct relevance to the strategic issues of regional development. There are undoubtedly new accents which have been set to orient activities in such a way as to produce a catalytical impact. Only one publication out of two planned was prepared and submitted to member States. However, the relevance of this output concerned with petroleum legislation in Africa was further enhanced in the context of a workshop on energy policy. The study meets an urgent need of oil producing member States for strengthening their negotiating capacities with multinational companies on petroleum exploration and development.

55. The meetings and workshops organized in the course of 1992 reflected increased capacity of ECA for cooperation and coordination with the Bretton Woods Institutions, the African Development Bank and the other Regional Commissions of the United Nations. These partners are of great importance as they carry the desirable outreach required to comprehensively and efficiently address the issue of energy on the African continent. In this regard ECA's participation in an Inter-regional Project on Global Energy Efficiency 21 was highly significant. The strength of this project is in its multidisciplinary approach and its capability to bridge the gap between the national and global activities in energy conservation and efficiency.

56. Besides ECA's participation in the aforementioned project there were little operational activities due to lack of resources. ECA, however, participated jointly with OAU under this subprogramme in all activities aimed at redressing the difficulties presently faced by African Regional Centre for Solar Energy (ARCSE) in Burundi.

57. There were two immediate problems to be solved, one was the implementation of an earlier administrative decision to return one staff to the Section who has been deployed on a temporary basis to Gisenyi MULPOC since 1985. The other problem was related to restoring the operational functioning of ARCSE. In a longer term perspective, the mobilization of extrabudgetary resources was recognized as requiring serious attention.

58. The Executive Secretary directed follow-up on correspondences addressed to the Director of ARCSE with a view to accelerating actions required to be taken with regard to the future of ARCSE. He further stressed the vital importance of this subprogramme and the necessity to continue to sharpen its focus and mobilize resources from potential partners and sources such as ADB and GEF.

Subprogramme: Environment

59. Activities under this subprogramme were heavily concentrated on the preparations for the UNCED/Earth Summit held in Rio de Janeiro, in June 1992. In this context ECA as designated lead agency for the preparation of the Regional Conference preparatory to UNCED was extensively involved at all stages in the coordination process before, during and after Rio. The focus of these activities was the preparation of an African position on environment and development with a view to incorporating its specific dimensions into UNCED and sustain its momentum in the follow-up of Agenda 21 which resulted from the Earth Summit.

60. The implementation of activities involved in this complex coordination, harmonization and liaison functions has been faced with great difficulties mainly due to limited staff resources. These resources composed of two core staff were reduced in the course of 1992 to one professional only following the detail of other to peace-keeping mission.

61. Scarcity of resources coupled with the complexity of the issues to be tackled have considerably jeopardized the delivery of quantifiable outputs and operational activities. The critically important guidelines for the monitoring of the movement of dangerous and toxic products and wastes in Africa, as well as the guidelines for the integration of environmental dimensions into African regional cooperation treaties, conventions and agreements had not been forthcoming. In the same vein preparations were far behind for an ad hoc group meeting expected to be organized on the former issue. In addition, various programmed pamphlets to illustrate environmental issues had not been prepared.

62. On the whole, the programme was seriously under-implemented and it would require a major effort to put on stream in 1993.

63. The Executive Secretary underlined the particular importance of the subprogramme in relation to the implementation of Agenda 21 which figured prominently on the Agenda of ECA's forthcoming Conference of Ministers. He intimated that in the context of the follow-up on Agenda 21 a fresh look was needed into the evolving patterns of cooperation and liaison with all partners concerned. In that regard he referred to the recent reorganization of DESD in the context of which a new relationship between the former, UNEP and ECA could be established.

64. He also stressed the desirability of getting IDEP more closely involved in the follow-up of Agenda 21. He expressed his particular concern about ECA's role in the follow-up on the convention on desertification in the assessment of which ECA should assume a lead role. He finally recalled an earlier agreement that had been reached between UNEP and ECA on the transfer of the AMCEN secretariat at ECA headquarters and indicated that he would actively pursue this matter in his discussions with the new Executive Director of UNEP during his forthcoming visit to Nairobi.

Statistics Division
(16 December 1992)

Subprogramme: Statistics

65. The quantity and quality of outputs delivered reflected sustained capability to implement a continuously heavy work programme. Various documentation produced for the Joint Conference of African Planners, as well as published materials indicated increased focus on policy development in critical areas such as environment, energy, informal sector activities etc.

66. The coordination and harmonization of statistical activities has been greatly enhanced by activities in support of the implementation of the "Addis Ababa Plan of Action for Statistical Development for Africa in the 1990s". In this context and as a result of various initiatives undertaken by the Statistics Division, ECA has emerged as an active coordinator and substantive leader on all issues pertaining to the revitalization, rehabilitation and development of the infrastructure of the African statistical network.

67. At the global level ECA's coordinating role within the UN system has also been strengthened through contributions to the work of the ACC sub-committee of statistical development. New concepts of joint programming with the other regional commissions have been developed with special emphasis on data provision for monitoring and evaluation of regional economic integration. Inter-regional training programmes had been established for implementation in 1993.

68. Operational activities funded from either regular or extrabudgetary resources continued to be an important component of the subprogramme. This was in spite of a considerable reduction of resources available from UNFPA for Regional Advisors as well as financial constraints placed on the major UNDP funded project on "Statistical Development for Africa" (SDPA).

69. The subprogramme continued to be affected by the same basic problems that had been identified over several years. These problems were mainly related to difficulties in printing of documents and staffing. As a consequence of the first problem many major programmed outputs of the subprogramme are not delivered in time and have to be carried over from one biennium to another. Major efforts have been made to clear the backlog of the previous biennium in the course of 1992. However, the problem has persisted and would require an upgrading of ECA's printing facilities in order to cope with heavy workload. With regard to staffing, the Division had experienced continued problems resulting from prolonged vacancies of posts due to many extraneous factors such as

sabbatical leave and/or unusually long sick leaves. In spite of this, the performance of individual staff members was high.

70. The Executive Secretary directed that the questions of how to handle the filling of vacant posts due to extended sabbatical and/or sick-leave of staff should be clarified by Administration within the rules of the UN.

71. The Executive Secretary expressed his overall satisfaction with the performance of the staff of the Division. He was particularly impressed by the services of the colleague in the Division who in spite of this physical handicap (deafness) contributed greatly to the work of the Division. The Executive Secretary highly recommended this staff member for his motivation and dedication to duty. He also underlined the importance of the work of the Division and stressed the active role of ECA in further strengthening and developing data which were required to establish appropriate relationships with policy issues.

72. He recommended that additional efforts be made to establish viable linkages with relevant institutions of the region through networking for data collection and delivery. The role of coordination was to be a major focus of attention. This should be further strengthened through concentration on issues on which ECA was able to develop and offer highly competitive and efficient services.

**Public Administration, Human Resources
and Social Development Division (PHSD)**
(16 December 1992)

Subprogramme: Public Administration and fiscal Affairs

73. In response to the performance report presented by the Chief of the Division, it was observed that while the implementation of this Subprogramme was satisfactory, the activities of SAPAM could move more towards application of its publications in the form of advisory services. It was also felt that there should be more interface between SAPAM and RB activities which would reinforce the impact of the Subprogramme. The Chief of Division, however, clarified that in fact there were workshops in which RB staff assisted. The project utilized consultants to implement various activities also to avoid duplication and to complement the work of the Subprogramme.

74. The Executive Secretary stressed the importance of strengthening the private sector and entrepreneurship besides the public sector which must provide the necessary enabling environment.

75. The Chief of TACOO assured the Chief of PHSD that UNDP was making bridging arrangements for SAPAM to continue while waiting for the Fifth Cycle to be operational. Its continued funding during the Fifth Cycle was, therefore, certain.

Subprogramme: Development Issues and Policies in the ECA Region
Human Resources Planning, Development and Utilization

76. The meeting expressed satisfaction with the implementation of the work programme. It was recommended that the Division Chief mobilises sufficient XB resources to sustain the activities on popular participation as it might be difficult to find sufficient resources in RB in the next biennium. The meeting also requested that work on the feasibility study on the Youth Fund and the proposed Human Development Fund be accelerated because a report had to be prepared for the next ECA Conference of Ministers. In addition, since UNDP was interested in human development activities he recommended that a proposal to contribute towards these Funds be submitted to it as soon as possible.

77. Referring to the difficulties the Chief of Division had experienced with the Personnel Section, the Executive Secretary reminded him that efforts were being made to increase transparency in the Personnel section. He further reminded him that the proposed structure had made provisions for incorporating popular participation and NGO activities into the

Human Resource Development Section. Disclosing that that a Task Force to operationalize the Human Development Plan of Action was about to be established by UNDP, ECA and other relevant agencies of the UN system, the Executive Secretary instructed the Division Head to be involved in this process. He also asked him to mobilize donors for the Human Development Fund and the Youth Fund which should be incorporated into the former. He then stressed the importance of improving the quality of publications and to strengthening relations with universities and research institutions such as those of science and technology. He concluded by reemphasizing the importance of strengthening the human development sector. He also stressed the importance of consensus building at the national level, around issues of national importance. Mobilization of people and the respect for people's rights were therefore of utmost importance.

78. The Chief of Administration and Conference Services (ACSD) Division clarified the vacancy issue in this Section by informing the Chief of Division that the prevailing freeze on hiring would be lifted in February 1993 and that that would facilitate the advertisement of vacancies. He cautioned, however, that lists of vacancies were sent to New York monthly and there was no guarantee, therefore, that some posts would not be lost to ECA. Negotiations to decentralise hiring were currently going on.

Subprogramme: Social Development

79. In response to the performance report presented by the Chief of Division with regard to this Subprogramme, satisfaction was expressed with its implementation despite its limited resources. It was also suggested that its impact might be enhanced through and expansion of its XB activities in addressing the social dimension problems.

80. The Executive Secretary requested the Chief of Division to prepare him a note on the posts that had been deployed out of the Subprogramme. He then reassured him that in the proposed new structure, the components of social development activities that had been separated from the Subprogramme would be brought together again to boost its resources and impact. He also emphasized the importance of the Subprogramme and stressed that it should also link its activities with human resource development, popular participation etc, which were all components of social development. It should also expand its XB resource base for broader coverage of the issues.

Pan-African Development Information System (PADIS)
(17 December 1992)

81. PADIS' activities carried out under the subprogramme on "Development issues and policies in Africa" continued to constitute an abnormality in the structure of the Medium-term Plan (MTP) since 1986. Originally conceived as a project PADIS, developed into an institutional part of ECA which eventually was reflected in the regular programme without however, the necessary regular budget resources. In spite of continued attempts to include budgetary proposals for funding PADIS' core staff in the programme budget, ECA's efforts had always failed to have these proposals approved. As a consequence PADIS had almost exclusively relied on extrabudgetary resources.

82. Because of increased difficulties to mobilize extrabudgetary resources, in particular from donors like UNDP who had provided assistance over many years, PADIS had continued to deliver its services with considerable difficulty.

83. This has also been the case for PADIS' performance during the first year of the 1992/93 biennium when the financial constraints resulted in continued crisis management requiring bridging operations including exceptional measures to retain the staff (three professionals and five secretaries) on board.

84. The implementation rate of the programme of activities has been fairly satisfactory. Published material is highly relevant to priority issues of development. Operational activities comprising of workshops, training, seminars and advisory services to member States and subregional and regional institutions had practically covered the major part of all countries of the region. However, the development of subregional centres, except at the Niamey MULPOC, left much to be desired.

85. The long standing problems of PADIS required decisive measures to be taken. This implied that ECA, in accordance with ECOSOC resolution 1992/51 requesting the Executive Secretary of the Commission inter alia "to ensure that its activities are fully grounded in sound data and information systems, through the strengthening of the Pan-African Development Information System, which should be provided with adequate financial resources" should prepare a strong budgetary request for the 1994/95 biennium.

86. The Executive Secretary directed that budgeting measures should be worked out to retain PADIS staff members beyond December 1992. He further requested the Chief of Administration to prepare at the same time a request for the use on an exceptional basis, of a post from Section 12 to be addressed to the controller.

87. He also requested PADIS to jointly prepare with TACOO a project document for submission to EEC and ADB.

88. In stressing the urgency involved in establishing a bridging strategy, the Executive Secretary gave his assurance that he would undertake to put PADIS in the regular budget once and for all.

Joint ECA/FAO Agriculture Division
(17 December 1992)

Subprogramme: Agricultural and Rural Development

89. The work of the Division was proceeding smoothly. Quality also seemed to be of an high standard due no doubt to the useful interchange which occurred among Division staff on substantive matters, through a system of internal control and review of documents. The Division's joint programming with the MULPOCs, as well as its subregional focus were highlighted as a good example of collaboration to be emulated by other units of the secretariat.

90. The implementation of a total of seven operational projects was also considered very satisfactory by TACOO, as the implementation rates stood at 100% for all these projects.

91. The subprogramme implementation is hampered by the following constraints:

- resource inadequacy under the regular budget;
- existing vacancies in the professional category; and
- shortage of secretarial support.

92. The Executive Secretary highlighted the major issues to be addressed by the subprogramme and to be integrated in the programme budget 1994-1995. These included: emergency assistance in favour of populations affected by natural and man-made disasters; rehabilitation; human development; GATT negotiations and their implications for the external trade of tropical agricultural products. Therefore, he instructed the Division to embark upon the implementation of activities centred around these critical issues.

93. He particularly stressed the need for the subprogramme to address marine affairs in an integrated manner. In this regard, he instructed that an inter-divisional approach be adopted to enhance the collaboration between JEFAD and the Natural Resources Division. The latter dealt with the non-living resources component of marine affairs. The advisory role of the ECA for the ratification and implementation of the Law of the Sea by member States was underscored by the Executive Secretary. Also, the vital role of ECA in assisting member States in the formulation of common African positions/programmes in the field of agriculture was stressed.

94. The Executive Secretary commended the Division for the results achieved and for the practice of internal self-evaluation of the work produced in the division. He instructed that the issue of resources be addressed and that proposals be made for acquiring additional resources, especially through the mobilization of extrabudgetary resources. In that

connection, he requested that relations with FAO be strengthened in terms of programme implementation and resource mobilization. He particularly expressed his appreciation to the Government of France for its assistance to the fisheries programme - component of marine affairs administered by the Division.

African Training and Research Centre for Women (ATRCW)
(17 December 1992)

Subprogramme: Advancement of Women

95. It was observed that the performance of ATRCW was satisfactory. The meeting stressed the importance of accelerating activities towards the establishment of the Federation of African Women Entrepreneurs and the African bank for Women. Both institutions were important in enhancing the potential of ATRCW and the goal of integrating women in development. The pace of evolution of this work seemed slower than what was originally programmed. There would also be a progress report on these activities to the next Conference of Ministers. With regard to the Task Force for Women in ECA, it was requested that its recommendations be up-dated with a view to submitting them for possible implementation.

96. The MULPOC Directors expressed the need to have programme officers to carry out the Women in Development activities in their respective Subregions following the keen interest that the Member States were showing in this area.

97. The Executive Secretary stated that he would revive the Task Force for Women in ECA and requested that its recommendations be submitted to him along with the statistical analysis that the OIC of ATRCW had done on the personnel status of women in ECA. He then assured the OIC of ATRCW that the instructions of the UN Secretary General would be implemented as given. Turning to the implementation of the programme itself, he said that he was convinced of the importance of strengthening the Subprogramme which was of crucial importance. In this connection, he confirmed that the MULPOCS would be strengthened to have the critical mass for the implementation of women in development activities. Search for XB resources had to be intensified, however, by writing up good projects in the areas of human development, family and children etc. A specific project to solicit funds for establishing focal points for women affairs in all the five MULPOCs should also be submitted to UNDP as soon as possible. The Executive Secretary further requested that the work to establish the Federation and the Bank be pushed rapidly.

98. With regard to relations with other international organizations, he requested that ATRCW works closely with the newly appointed Secretary General (Mrs Gertrude Mogella from Tanzania) of the Fourth World Conference on Women to be held in China in 1995, at the preparatory level of both the regional and international meetings. Referring to the imminent visit of the Director of the UNDP Regional Bureau for Africa, Ms. Ellen Johnson Sirleaf, to hold discussions with the Executive Secretary on possible ways of collaborating with ECA, he requested that thorough briefs on the needs and priorities of ATRCW be submitted to him as soon as possible.

99. The Chief of ACSD confirmed the instructions of the Secretary-General of the UN that his instructions were to raise the level of professional women to 50% by 1995. The constraint in implementing this instruction, however, is the current lack of posts, which therefore, called for very innovative ways of handling the problem.

100. The Chief of TACOO reminded the OIC of ATRCW that access to education was a priority area in the UNDP Fifty Cycle and that projects for funding in this area should be submitted as soon as possible in addition to the one already submitted in science and technology.

Trade and Development Finance Division
(17 December 1992)

Subprogrammes: **Trade and development cooperation; External debt crisis;**
 Monetary and financial policies and strategies

101. The Officer-in-Charge of the Division referred to certain organizational difficulties within the Division which continued to hamper performance. These difficulties included a number of vacancies including that of the post of Chief of the Division.

102. In the area of trade and development co-operation, the Division was urged to pay more attention to current trade issues that were of importance to the region. One would have expected the Division to have made statements on the outcomes of UNCTAD VIII and its effect on the African Common Position, such statements could have helped clarify Africa's position after Cartagena. Similarly, the Uruguay Round of discussions and their implications on Africa's trade, had not been brought to the focus, by informing member States of these implications and advising them of possible actions to take.

103. With regard to the subprogramme on external debt crisis, it was observed that the subprogramme should outline a strategy for addressing Africa's debt problems. The Division's attention was drawn to the likely devaluation of the French Zone CFA franc, on which one would have expected ECA to take a position.

104. The Division it was further noted consumed overhead income without generating any extrabudgetary resources. It was urged to come up with well-formulated projects for consideration by potential donors.

105. The services of the Division in all its areas of focus were required at the subregional levels, and as such it should seek for greater interaction with the MULPOCs. Discussions between the Division and the North Africa MULPOC on possible collaboration between ECA and the Maghreb States on trade relations were still to be finalized. The Lusaka MULPOC had made a case for the provision of assistance to the PTA in the trade area.

106. The Executive Secretary stated that ECA had an important role to play in finding solutions to the trade, debt and financial problems of the region, as such the secretariat must be much more active in these areas. He stressed the need for ECA to propose options to member States and the subregional groupings. In doing so we must study the situation carefully and be on top of them at all times. We should by our own actions, keep in close contact with our constituencies.

107. He particularly stressed the need to have a well established doctrine on the issue of debt, which according to him was to a large extent a political issue.

108. He emphasized the need to mobilize resources in support of activities required and to pursue a vigorous strategy in that regard.

109. The Executive Secretary informed the Division of the forthcoming visits to ECA of the Managing Director of IMF and the Vice-President of the World Bank. These two visits were important to the mutual benefit of all parties. He further emphasized the need to put in place the right mechanisms for strengthening the relationship between ECA and the Bretton Woods Institutions. In that regard, he instructed the Division to provide the relevant background information for the two meetings and that these should be made available to him soon.

Population Division
(17 December 1992)

Subprogramme: Population

110. In reaction to the performance report presented by the Chief of Population Division, the meeting expressed satisfaction with the implementation of the Subprogramme. It then stressed the importance of integrating population factors in the socio-economic development process. In this connection, it was recommended that in conformity with what was already evident in the Dakar Declaration on Population, Family and Sustainable Development, population activities should be integrated with issues such as poverty, human settlement, environment etc which should be reflected the work programme for the next biennium.

111. The MULPOC Directors expressed concern that there were no population related activities in their subregions other than what the UNFPA did, often without much cooperation with them, and stressed problems such as migratory factors in development as being particularly important in some countries.

112. The Chief of TACOO pointed out that according to his records, the five UNFPA-funded projects had overspent their 1992 budget and requested that the two Chiefs meet to reconcile this.

113. The Executive Secretary observed that despite the reduction of resources available to this Division by UNFPA, there had to be an increase in population activities given the continued high rates of population growth and the subsequent direct implications to development. He instructed the Division to do a complete assessment of the socio-economic dimensions of population growth in Africa's development, focusing on factors such as unemployment, AIDS, refugees and displaced persons etc. The Division should also mobilise more resources to carry out some of these activities in response to the current issues for this biennium and beyond.

114. Stressing the major importance of population matters, the Executive Secretary requested that the recommendations of the Third Population Conference be closely followed up as well as the preparations for the International Population Conference with clear ideas of what ECA and Africa wanted to achieve thereof. Population activities had to be integrated into the activities of environment and sustainable development, and the Division had also to be involved in the inter-divisional preparatory activities of the World Social Summit. With regard to the MULPOCs, the Division had to establish strong links with them, as well as other relevant institutions in the respective areas of the MULPOCs. The importance of accuracy in assessment of new developments and the establishment of the highest international standards of the data issued by the Division was also underlined by the Executive Secretary. He asked the Chief of Division to give him concrete suggestions as to

what should be done to resume the activities that used to be carried out under the POPIN-Africa Project.

115. At the request of the Executive Secretary, the Chief of Division offered the following clarifications on the points raised during his presentation:

- The exact working relationship between UNFPA, TSS teams and ECA was yet to be defined. Technically, the regional advisers were hired and supervised by ECA but in reality, all their instructions came from their Team Coordinator who was a UNFPA staff.
- The French government had accepted to fund the continuation of POPIN-Africa Project activities by hiring one professional and one GS staff. Specific date as to when this would be done was not given, however. There was also a possibility that UNFPA would finance a professional to be attached to PADIS to set up an integrated data base on population issues. This matter was to be followed up.
- The member States at APC 3 had requested ECA to set up a follow-up mechanism for the implementation of the Dakar Declaration on Population, Family and Development and as well as the outcome of the Cairo Conference. The Division would follow up with PPCO to see how this mechanism could be established without running into conflict with the African Group.
- The Division intended to set up a study on population dynamics and migration in South Africa which might be financed by Sweden. Given the new interest in the question of migratory factors in population, other study projects might be written for XB financing on the same issue in other subregions, especially the North African one.
- The question of overspending on the XB projects could be explained by the weakness of the dollar through out 1992 against the CFA which was the currency of payment of all bills. However, this was yet to be confirmed.
- The Division was satisfied with the computers recently allocated to them. It was, however, still in dire need of a secretary.

Transport, Communications and Tourism Division
(17 December 1992)

Subprogramme: Transport and Communications

116. The performance of the division in the area of transport and was considered satisfactory. Activities carried out cuts across all the categories it had programmed around and to a large extent contributed towards realizing the established objectives. However, effort must be made to improve on the presentation of technical publications to make them more attractive. Attention had not been adequately given to postal and telecommunications issues and it was advised that the related staffing problem be addressed.

117. The efforts made to enhance collaboration with intergovernmental organizations (IGOs) was highlighted as a major initiative.

118. As much as the division should coordinate, harmonize and liaise with other UN agencies, it must be more assertive and should demonstrate its leadership role in this area.

119. As regards UNTACDA II, there had been progress in integrating the activities of the Decade into the regular budget activities. The "ownership" of the Decade by member States was still a worrisome issue which must be addressed if UNTACDA II is to be successfully implemented.

120. The Executive Secretary emphasized the need and relevance of ECA in the field of transport and communications, and that hard work and commitment of staff was central to the achievement of the objectives. To this end:

- an improvement in the Divisions publications was expected. The Division must produce more informative publications, informing and creating awareness on Africa's transport and communications issues and concerns;
- a coordinated and harmonized UNTACDA II and IDDA II was important;
- a strengthened MULPOC with a critical multidisciplinary mass of experts at subregional levels dealing with relevant issues was an urgent objective;
- a higher level of inter-divisional cooperation that can guarantee our effectiveness was an imperative.

121. He instructed the Division to follow-up on the gas pipeline project; to look into its problems and especially the issues, with Nigeria. The Division should propose measures for improving air communication within the region.

Subprogramme: Tourism

122. The work of the unit was satisfactory. It was observed, however, that there was need to change the orientation of the subprogramme to focus it more on marketing tourism as a product and service.

123. It was also noted that the advisory services undertaken by the subprogramme were concentrated in few countries, raising cause for questioning the need for the services and the appropriateness and adequacy in informing member States of this service.

124. The Executive Secretary reaffirmed the importance of tourism, especially in the context of inter-country cooperation. Tourism was an area for exploring inter-country cooperation in the transfer of experience and knowledge and the training of personnel. Emphasis must be given to mobilize more extrabudgetary resources for promoting tourism in Africa.

125. He instructed TACOO in collaboration with the Division to elaborate projects in this area for extrabudgetary funding.

Economic Cooperation Office and the MULPOCs
(18 December 1992)

Subprogramme: Economic Cooperation and Integration

126. The meeting noted that the subprogramme had a satisfactory rate of implementation during 1992. However, it cautioned against the great involvement of regular budget personnel in the implementation of the multisectoral projects, making it difficult for the Economic Cooperation Office to account precisely for the use of resources for the implementation of the activities under the regular budget programme. The Economic Cooperation Office should enhance its coordinating role and provision of policy guidance as well as technical support to the MULPOCs. There was need for the Office to step up its research activities in order to address the critical issues programmed, as well as those related to the implementation of the Abuja Treaty.

127. The Executive Secretary underscored that ECO should assist the MULPOC in articulating and formulating respective relevant programmes for each MULPOCs based on the priority concerns of their respective subregions/member States. In this connection, he regretted the confusion and the lack of coherence in the subprogramme.

128. Critical issues such as the implementation of the Abuja Treaty, the strengthening and rationalization of IGOs and subregional economic communities were not properly addressed by the subprogramme. Therefore, he instructed ECO to undertake a much more serious analysis and evaluation of these IGOs and economic communities. A comprehensive study should describe the situation in the context of the Abuja Treaty; make proposals to member States taking into account the resolutions of the policy organs of these institutions. The PTA/SADCC problem was one of the burning issues to be investigated immediately by the Office. The advisory role of the Lusaka MULPOC in this instance needed to be enhanced.

129. The Executive Secretary decided that a new orientation should be given to the activities of the MULPOCs. The MULPOC should pay more attention to the collection of data and gathering of information to be sent to substantive units at ECA headquarters. More importantly, the MULPOCs should also provide advice to their respective member States. To this end, the Executive Secretary requested that policy guidelines be provided to the MULPOCs in order to avoid the state of confusion now experienced in the implementation of their respective activities. There was need for the MULPOCs to carry out substantive and relevant activities for their member States. The substantive divisions were instructed to assist them accordingly and keep them informed of all missions to countries within their respective subregions.

130. To this end, the Executive Secretary directed that the joint implementation of programme activities resulting in joint missions be enhanced, so as to associate the MULPOCs in these missions. The strengthening of the MULPOCs through the restructuring exercise will be done accordingly.

131. The Executive Secretary also instructed the ECA-MRAG to render the relevant assistance to MULPOC member countries and to provide the necessary required technical support to the MULPOCs for better programme delivery.

132. The Executive Secretary requested the MULPOCs to ensure that all information and issues of crucial interest to member States be reported to ECA headquarters for appropriate use. In this connection, the MULPOCs were requested to liaise closely with the subregional IGOs, UNDP and ADB offices. They should be able to identify multinational projects and potential funding sources. They were particularly requested to develop working relations with the NLTPS and the African Capacity Building Initiative project offices. Major activities undertaken by other UN agencies should also be monitored and the Executive Secretary kept informed.

133. Finally, the Executive Secretary instructed the Chief, ACSD to look into the administrative issues raised by the MULPOCs such as slow delivery of staff services to MULPOC staff, financial matters, local salary adjustments, career development, office equipment, and vacancies.

ECA-Multidisciplinary Regional Advisory Group
(17 to 18 December 1992)

134. The programme was considered, in general, to be proceeding smoothly. However, delivery in some of the subprogrammes would need to be improved significantly in 1993. The operationalization of the concept and objectives of the ECA-MRAG has revealed some shortcomings. Among these is the Group's present method of mission preparation which invariably fails to draw adequately from all the members of the Group as well as, and more importantly, from the relevant Divisions/Offices of the ECA secretariat. The need for active and regular consultation and exchange of views on a continuous basis between MRAG staff and their counterparts in the Divisions/Offices to ensure the support of the latter could not be over-emphasized. The advisory missions had not always generated the follow-up activities expected in terms of proposals for future possible programmes of action, investment scenarios, etc. Some Chiefs of Division observed that there was need for mechanism for closer oversight of MRAG operations and programming under the Executive Secretary.

135. Some felt that the location of MRAG members outside the relevant divisions did not facilitate the necessary interface with the divisions. They stressed the need for the Regional Advisors to be relocated in the substantive divisions in order to take advantage of the resources and expertise available in the divisions.

136. The Executive Secretary urged the Group to be in close touch with the relevant divisions for more efficiency and impact. The work of the group needed to be better coordinated. He intended to have regular meetings with the Group and the Chiefs of division to that effect. It was important that the work of the Group be closely related to the activities of the divisions and the MULPOCs. The Group should be instrumental in the promotion of the multidisciplinary/interdisciplinary approach in the ECA secretariat and in translating the substantive research work of the secretariat into operational terms.

137. The MRAG needed to achieve greater regional credibility and recognition as an effective advisory arm of the ECA throughout the region. There was need for greater coherence and flexibility in order to provide a high level of contribution to African countries' development efforts, in particular to the rehabilitation and reconstruction efforts of the most affected countries.

138. He requested the Officer-in-Charge of PPCO, the Chief of SERPD and the Coordinator of the MRAG to look into ways and means of enhancing cooperation and operational interface between the MRAG members and the substantive divisions and to submit a report to him. He also directed that the administrative support problems of the Group should be addressed with a view to improving the Group's effectiveness. In his

conclusion, the Executive Secretary said that MRAG was an important asset for ECA. It must be allowed to consolidate its potential by building its own image and character. It should, therefore, be given the necessary means to work efficiently including administrative and secretariat support.

Industry and Human Settlements Division
(19 December 1992)

Subprogramme: Industrial Development

139. Programme delivery was judged satisfactory. However, it was noted that efforts should be made to improve on the presentation of publications. The Division's performance in advisory services should be enhanced, especially in light of the absence of a regional adviser within MRAG to provide this service.

140. The following specific concerns on the implementation of IDDA II were highlighted

- the institutional machinery at all levels was still not in place and this could in itself affect the implementation of the Decade activities. IDDA II might want to draw on the experience of UNTACDA II, where the institutional machineries were well established;
- the co-ordination mechanism among responsible agencies needed to be better defined and planned. The mechanism must seek to bring along other agencies and interested partners;
- there was need to build public awareness of the Decade programme within and outside the region;
- the involvement of business operations in the implementation of the programme should be encouraged;
- it was important to avoid one of the basic mistakes of the first Decade - its inability to mobilize resources, as such the need for a venture capitalist approach was suggested.

141. A request was made for attaching a staff from the Industry Division to the Tangiers MULPOC in light of the change in focus from agriculture to industrial development in that subregion.

142. The Executive Secretary stated that industrial development was basic to Africa's development and as such it must be seen as a transformation process to which ECA is to make its valuable contribution. An important first step was to raise the level of awareness of industrial development in Africa.

143. In this regard he instructed the Division to look into the contradiction of abundance in the natural resource base of the region and the low level of industrial development; how industrial activities must be organized between and within the subregions in the context of the Abuja Treaty; ways and means of assisting member States develop multinational networks to elaborate and implement projects through the machinery of the MULPOCs.

144. On the Second Industrial Development Decade in Africa he requested the division to:

- put in place structures at all level and in the various sectors to facilitate action;
- mobilize resources and that this should be pursued with financial institutions. The Division must organize various fora bringing together possible partners within and outside Africa;
- carry out a popularization campaign of the Decade programme within and outside the region with a view to attracting potential investors.

145. He stressed the need for strengthening divisional co-operation in favour of the multidisciplinary approach to industrial promotion and development in the region. In this regard, he called for building linkages between the Division and relevant Units promoting human resources development; science and technology; entrepreneurship, etc.

146. The Executive Secretary emphasized that Africa's industrial development potential was tremendous. Japan was especially aware of this and was taking keener interest in Africa. ECA must capitalize on its comparative advantage and take stock of all of these new developments as they come to bear on Africa's industrial development.

147. He affirmed his desire to invite and hold discussions with the Director-General of UNIDO at ECA on the issue of Africa's industrial development. ECA must be prepared for this visit, and that Industry Division, in particular will provide the information on which to base the discussions.

148. He also suggested that ECA must explore a much more scientific approach in identifying consultants and as such must establish a roster of specialists in different areas at national and international level.

149. He finally underlined the need to mobilize resources to enhance the functioning of such important science and technology centres as ARCT and ARCEDEM.

Subprogramme: Human settlements

150. The implementation of the programme was proceeding smoothly. The programme was considered weak in the area of advisory services and was urged to improve. The point was made that the programme needed to provide more leadership in coordinating and collaborating with other UN agencies to make ECA's presence in this field fully felt.

Subprogramme 2 of Programme 45: African Critical Economic Situation, Recovery and Development

151. This programme was put under the care of the Chief, IHSD as a special arrangement. The implementation of the programme was progressing satisfactorily.

152. The Executive Secretary referred to the planned study on the analysis of financial flows, multilateral and bilateral, available or required for African economic recovery and development. He suggested that the programme should look into why Africa needs resources; what are Africa's financial requirements; and what strategies to adopt in order to achieve our financial requirements.

153. He emphasized the importance and potential of the Inter-Agency Task Force for the Implementation of the United Nations New Agenda for the Development of Africa in the 1990s - (UN-NADAF) as a coordinating mechanism for United Nations system activities in the region. ECA must play its leadership role within the Task Force effectively.

Administration and Conference Services Division
(19 December 1992)

154. The Executive Secretary held two separated meetings with the Division.

155. It was recognized that the first year of the biennium 1992-1993 was a transitional period characterized by the substantive and administrative reorientation of the secretariat. The activities carried out by ECA's Administration were, therefore, focused on enhancing the efficiency and quality of its services in such a way as to produce a tangible impact on ECA's overall working environment, as well as to prepare the grounds for the restructuring of the organization. Some progress has been made in a number of areas of reform. However, a number of outstanding problems remained to be resolved. The following are among the most recurrent areas of concern mentioned:

- need for attitudinal change among staff in the Administration;
- lack of transparency;
- undue delays in recruitment processes including consultants;
- status of General Service post classification exercise;
- deployment of secretarial support staff;
- the preparation of financial accounts and statements on a timely basis;
- delays in procurement and supplies;
- improvements in Building Management services (telephone installation, and general office equipment);
- the need to modernize the equipment generally;
- backlog in the publishing service; and
- lack of office space.

156. The Executive Secretary stressed the necessity for ECA to have a strong administration which would function in conformity with the rules and regulations and be able to take care of the requirements of the management of the staff. He laid emphasis for the staff to have the right equipments and for ECA to be modernized. To bring about the required change, he said that the psychological aspect was very important and, to that end, the mentality and spirit should change. ECA should be transformed and should have the right impact on Africa. He stated that it was intention to mobilize ECA, the MULPOCs and the ECA-sponsored institutions to work effectively on the established priorities. He cited the OAU, ADB, academic institutions, research centres and the business community and said that they were ECA partners and they were to be associated with ECA's activities.

157. The following were his instructions on various subjects raised during the discussions:

Programme support

158. The Executive Secretary said that Chiefs of Division should be given the means to perform their work. These include secretariat support and equipment. In divisions where there are no Administrative Assistants, ACSD should help and solve the problem by assigning Administrative Assistants.

Movement of staff

159. Staff members should not be moved from one division to another without full consultations with the divisions and the staff member concerned. Any decision affecting any Division should be taken in consultation with the Chief of that Division. If the consultations failed to produce a consensus, the matter should then be referred to the Executive Secretary.

Welfare of the staff

160. A major concern of the Executive Secretary was the welfare of the staff and their career development. Great emphasis would be put on training, improvement of staff's capacity and the importance of promotion, mobility and the issue of women. Career development should be looked into very seriously.

Rights and duties of the staff

161. The Executive Secretary underscored the necessity to recognize that the staff have rights to be respected. They also have responsibilities vis-à-vis the Organization.

Punctuality

162. Chiefs of Division are requested to assure that staff members come to work on time. Corrective measures should be taken against offenders.

Staff Union

163. The Executive Secretary intended to have close working relationship with the Staff Union Committee. He, therefore, called for a constant dialogue between the Staff Union Committee and Management. He said that he would have regular meetings with the Committee to see what could be done to improve working conditions of the staff. He instructed that social needs of the staff should be addressed.

Audit report

164. The Executive Secretary also intended to involve all Chiefs of Division in the review of audit reports to see problems which could be solved to improve efficiency.

Restructuring exercise

165. The objective of the on-going restructuring exercise was to improve the efficiency of the Commission and to make it more relevant to the priorities of Africa. The exercise would not adversely affect staff members but on the contrary would make them more efficient.

Printing and Publication

166. The Executive Secretary expressed appreciation for the progress made and for those who had contributed to it. However, much remained to be done, he said, to reduce delays and improve the quality of publications. He urged that the Printing and Publication Unit should be given the necessary supplies and equipment. He underlined the needs for ECA to be modernized.

Integrated Management Information System

167. The Executive Secretary underlined the importance of the Integrated Management Information System and called for a comprehensive report from ACSD which would include proposals for training.

Budget and Finance Section

168. The serious problems in the management of accounts especially those concerning extra-budgetary resources were underlined. The Executive Secretary instructed that accounts should be accurate and should be produced on time.

Office space

169. The Executive Secretary instructed that office space including the basement should be better and rationally used.

Security

170. The Executive Secretary asked the Chief ACSD to issue regular circulars on developments in the security situation.

Entry visas

171. The question of visas for delegates to ECA meetings, would be raised in the Joint Ethiopian/ECA committee. The Executive Secretary directed that information about meetings and the number of delegates expected should be communicated regularly to the Ethiopian Authorities. He proposed that Administration should appoint a focal point in the ECA who would deal with the Airport Authorities.

Socio-economic Research and Planning Division (SERPD)
(19 December 1992)

Subprogrammes: **Development Issues and Policies**
 Least developed, Land-locked and Island Countries

172. The meeting assessed the implementation of the work programme for 1992 as satisfactory. However, the Division mainly concentrated its efforts on the implementation of outputs related to parliamentary services and the production of the Annual Survey of Socio-economic conditions. Concern was expressed about the low level of implementation of published materials under non-recurrent publications which were supposed to study critical issues such as the African debt crisis; trade liberalization policies in the context of stabilization and SAPs; and social policies. The Division's research activities might have suffered because of the over-concentration of resources towards the Annual Survey. The presentation of the Survey should be improved and the delays in its production need to be addressed.

173. The meeting welcome the publication of the new Development Research Paper series. But it was stressed the need for these publications to be perceived as ECA documents.

174. Concern was raised about the use of work-months available to the Planning and Projections Section.

175. While the LDC subprogramme was proceeding smoothly, it was observed that attendance at the meetings of the Conference of Ministers of African LDC countries had been far from satisfactory. Therefore, it was proposed that this Conference be merged with the ECA Conference of Ministers responsible for economic development and planning, in accordance with the decision taken by this latter body to rationalize the legislative organs of the Commission.

176. TACOO requested that the Division ensure that operational projects presently managed by the Division be a success, especially the servicing of post-doctoral fellowship scheme and the implementation of the pilot project on the promotion of the Informal Sector for development.

177. The Executive Secretary supported the view concerning the merging of the Conference of the LDCs with the main ECA Conference of Ministers. He said that the LDCs concerns will be effectively addressed under one specific agenda item of the meeting of the ECA Conference of Ministers responsible for economic development and planning.

He instructed that the inter-divisional Committee on the LDCs be revitalized. This Committee will be entrusted with the task of undertaking a thorough assessment of development needs of these countries with a view to making proposals on new strategies regarding ECA's assistance to African LDCs. The draft proposals should be ready by end of January 1993.

178. Referring to the resolution of the last meeting of the Conference of Ministers of African LDCs urging, inter-alia, the Executive Secretary to probe the issue further in consultation with the States and the main bodies responsible for follow-up of the new LDC programme, SERPD was requested to participate fully and effectively in the Round Table and Consultative Group meetings. ECA should be prominent in the organization of these meetings. To this end, he instructed the Division to cooperate with other institutions such as UNDP, UNTFAD, the World Bank and the International Monetary Fund (IMF).

179. The Division should be relevant by addressing economic, social and political issues of a vital importance to member States such as emergency and relief, rehabilitation and reconstruction; human development; Agenda 21; the Abuja Treaty; Debt; etc. SERPD needed to strengthen its policy analysis and research capabilities. Its data collection and analysis as well as its publications should be of an excellent quality so that ECA be recognized and appreciated by member States for its advocacy and advisory roles. He urged SERPD to establish immediately a roster of eminent African scholars both within and outside Africa.

180. The Executive Secretary also instructed that a inter-divisional structure be established to design specific technical assistance programmes for African countries, especially for the most affected ones. These proposals will be submitted to the UNDP Regional Bureau for Africa for securing additional financial resources. He particularly emphasized the need to be fully involved in the NLTPS exercise which should be reoriented with the context of African economic integration and the Abuja Treaty.

181. He instructed the Division to carry out regular publications on critical development issues, using a mutlidisciplinary/interdisciplinary approach. Indeed, these top level publications should also draw on the resources available within the house (ECA-MRAG and divisions). The close cooperation with the MULPOCs for data collection is required. Especially, the inter-divisional relations with the Trade and Development Finance Division and the ECA-MRAG should be strengthened. He urged the Division to closely collaborate with IDEP.

182. He instructed ACSD to provide the necessary programme support services to the Division by looking into the following administrative constraints; shortage of staff; inadequate back-up staff, administrative and technical; computer facilities; and technical information sources.

Information Services Unit
(19 December 1992)

183. The level of services provided was considered generally satisfactory, considering the conditions and resource constraint under which the unit worked. A possible solution to solving the resource limitations could be through an elaboration of a project proposal.

184. The need for conceiving a communication strategy that would provide relevant information, generate interest in the work of ECA and build a positive image was suggested.

185. To revitalize the work of the unit; the fundamental problems of location, the long outstanding question of the post of the administrative secretary and limited equipment must be resolved.

186. The Executive Secretary underscored the importance of information communication to the work of the ECA in projecting the image of ECA and in informing member States and all concerned on the region's problems. We must seek for excellence when communicating information and therefore must be sure of the message we want to pass on and technically sound in presenting the issues and content.

187. He expressed his intention to strengthen the unit and bring it under the close supervision of the Cabinet Office, for providing information services in all substantive area. All information materials must be cleared by highly technical and knowledgeable persons before going to press. He proposed that the Chief of the unit attend Chiefs of Division meetings.

188. He requested Administration to look into the following and resolve them as soon as possible:

- staffing problems
- equipment
- a telex installed.

189. He also requested the Chief of the unit to:

- make arrangement to have a press agency in the house;
- assess the coverage and approach of the end of year statement;
- send note to the Executive Secretary on OAU radio equipment/studio; and
- provide information on the circumstances surrounding the allegation that some participants to the last Conference of Ministers did not receive information on the meeting.

190. He instructed TACOO to mobilize resources to revitalize the unit, as first step elaborate a project in line with objectives of NADAF and make contacts with donors.

191. Finally he informed participants of the request he made to Salim Lone for a proposal on an information strategy for ECA.