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PROGRESS REPORT ON FELLOWSHIP AND
TRAINING ADMINISTRATION

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ADMINISTRATION

1. Background

1.1 At the first Conference of Ministers responsible for human resources planning, development and utilization held 5-7 October 1981, member States were urged to step up their contributions in supporting the expanded training and fellowship programme materially and financially. In addition, an appeal was made to existing faculties and institutions in member States to communicate to ECA designating their training capabilities and fields of fellowships that could be made available to nationals of other African countries. ECA was again mandated to serve as coordinator of, and clearing house for information on training and facilities as well as to mobilize resources to support the programme. The Conference recommended however that member States strengthen their administrative machineries for the administration and co-ordination of fellowship programme activities.

1.2 Efforts to implement these decisions have been constrained by a number of structural problems including the lack of adequate financing. Despite these some progress was made. However, a little more commitment and active participation of member States, particularly to make the programme self-reliant, would greatly enhance the implementation of the Monrovia decisions. The objective of this paper is to review the programme content, progress, achievements and constraints and to suggest for consideration, needed action if the Conference decisions and the Lagos Plan of Action are to be implemented.

2. Programme Design and Objectives

2.1 In response to the decisions of the Conference a broader programme was **designed** to specifically:

- (a) Develop and operate substantially enlarged training and fellowship activities directly related to the critical manpower requirements of member States in priority development sectors and projects;
- (b) Maximize the use of existing post-secondary and other specialized educational and training facilities in the region by fostering technical co-operation among African States in manpower training;
- (c) Strengthen existing African institutions through staff development and cooperation in developing specialized courses;
- (d) Promote the establishment of multinational training and research programmes and institutions in disciplines and skills areas where the region lacks adequate local training facilities;
- (e) Provide seed money from the United Nations Trust Fund for African Development for the purpose of mobilizing additional resources from African and non-African sources for financing training ; and

- (f) Use non-African training and fellowship opportunities for specialized advanced training of Africans in fields where member States are anxious to acquire technology, operational and management skills and know-how.

2.2 In addition to specifying the above objectives, several areas, though not exhaustive of member States manpower development needs, were identified as priority areas. Included in these are the following:

- (a) Manpower for basic industry and agriculture
- (b) Graduate training in specialized discipline
- (c) Training in science, engineering and technology
- (d) Training of teachers and instructors
- (e) Group training of African technical and managerial executives
- (f) Training in budget and financial management and tax administration
- (g) In-Plant or practical training in the management of public enterprises and development projects for nationals of the least developed and newly independent African countries
- (h) Training in solar energy

3. Action initiated by ECA

3.1 During the reporting period, the ECA initiated and executed the following activities in relation to the fellowship and training programme.

- (a) Formal communications were sent to all member States to bring the programme to their attention, seek their support for it as donors, and users, and request that they should indicate their specific training needs in relation to the priority training fields outlined in the project document. Member States were also requested to provide concrete support to the programme in the form of both cash grants and fellowship offers;
- (b) Formal invitations were issued to several non-African Governments, bilateral organizations and foundations in both developed and developing countries to participate in the programme and promote African collective self-reliance through manpower training;
- (c) Three field missions aimed at explaining the programme, identifying changing critical manpower needs and soliciting support for the implementation of the programme; were undertaken.
- (d) Specific project proposals were developed and sent to potential donors for consideration and action.

4. Action initiated by member States

4.1 Three activities can be singled out as major activities initiated by member States in addition to respective national efforts. These are:

- (i) The new commitment towards the programme by the franco-phone member States in the last two years. A Staff Development Officer workshop is scheduled to be held in the Republic of Benin with Zaire, Togo, Gabon, Algeria and Congo participating. Also, a training workshop on management and accountancy was held in Congo involving Zaire, Algeria and the host Country.
- (ii) Egypt, Morocco and Libya offered a few fellowship places in kind. Other national institutions have expressed their willingness to do likewise.
- (iii) The willingness of some member States to participate in a joint fellowship programme which allows for national governments to bear the travel costs of national recipients of awarded fellowships.

5. Summary of achievement

5.1 Despite major constraints as specified below, the programme experienced some modest accomplishments. In considering these, it would be appropriate to review them in the two programme categories:

(a) Funded Programmes

It is to be acknowledged in this report that the Secretariat has received and managed some amounts of funded arrangements - the Netherlands grants, the UNTFAD, and small amounts offered by two countries, one being outside Africa.

(b) Non-Funded Fellowship

5.2 This aspect of the fellowship programme is the older of the two. It consists of fellowships in kind. Country "C" offers 2, 3, 4 or 5 places through ECA to African countries. While for item (a) the Secretariat acts as Manager, for item (b) the Secretariat acts as a clearing house including announcing the programmes, receiving applications, screening them sending them to appropriate donors and communicating results.

5.3 Given these, the following is a brief record of the achievements made during the last two years:

(i) Funded

<u>Sources of Funds</u>	<u>General Area</u>	<u>Number</u>
Netherlands Government grant	Regional Workshops (Management & Accountancy Trainers SDO)	147
UNTFAD	MBA	6
UNDP (UNIN)	Attachment Training Transport Sector	30 16
Various	Appr.	30

(ii) Non-Funded Programmes

Donors included

Austria
Belgium
Denmark
Greece
Poland
USSR
Hungary
Bulgaria
France
India
Morocco
Libya
Egypt

With fellowships totalling 76

5.4 Non-Traditional Fellowship. On several occasions the Secretariat has made contacts with non-traditional donors for applicants not falling under the two categories. During the period under review two such cases were successfully placed in England and Canada.

5.5 Namibian Nationhood Programme: The Secretariat coordinated the Training Programme for Namibians (a) by arranging an attachment training programme for third year students of the UNIN in ECA, OAU and Ethiopian Government Institutions, (b) administering UNDP financed training of Namibians in the transport Sector. Approximately 45 persons have been trained under this programme.

6. Future of the Programme

6.1 There are several bottlenecks which if not removed could hinder the future of the programme. These are briefly considered below.

(a) Financial constraint

The funding of the programme is perhaps the major constraint. It also happens to be at the center of the whole idea of intra-African cooperation in the Training and Fellowship Programme. Member States will have to support the programme. We can accept help from friends but not depend on them indefinitely.

(b) Administrative Support

It has been mentioned that the Administrative Unit of the Programme is grossly understaffed. During 1981 the Unit was staffed by three professionals one GS (doing a professional job) and one Secretary. It is not necessary to tell any person who has handled fellowship work that a Unit which handles the largest amount of paper anywhere needs adequate staffing. Since the departure of one staff member the Unit had to manage with two professionals handling three persons jobs. Actually it is appropriate at this time to mention with some note of seriousness, that the Unit needs four professionals. This need falls back on the question of funding.

(c) Communication with Member States

This item might sound minor but has some significance. Correspondence with member States has relevance with donors/institutions that offer Africa training places annually. But in so many cases documents are either received late or incomplete, by the time the Secretariat gets them in order donors deadlines are applied. One may not have to mention the obvious problem of communication between African Institutions and Africa Hall - telephones, telegrammes etc.

(d) Status of the Programme

With the amount of work being handled by the programmes, it was considered very essential for it to have a certain measure of autonomy. Internal arrangements were made for the Unit to work directly to the Director of the Division to minimize on the administrative delays that go with any chain of bureaucracy. Although Headquarters did not accord it this status a relook at this situation is necessary to enable the "Unit" have necessary status to negotiate and act.

Conclusion and needed Action

7.1 The fellowship Programme is already attracting Africa's interest very visibly. The Commission has announced the programme to member States and all should be done for its implementation. Basic to this is that while Africa can accept assistance from friends she cannot depend on this assistance entirely. Efforts must be geared towards self-reliance. This requirement is most crucial now particularly at a time when the programme has lost three of its traditional donors during the past two years though one donor was gained.

7.2 With the exception of a small allocation from the United Nations Trust Fund for African Development, annual grants from the Netherlands have so far constituted the main resources for the programme. The programme was reoriented to concentrate on group training for Management Educators and Accountancy Teachers, University personnel and Managers, and post graduate students for Masters degree in Business Administration.

7.3 For the sake of intra-African cooperation we intend to request these authorities to consider aiding the intra African cooperation part of the programme by assisting with funds for training within African institutions. Netherlands government grant has proved the usefulness of this exercise. These authorities will definitely appreciate this exercise as well as providing training opportunities in their own institutions. The two programmes would be complimentary.

7.4 In view of these, several actions are needed at national, regional and international levels with respect to

- (i) the minimization of the structural constraints
 - (ii) rededication of commitment and redeployment of resources for the enhancement of the programme
- and
- (iii) fostering inter-regional cooperation in the field of fellowship and training administration.