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PROGRESS REPORT ON EDUCATION AND  
TRAINING INSTITUTION BUILDING

## PROGRESS REPORT ON EDUCATION AND TRAINING INSTITUTION BUILDING

### Introduction

Following the adoption of resolution 318 (xiii) by the Fourth Session of Conference of Ministers meeting in Kinshasa, Zaire, in March 1977, ECA was requested to promote "the development of appropriate African multinational sub-regional or regional training institutions and programmes designed to meet Africa's present and future manpower needs..... using ...existing national or multinational institutions".

In response to resolution 318 (xiii) ECA has made efforts towards the promotion of: (i) institution building by establishing regional and or sub-regional training institutions using existing national training institutions and, where possible, establishing new institutions for training in various specialized fields; (ii) reviewing education and training policies, legislations and structures and reorienting education training systems, practice and content of the ECA member States.

In connexion with (i) above, ECA has and is in the process of establishing sub-regional and regional institutions for the development of managerial capabilities in Africa as is in the case of the Sub-regional Graduate Schools of Management in Africa; the African Institute for Higher Technical Training Research in Nairobi Kenya; and the proposed conversion of the Mweka Wildlife College in Tanzania and the Garona School in Cameroun into Regional institutions for Anglo-phone and Franco-phone countries respectively.

The following pages present a summary progress report of the current status of the: (A) Sub-regional Graduate Schools of Management in Africa; (B) The African Institute for Higher Technical Training and Research in Nairobi and (C) Integrated Regional Training, Research and Advisory Programme for the Conservation and Management of African Wildlife.

### A. Sub-regional Graduate Schools of Management in Africa

#### 1. Background

1.1 Early 1978, ECA mounted a three-man team on a feasibility study to African countries to determine the desirability for establishing Graduate Schools of Management which would serve as "Centres of Excellence" in Management development as well as sub-regional poles to attract, support and refine management education and training in the ECA member States.

1.2 The study team recommended the establishment of four sub-regional Graduate Schools of Management in Africa. Expert group meetings to determine the establishment and location of the Graduate Schools were convened in Nairobi, Kenya and Accra, Ghana in 1978; in Tunis, Tunisia in 1979 and Yaounde Cameroun in 1981. Since then, the University of Nairobi - the Faculty of Education and the University of Ghana - School of Administration were given the responsibility to develop programmes for the Sub-regional Graduate Schools of Management for the Eastern/Southern Africa and West African countries respectively. North African countries on the other hand

opted for a new institute known as the "North Africa Graduate Institute of Management" (NACIM) and located in Morocco. The North Africa Graduate Institute of Management is not yet in operation though the respective north Africa countries have agreed on the location and its establishment. The establishment of a Sub-regional Graduate School of Management for Central-French-speaking African countries and its location is still under discussion.

## 2. Progress to Date

2.1 Fellowships: ECA has since September 1978 been sponsoring students from the Southern and Eastern African sub-regions to the University of Nairobi, Faculty of Commerce; and from the West Africa subregion into the School of Administration, University of Ghana. Today, Seven students from Eastern/Southern Africa and four students from West Africa have successfully completed their 2 years MBA programme from the University of Nairobi and University of Ghana respectively.

2.2 Staff and Instructional Material Development: The development of instructional materials in support of the proposed Graduate Schools training programme is a component of the Subregional Graduate School of Management programme. To this effect, ECA has sponsored 8 participants to two case study Writing Workshops in collaboration with the Eastern and Southern African Management INstitute (ESAMI) and the Economic Development Institute (IDI) of the World Bank. In the end the participants who are Management specialists are expected to develop and write cases for use as teaching devices by the subregional Graduate Schools of Management.

## 2.3 Administrative Structures of the Graduate School

The University of Nairobi Faculty of Commerce and the School of Administration University of Ghana have been operating on open window basis as far as admission of students from the respective neighbouring countries is concerned. The universities are national and will continue to be national. In this case, it has been difficult to make changes in the administrative structure of the faculty or school running and developing the subregional Graduate Schools. In the case of the University of Nairobi, Faculty of Commerce, consultations between the Kenya government and ECA Secretariat on the one hand and the University of Nairobi on the other hand for the administrative structure that would give the Graduate School of Management a sub-regional character continue and the issue is still under consideration by the Kenyan government. The School of Administration, University of Ghana serving the sub-regional Graduate School of Management for West Africa is also under-going similar exercises. In the meantime, inter-gouvernmental meetings to decide on the administrative structure and other related issues are expected to be convened in Accra Ghana and Nairobi, Kenya when the current position is clear.

As regards the North Africa Graduate Institute of Management (NAGIM), a meeting is expected to be held during the 1st quarter of 1983 in Morocco to decide on administrative matters, facilities and appointment of related staff while Central-African-French-Speaking countries are yet to meet and decide on the location of the subregion's institution.

### 3. Concluding Remarks and Action Required

3.1 There is a strong need for a subregional Graduate School of Management. This conclusion is supported by the many responses frequently received by ECA from member countries within the various sub-regions and other interested organizations. Similarly, the October/November 1981 consultative mission to selected countries in Eastern and Southern Africa revealed an acute shortage of Management trainers in all management training institutions as well as a heavy dependence on expatriate staff both in the training institutions and other organizations.

3.2 In view of the above action is required on the following:

- (i) Strengthening of the fellowship component by increasing placement of fellows;
- (ii) Interested participating member States within the subregions are urged to take the University of Nairobi and University of Ghana open window policy to sponsor their own students in order to give the subregional Graduate Schools an immediate reality.
- (iii) Mobilization of financial resources for the Graduate Schools. Definite policy and mechanism for funding the Graduate Schools need to be developed.

### B. The African Institute for Higher Technical Training and Research, Nairobi, Kenya

#### 1. Background

1.1 Paragraph 5(H) of resolution 348(xiv), adopted in Rabat, on 27 March 1979 by the ECA Conference of Ministers requested the Executive Secretary to submit to each meeting of the Conference of Ministers, progress reports on the operations of the African Institute for Higher Technical Training and Research. It will be recalled that by that same resolution, the Institute had been established and based in Nairobi (Kenya).

1.2 A report on the Institute which was submitted to the Sixteenth Session of the Commission Seventh Meeting of the Conference of Ministers responsible for Economic Planning/Development, Freetown (Sierra Leone), 6 - 11 April 1981 and Tripoli (Libya) 19 - 23 April 1982 had brought to the attention of the Ministers a number of difficulties inhibiting the full establishment of the Institute. These were in the main:

- (i) insufficient membership;
  - (ii) inadequate contributions to the budget of the Institute; and
  - (iii) the generally lukewarm response received from member States on the question of signature of the Constitution and payment of contributions.
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The option offered by the report to the Conference was either to close down the Institute or urge member States to give effective support for the survival of the Institute.

1.3 After considering the report, the Conference of Ministers had called on member States as a matter of urgency to "give full and effective political, moral and financial support to the Institute and to sustain its establishment and development in every way". The Conference also requested the Executive Secretary to "convene as soon as possible, an extraordinary meeting of the Governing Council of the Institute in order to resolve the difficulties facing the Institute and consider ways to make the management machinery of the Institute operate effectively."

## 2. Membership and Financial Support

2.1 Since the last report to the Conference of Ministers, membership in the Institute has not increased. Member States that have subscribed to the Constitution are Egypt, Ghana, Kenya, Mali, Niger, Nigeria, Senegal, Upper Volta, Chad, Lesotho, Liberia and Zaire. In spite of several missions undertaken both by the Director-General of the Institute and by ECA, and numerous appeals and reminders by letters and cables to many membership has not been encouraging. Even more disappointing has been the lack of member States' contribution to the budget of the Institute. To date only two countries (Nigeria and Kenya) have contributed their assessment to fulfil their financial obligations. In view of this, it goes without saying that the UNFPA grant and the contributions from the two member States will not by any means sustain the Institute. Buildings cannot be erected, equipment cannot be purchase and the staff needed to develop and run programmes cannot be recruited.

## 3. Missions

3.1 As stated earlier several promotional and consultation missions were undertaken by the Director-General of the Institute and by ECA officials to a number of countries in all the subregions to discuss membership in and contributions to the budget of the Institutes. Although these missions were all well-received and were invariably assured of support to the Institute, no positive country action have yet resulted.

## 4. Training Activities

4.1 An initial three-month special diploma course for practising technicians in communications technology was organized by the Institute from October to December 1981. A number of countries sent participants to the course and the teaching personnel was recruited locally on a consultancy basis.

4.2 In 1982, another short course on environmental management was organized. Twenty-one countries sent participants.

#### 5. Political Support

5.1 ECA has maintained close collaboration with the OAU Secretariat on the affairs of the Institute. The Organization has been forthcoming and has participated in all the meetings of the Institute. ECA and OAU Secretariats are determined to continue working together in support of the Institute. While at various meetings where the matter of the Institute has been raised ministers have expressed their support for the Institute. These pronouncements however have not been matched by concrete follow-up actions.

#### 6. Ministers of Industry recognized the role of the Institute

6.1 The Sixth Conference of African Ministers of Industry which was held in Addis Ababa in November 1981 to consider guidelines for the implementation of the Industrial Development Decade for Africa, gave due consideration to the question of the development of industrial manpower, particularly technical and managerial manpower. It was in this connection that attention was drawn to the significant role that the Institute, together with other regional institutions in the technological fields, could play to ensure that Africa develops the much needed institutional base for achieving self-sufficiency in technical manpower. Viewed in this context, the survival of the institute becomes critical in any sustained effort to achieve the objectives and specific targets of the Industrial Development Decade for Africa.

#### 7. Ministers of Education and those Responsible for Economic Planning

7.1 At its meeting in Tripoli in April, 1982 the ECA Council of Ministers recommended that the problems of the Institute should be brought to the attention of Ministers of Education and those responsible for Economic Planning during their Conference (MINEDAF V) held in Harare in July 1982. The Ministers of Education and those responsible for Economic Planning after considering the problems facing the Institute made the following declarations.

(a) urging member States to facilitate the process of industrialisation and technical co-operation among developing countries in Africa by strengthening the African Institute for Higher Technical Training and Research in every way they can, in particular by subscribing to membership and paying membership subscription; and

(b) requesting UNESCO to take full account of the African Institute for Higher Technical Training and Research in UNESCO's regional programmes for Africa to continue to co-operate with the Institute as closely as possible and to intensify the assistance with which it provides particularly in developing the two highest priority centres for electro-mechanical engineering and technical teacher education.

7.2 The Harare Declaration on Education embraces (implicitly and explicitly) some of the objectives and philosophy of the Institute.

## 8. Unresolved Constraints to the Operational Development of the Institute

8.1 Those major factors which have prevented the full take-off of the Institute remained virtually unchanged during the last year. These are:

- (i) The lack of one last signature as required by the constitution so as to give the Institute a full legal status. This is probably the most fundamental problem plaguing the Institute's development. It is also probably the major reason for loss of financial support from donor agencies.
- (ii) Contributions to the Institute's budget are still so meagre that the Institute is still unable to recruit and bring on board qualified potential staff short-listed in 1980, let alone embark upon its building and equipment programmes. Unless the situation improves, further delays in taking action on these activities would greatly undermine the survival of the Institute.
- (iii) Sustained moral, political and financial support from member States now seem to be the only lifesaver for the Institute. Unless African Governments show more concrete proof of their needs for the Institute and of their willingness to make it succeed, Africa may stand to see a unique opportunity to produce locally the men and women she needs for the mastery, development and application of technology that will use African natural resource endowment to make the continent a happier place for all to live in.

## 9. Action Required

9.1 Finally, the requirement is the resolve to act in concert, to make the sacrifice in the interest of Africa's collective self reliance and to give to the Institute the membership, funds and qualified Africans that will enable the Institute to live up to its design and mission.

## C. Integrated Regional Training, Research and Advisory Programme for the Conservation and Management of African Wildlife

### 1. Background

1.1 ECA approached the governments of Tanzania and Cameroun to seek their position on the proposed conversion of their national institutions into regional institutions and to determine points of contacts as well as communicate to them the ECA Conference of Minister's Resolution regarding this programme. In the event of either or both governments being agreeable to having the Mweka College and the Garoua School converted into regional institutions, a dialogue would follow on the measures to be taken for such conversion.

1.2 As of now, only the Government of Tanzania has responded and "decided not to change the status of Mweka Wildlife College" into a regional institution although students from other countries will continue to be admitted into Mweka College and its Governing Body will continue to have representatives from other African countries. On the other hand, no response has been received from Cameroun regarding the Garoua School.

1.3 Meanwhile, Portuguese-speaking countries are examining the possibilities of establishing a regional institution in Mozambique for Lusophone countries.

## 2. Financial Support

2.1 During the ECA Council of Ministers meeting in Tripoli in April 1982, the UNDP pointed out that the sum of 1.5 million US dollars could be made available to the development of Wildlife Regional Institutions in Africa. The sum of 1.5 million US dollars is to be made available in 1982-86 programme cycle for the UNDP. In view of the non-response from the two governments, alternative have to be found so that the money available for the programme cannot be lost.

## 3. Action Required

3.1 In spite of ECA's repeated letters of inquiry to the Governments of Tanzania and Cameroun, the position regarding Mweka and Garoua Wildlife national institutions has not been finalized yet by the two governments. ECA recently wrote to the two governments seeking their positions and clarifications about the convention of the two institutions into Regional Centres for Anglo-phone and Franco-phone countries. As of November 1982, neither government has responded to ECA's letter. At this point in time there is need for ECA to undertake a consultative mission to Tanzania and Cameroun to discuss with both governments and the institute officials regarding governments decision on the convention of the two institutions into Regionals. Alternatively, ECA is to seek the co-operation of the two governments by calling a meeting to Addis Ababa with representatives from both governments to discuss matters and come to some decisions.

## 4. Recommendation

4.1 The next meeting of the ECA Council of Ministers (1983) may wish to propose an alternative to Mweka for English-speaking Africa and Garoua for the French-speaking Africa if no positive response is received by that time. Encouragement should be given to Portuguese-speaking countries to proceed with establishing an institution for Lusophone countries for the conservation and management of wildlife.