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**UNITED NATIONS  
ECONOMIC AND SOCIAL COUNCIL**

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Distr.  
LIMITED

E/ECA/HRP/MFC/83/2  
February, 1983

Original: ENGLISH

**ECONOMIC COMMISSION FOR AFRICA**

First Meeting of the Ministerial  
Follow-up Committee of Nine of  
The Conference of Ministers  
Responsible for Human Resources Planning,  
Development and Utilization

Addis Ababa, 24 and 25 February 1983

**PROGRESS REPORT ON THE DEVELOPMENT  
OF INSTITUTIONAL CAPABILITY FOR MANPOWER PLANNING**

PROGRESS REPORT ON THE DEVELOPMENT OF INSTITUTIONAL  
CAPABILITY FOR MANPOWER PLANNING

1. Background

- 1.1 Member States at the First Conference of Ministers Responsible for Human Resources Planning, Development and Utilization endorsed as a priority need, the development of national institutional capabilities for ensuring an effective manpower planning process within the overall national development planning machinery. As a result of this endorsement, several actions were identified and suggested by the Conference for implementation at national, regional and international levels.
- 1.2 At the national level, member States are requested among other things, to take stock and appraise the status, effectiveness and adequacy of existing capabilities and machineries for:
  - a) human resources planning;
  - b) determining the extent to which existing human resource stock is being appropriately assessed, developed and mobilized;
  - c) determining priority areas and initiating measures for establishing /strengthening of the institutional structures, staffing and funding arrangements.
- 1.3 At the regional level, a project document on the development of manpower planning capability was accepted as a basis for initiating a coordinated regional action in the area of human resources planning, development and utilization. Furthermore, the draft terms of reference for a regional institutional machinery that will promote a harmonized and integrated approach to the management of human resources in Africa was adopted. These regional actions are in response to the Lagos Plan of Action call for a programme strategy which emphasizes cooperation and collective self-reliance in manpower resource planning, development and utilization.
- 1.4 At the international level, the Conference specifically called on the ECA, in collaboration with other concerned international organizations, to provide, upon request, the necessary technical support in:
  - a) furthering discussions and consultations with member States for the adaptation to national needs and subsequent adoption of the project proposal;
  - b) supplementing country efforts in the mobilization of resources for the implementation of the project proposal;
  - c) ensuring the institutionalization, viability and effectiveness of the programmes and activities of the endorsed regional institutional machinery.

## 2. Progress Report

2.1 Since the First Conference of Ministers Responsible for Human Resources Planning, Development and Utilization held 5 - 7 October 1981, a number of activities have been initiated and/or undertaken on the part of several national governments and the ECA with respect to taking those required actions for the implementation of the Monrovia decisions as related to manpower planning.<sup>1/</sup> Foremost among these are the following:

### a) Follow-up Consultative Mission

- 2.1.1 A mission was undertaken between 27 March and 17 April, 1982 by the ECA in collaboration with the Commonwealth Secretariat to Tanzania, Zambia, Zimbabwe, Kenya and Uganda. The purpose was among other things, to determine the progress made by the respective governments in the implementation of the Monrovia Conference and particularly to assess and discuss those measures instituted for adopting to national situations the endorsed project proposal relative to the development of national institutional machineries and capability of self-reliance in manpower planning and policy formulation.
- 2.1.2 On the whole, progress towards the implementation of the Monrovia decisions on the part of those member States visited vary from country to country. It ranged from the usual making of routine report followed by a period of inactivity to a variety of relevant steps towards bringing the relevant issues for high level authority consideration and adoption. As it turned out, the arrival and interaction of the mission re-activated in some cases and re-inforced existing efforts in other cases.
- 2.1.3 The following specific observations were made during the Mission with respect to the development of manpower planning institutional capabilities by the respective governments.

### Tanzania

The Government expressed its desire to further review and acquaint itself with all relevant documents from which a consolidated manpower policy proposal would be formulated. Nevertheless, the Government had consolidated all aspects of manpower planning, development and utilization under the authority of the created Ministry of Manpower Development.

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<sup>1/</sup> Progress activity reports for other aspects of the Monrovia decisions, i.e. education, training and career guidance; employment and productivity planning; financial management and public administration are presented under separate documents.

Zambia

Progress towards the building of an institutional machinery for manpower planning, development and utilization in Zambia has taken a variety of directions. First, a broadly based inter-ministerial committee has been commissioned primarily to formulate training policies. Secondly, a manpower development advisor has been recruited and attached to the Cabinet Office. Thirdly, the essence and necessity of manpower planning development and utilization for over-all national development have been strongly pronounced by the President and Prime Minister as a major national priority.

These activities have consequently led to the consideration being given for the conduct of a manpower survey. Perhaps what is needed at this stage is a national forum by way of a workshop within which these pronouncements and committee reports could be consolidated into an integrated machinery for manpower planning, development and utilization.

Zimbabwe

The Ministry of Manpower Development and Planning is charged with the overall responsibility of manpower planning and programming. The need to make structural and organizational adjustment with definitive functions and roles so as to establish appropriate linkages and coordination of manpower planning, manpower development and manpower utilization activities exist.

Kenya

Manpower planning is coordinated in the Ministry of Economic Planning and Development. Manpower planning staff have also been deployed in the Ministries of Education and Labour, even-though their terms of reference with regards to the specific functions of manpower planning is unclear. Additionally there is a recently created division within the Labour Ministry charged with the function of manpower planning. The work of this division needs to be harmonized with those of the responsible divisions within the Economic Planning and Development Ministry. Presently authorities are considering undertaking a manpower survey.

Uganda

There are indications that overall responsibilities for human resources planning, development and utilization lies

with the Council operating under the auspices of the Ministry of planning. Following the Monrovia conference a memorandum requesting cabinet to approve and constitute a committee to draw up policy guidelines for institutional building in respect to manpower planning, development and utilization was reached. In addition, plans and strategies for the conduct of a manpower survey are under consideration.

b) Orientation Workshops on Institutional Capability Development

2.1.4 To effectively implement the decisions of the Conference, the conduct of national orientation workshop as an initial step, was conceived and communicated to member States for consideration and action. Objectively these workshops are expected to review:

- a) the Lagos Plan of Action and determine its manpower implications at the national level.
- b) the Monrovia Conference decisions in respect to the development of national manpower planning machineries and policy.
- c) the effectiveness, status and operational relationships between the various agencies dealing with human resources programmes.
- d) the State of manpower and employment planning data and information flow systems.
- e) the related project proposals adopted in Monrovia and develop a planned sequence of activities to facilitate their implementation.

2.1.5 These workshops constitute the first of a three stage activities. The second stage which follows the development of some programme support and commitment for manpower planning, shall concentrate on the development of manpower planning skills while the third stage shall deal with the training of high level manpower planners. Only a few member States have expressed their interest in conducting these workshops. The instituted plans and actions by member States are as follows:

- (i) Lesotho concluded the first stage (the orientation workshop) in late November 1982 and has constituted a follow-up inter-ministerial-sectoral task force to facilitate the second stage.

- (ii) Organizational work for the Kenya workshop was completed in mid 1982; but actual conduct was postponed for other reasons and is now scheduled for March 1983.
- (iii) Organization work has begun in Central African Republic and plans are underway to conduct the workshop in May 1983.
- (iv) Zaire has indicated her intentions to conduct the orientation workshop in 1983.
- (v) Botswana is making preparation to conduct an orientation workshop in March 1983.
- (vi) Swaziland has scheduled the 1st workshop in June 1983.
- (vii) Gambia has stated her intention to conduct the workshop sometime in 1983.
- (viii) Ivory Coast and the Peoples Republic of Guinea have expressed their desire to conduct the workshop which could preferably be held late 1983.

### 3. Conclusion and Required Action

3.1 Since the Monrovia Conference, some actions in relation to the implementation of the decisions have been taken by a number of member States. However, much still needs to be desired. Very little request for consultation and discussion have been made particularly from the franco-phone member States. The output of such a dialogue would, needless to say, provide a stimulant for the implementation of the Monrovia decisions. Accordingly member States are urged to:

- a) fully utilize the available services of the international and regional organizations, and
- b) organize and conduct the orientation workshops as soon as possible so as to provide a base for building the necessary machinery for manpower planning, development and utilization.