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REPORT

**ON THE GENERAL SITUATION CONCERNING THE ESTABLISHMENT
OF MULTINATIONAL INTERDISCIPLINARY DEVELOPMENT ADVISORY TEAMS**

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Introduction

1. This report is intended to give a general picture of the projects for the establishment of Multinational Interdisciplinary Development Advisory Teams in Africa. It also contains a few observations on the additional responsibilities to be assigned to the ECA Sub-regional Offices, and the working relations which must exist between these offices and the other technical assistance missions, in particular the United Nations Resident Representatives. In this connexion, a joint circular from the Under Secretary-General for Economic and Social Affairs, the Administrator of UNDP and the Executive Secretary of ECA was drawn up in order to provide guidelines for the relations between the UNDATs, the Resident Representatives and the ECA Sub-regional Offices.

UNDATs and the decentralized services of the ECA secretariat

2. It has been observed that the pre-assigned mission of the UNDATs comprises both macro- and micro-dimensional aspects, since the teams must participate in defining development policies and, at the same time, help with the drilling of village wells. Following the fact-finding mission relating to the establishment of UNDATs in West Africa, it became apparent that joint action by the Sub-regional Offices and the UNDATs would make it easier to engage in activities which were situated at such different levels. If they are to play their full role, however, the Sub-regional Offices must be provided with the necessary human and material resources.

3. Sub-regional Offices which have been reorganized and strengthened as part of the programme of decentralization recommended by the Executive Committee in annex II of document E/CN.14/ECO/15, could not only perform the functions defined in this document, but could also participate in more concrete community development activities in the field. In this way, the UNDATs would be able to concentrate less on this aspect of their original mission and could devote more time to the other aspect, namely, providing assistance to governments in formulating development policies, planning, identifying multinational projects, and defining ways

and means of implementing these projects. As a result, the activities of the Sub-regional Offices and the UNDATs will be complementary. Under this arrangement, for the implementation of a co-ordinated and harmonious technical assistance programme, the UNDATs would be made up of high-level experts, of a higher level than will generally be required of the permanent experts of the Sub-regional Offices.

4. Nevertheless, the idea of junior experts within the UNDATs must be retained, for two reasons. First, because this will provide these young experts with an excellent training ground for ~~broadening~~ their experience; and secondly because they can be called on to take part in concrete tasks at the implementation level, working with the staff of the Sub-regional Offices. This aspect appears essential if use is to be made of all the resources being earmarked for the UNDATs, in particular, the funds specially allocated by certain donor governments, and co-operation with volunteers and charity organizations which are mainly concerned with the practical aspects of the UNDATs' activities.

5. Since the decentralization of the ECA secretariat, and the accompanying reinforcement of the Sub-regional Offices could not be carried out immediately throughout the continent, it is recommended that the operation be started this year in just one of the four sub-regions, namely West Africa. This will involve providing the Niamey Office with staff and budget resources using, as far as possible, headquarters staff and resources, so that as from January 1973, this Office will be in a position to set about the new tasks assigned to it. The decentralization process could be extended to the other sub-regions from 1974 onwards, using the experience gained in Niamey as a guide. A general economist could, however, be attached to the three other offices in 1973 to prepare for the reorganization and to act as liaison officer with the UNDATs.

General situation with regard to the establishment of the UNDATs

6. West Africa - It is planned to set up two UNDATs to cover West Africa - one to be based in Dakar, the other in Niamey.

7. UNDAT I - Dakar. This team will be responsible for the following countries: Mauritania, Senegal, the Gambia, Guinea, Sierra Leone, Liberia, Mali.

8. Following the fact-finding mission carried out in these countries, one of the conclusions reached was that the essential role of this UNDAT should be to co-ordinate the activities of the United Nations teams already working in the Sub-region, it was felt that the establishment of the team should be carried out in two phases:

Phase One: A mission to be sent to evaluate technical assistance from all sources. The terms of reference of this mission are given in annex II of this report.

Phase two: UNDAT to be established on the basis of the recommendations made by the evaluation mission. The team could begin its activities at the beginning of 1973.

9. UNDAT II - Niamey. This team will cover the following countries: the Niger, Upper Volta, Ivory Coast, Ghana, Togo, Dahomey, Nigeria.

10. Initially, the permanent core of the team will consist of six experts, with provision being made for three further posts for associated experts. A tentative distribution of the experts among the various sectors to be dealt with has been made as follows:

- 1 general economist, Head of the Team;
- 1 general economist;
- 1 industrial economist;
- 1 human resources economist;
- 1 natural resources economist;
- 1 transport economist;

- 3 assistant economists;
- 1 administrative assistant.

11. The recruitment of these experts is already in progress. The work programme will be prepared on the basis of the recommendations of the fact-finding mission, taking into consideration the recommended division of labour between the UNDAT and the strengthened Sub-regional Office. The draft of the plans of operations and headquarters agreement have been prepared and could be submitted to the governments as soon as the head of the team has arrived in the area.

12. Central Africa - It is planned to have two UNDATs in this Sub-region, one of which is already in operation.

13. UNDAT I - Yaoundé. The countries covered are: the Cameroon Gabon, Chad, the Central African Republic, the People's Republic of the Congo, Equatorial Guinea. This team has in theory been in existence since October 1970, but was only able to begin its activities in January 1972.

14. The main obstacle to its establishment and commencement of operations was difficulty encountered in finding experts with the required qualifications. Of course, certain problems still persist and although it has not yet got into its stride, it is already off to a good start. The team consists of seven principal experts and two temporary experts.

Principal experts:

- 1 general economist;
- 1 human resources and rural development economist;
- 1 agricultural economist;
- 1 transport economist;
- 1 agriculturist attached to Bangui;
- 1 administrator;
- 1 legal expert attached to Yaoundé and expected to be attached to Fort-Lamy.

Temporary experts

2 engineers

15. The plan of operation and the headquarters agreement are in the process of being signed.

16. Annex IV contains a report on the activities of this team since January 1972, and on its future programme of work.

17. UNDAT II - Bukavu. This team, which is expected to be based at Bukavu, is intended to assist with the development of a clearly defined area having a certain degree of ecological uniformity, namely Rwanda, Burundi and the Kivu province of Zaire. It is at present being recruited and has already been provided with budget resources for 1972 and 1973.

18. At one time, the secretariat felt that the Kinshasa Sub-regional Office could, to some advantage, be moved further east and be set up in the same location as this Central African UNDAT. But, as a result of an overall examination of the UNDAT - Sub-regional Office question, and also because of the objections of certain governments, the transfer plan was called off.

19. It should be noted that no elaborated strengthening of the Kinshasa Office, on the scale of the reorganization of the Niamey Office, is planned before 1974. Nevertheless, an effort will be made to attach a general economist to this office to prepare for the build-up operations, and to liaise between the two UNDATs in the Sub-region, at Yaoundé and at Bukavu.

20. In view of the large number of assistance activities at present being conducted in this area, by, among others, the Swiss Government, the Belgian Government, the European Economic Community, UNIDO, the establishment of the Central African UNDAT II (Bukavu) will in any event be preceded by a preliminary survey to determine priorities.

21. East Africa. It is planned to set up two UNDATs. One UNDAT for the East and Southern Africa Sub-region will be based in Lusaka and will cover Zambia, Botswana, Swaziland, Lesotho, Malawi and

the East African Community. It should, however, be noted that UNDP is preparing to place a group of experts at the disposal of the Community, and also that other groups of experts are soon to be established in Kenya and Malawi as part of the programme of bilateral aid. The UNDAT will have to co-operate closely with these various groups. The other countries of the East African Sub-region will be covered from headquarters.

22. North Africa. The North Africa UNDATs will not be given high priority in view of the activities of the Maghreb Consultative Committee, the relatively advanced stage of the structures and the planning staff already available in the countries of this Sub-region.

Annexes

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ANNEX I: NOTE ON MULTINATIONAL INTERDISCIPLINARY DEVELOPMENT
ADVISORY TEAMS

OBJECTIVES AND ORGANISATION

Background

1. This note is to announce the establishment of multinational, interdisciplinary development advisory teams (UNDATs), under the auspices of the Department of Economic and Social Affairs and ECA, and with the collaboration of the United Nations Development Programme, UNCTAD, UNIDO and the UN specialized agencies. These teams are being set up to render advisory services on a continuous basis in planning and plan implementation to governments individually and collectively within selected small groups of countries.
2. The UNDAT teams are not intended to be a substitute for technical assistance experts stationed on a full-time basis in each country. On the contrary, its members will be in a position to supplement and support the work of these experts. The continuing presence of a team in a small area will enable it to place emphasis, in its work, not only on assisting in the formulation of development policies and programmes, but also in the implementation of such programmes. It is expected that, in the course of their activities, the teams will acquire an intimate knowledge of the problems and programmes of each country, and be able to appraise progress and follow through on the work and recommendations of technical assistance experts in respect of individual countries and groups of countries.
3. The team leader is to endeavour to relate the activities of the team to the on-going aid and technical assistance programmes of the United Nations family, and of bilateral donors in the area of operation of each team. UNDATs are to carry out their activities in consultation with the UNDP Resident Representative in each country, as well as with the regional representatives or field advisers of the organizations of the UN system. In this process

they may be instrumental in bringing into sharper perspective the the substantive work of the various technical assistance experts in each country and thus promote complementarity of action.

Objectives

4. Apart from advice and assistance which might be provided on request to individual countries, the team will place special emphasis on advising and assisting governments, individually and collectively, as appropriate, in the formulation, harmonization and implementation of policies, programmes and projects for multinational co-operation.
5. The teams are required by their mandate to sponsor or organize, in co-operation with individual countries at their request, training courses at the national or multinational level, and to participate in the execution of specific projects, especially in the rural areas.
6. There are two areas in which African countries face acute problems, the resolution of which depends almost entirely on local or national effort, namely, the rural and the urban areas. In the rural areas the problems are primarily the improvement of agricultural techniques, development of social amenities, and the integration of the economies of the rural areas into the national economy. In towns, the pressing need is for training facilities and employment opportunities.
7. In the rural areas, the programme which will be undertaken by the government in the fields of the construction of small dams, irrigation schemes, wells, tanks, bore holes and their maintenance, as well as the construction and upkeep of farm-to-market roads, health centres, mother and child care clinics, community centres, etc. will benefit from the assistance of the UNDATs. Attention will be focussed on training centres for farmers and agricultural technicians, provide assistance in the creation of appropriate institutions for the supply of credit and information, and the

development of livestock and fisheries and food storage facilities. Advisory services and assistance in small-scale and agro-industries and facilities for re-training and upgrading local traditional artisans are also envisaged.

8. In the field of urban development the UNDATs will endeavour to render assistance for continuing research into employment outlets and employment creation possibilities, and the provision of vocational training and guidance especially for boys and girls.

9. ECA in agreement with the Department of Economic and Social Affairs, has identified the following UNDAT groupings:

Area

I. West Africa I (Dakar)

Mauritania
Senegal
Guinea
Sierra Leone
Liberia
Gambia
Mali

II. West Africa II (Niamey)

Ivory Coast
Niger
Upper Volta
Dahomey
Togo
Ghana
Nigeria

III. Central Africa I (UDEAC) (Yaoundé)

Cameroon
People's Rep. of the
Congo
Central African
Republic
Gabon
Equatorial Guinea
Chad

*IV. Central Africa II (Kivu)

Zaire
Rwanda
Burundi

*V. East Africa (Arusha)

Kenya
Uganda
Tanzania

*VI. South-East Africa (Lusaka)

Zambia
Botswana
Lesotho
Swaziland
Malawi

VII. North Africa (Tangiers)

Morocco
Algeria
Tunisia
Egypt
Sudan
Libya

Composition of teams

10. The full strength will be four, including the team leader, as follows: a development economist (team leader), agricultural economist (to concentrate on food production and agro-allied industries), industrial economist (responsible for investment promotion, follow-up of national and multinational proposals, UNIDO/ECA studies, etc.), and a specialist in human resources development (who is also to cater for the training component of urban and rural development programmes). To begin with, it is suggested that the development economist (team leader) and the specialist in human resources development (to be appointed in consultation with the ILO) should be on full time. The Joint ECA/FAO and the ECA Industry Divisions will provide the other two

* These are to be established as funds become available.

members to the team on request. This arrangement leaves room for close co-operation with FAO and UNIDO, both with their country experts and Headquarters staff members, whose services may be sought by UNDAT missions. It also allows for variations in expertise of persons who might be sent to join specific missions.

11. In Dakar and the area to be serviced by the Dakar UNDAT, OTC has already organized or is in the process of organizing planning missions. The UNDAT team will follow up the work of these missions, in collaboration with UNDP experts in the various countries. The interdisciplinary team is expected to establish links with multi-national groupings in the area, such as the Organisation of Senegal River States, the Niger River Commission, and the proposed francophone West African Economic Community.

Co-operation with volunteers and voluntary agencies

12. ECA has established working arrangements with voluntary agencies, primarily to assist them in project formulation, execution and post-project evaluation. This co-operation is to be extended to individual countries through UNDATs, especially in the execution of the urban and rural programmes mentioned above. The UNDAT team may invite the participation of local and international voluntary organizations in ECA-sponsored projects or may, where appropriate, offer such organizations technical support in the implementation of non-ECA projects.

Operational procedures

13. The team leader shall be appointed jointly by the Department of Economic and Social Affairs (CDPPP) and ECA. The team members shall be appointed in the same way, but in consultation with the team leader.

14. The team leader will be responsible for organizing and supervising the day-to-day work of the team. He may establish direct contact with any participating UN organisation (informing ECA and the Department of Economic and Social Affairs), in order to obtain substantive advice. Such advice as may be given to the

team leader by any participating UN organization shall be copied to ECA and to the Department of Economic and Social Affairs.

15. The team leader shall submit periodic reports on the activities of the team at the end of each quarter to ECA, copied to the Department of Economic and Social Affairs.

Financing

16. The United Nations will assume full responsibility for the direct financing of the teams.

Responsibilities of governments served by teams

17. Governments will assist the team in obtaining the data, information and substantive services required to carry out its assignments.

18. Governments will be responsible for ensuring that the relevant officials work closely with the team so as to derive maximum benefit from the experience to be gained from their association with team members.

19. Each government will nominate a liaison officer to facilitate the work of the team.

20. The government of the country in which the team is based, as well as other governments being served by it, will be requested to provide, in so far as they are able, the basic facilities and services that may be required (e.g., office accommodation, communication facilities).

21. Governments should accord to team members the facilities, privileges and immunities accorded to all UN personnel serving in their respective countries. Governments should facilitate the clearance of individual team members and of the team as a whole when travelling between countries within the area of operation.

POSSIBLE TOTAL PERSONNEL RESOURCES

I. Resident Staff of UNDAT Personnel

1. Development Economist
2. Agricultural Economist: food production and agro-industries
3. Industrial Economist
4. Specialist in Human Resources Development (Training), responsible for training component of urban and rural development programmes
5. Trade Development and Promotion Officer

II. Consultants (short-term experts)

Functions:

1. Practical problem-solving (operational)
2. Investigation of particular problems
3. Formulation and appraisal of specific projects

III. Peripatetic Instruction and Advisory Services supported by Centralized Services of ECA

1. Public Administration, Statistics, Transport, Natural Resources, Energy, Cartography
2. Ad hoc conferences, seminars and training courses (national or multinational) organized or supported on request

IV. Locally Recruited Personnel

For specific national operational mini-projects in such fields as: water supplies, farm-to-market roads, construction works, welfare services (women, children and youth).

V. Volunteers and Associate Experts (bilateral and multinational)

VI. Local Voluntary Agencies

1. Technical support from ECA
2. Contracting out projects sponsored by ECA
3. Joint effort in identifying and implementing specific projects.

ECA RURAL DEVELOPMENT PROGRAMME

1. Rural water supplies

Small dams and irrigation schemes, wells, tanks and bore holes; and their maintenance.

2. Agriculture

Training centres for farmers (men and women) and agricultural technicians; co-operative farms; centres for provision of credit, information and supplies; servicing of agricultural implements; improved storage for wheat, fish, fruit grain; livestock development and immunization; fisheries development.

3. Agro-industries and other small industries, including modernization of traditional crafts, and the marketing of the products of small and medium-scale industries.

4. Rural artisan training

- (a) Training of rural youth to become skilled rural artisans: mechanics, masons, carpenters, blacksmiths, construction and maintenance technicians;
- (b) Upgrading courses for local traditional artisans, in the use, maintenance and manufacture of simple (improved) tools.

5. Construction and maintenance of: farm-to-market roads; health centres; mother and child care clinics; community centres for local community activities, etc.

6. Women, children and youth welfare services, including the promotion of rural animateurs and auxiliaries in nutrition, pre-school child protection, day care centres, popular participation of youth and women in local development, etc.

ECA URBAN DEVELOPMENT PROGRAMME

1. Analysis of employment outlets and employment creation possibilities
2. Vocational training workshops for boys and girls
3. Vocational guidance to boys and girls, including those out of school
4. Vocational training courses, for wage, self-employment or co-operative enterprises:
 - (a) for boys, in auto mechanics, building trades, electronics, printing and commercial subjects;
 - (b) for girls, in food processing, management and marketing of small-scale enterprises, weaving and tailoring, production of articles for tourists' shops, institutional catering to hotel service and domestic service.

ANNEX II: TECHNICAL ASSISTANCE EVALUATION MISSION TO WEST AFRICAN
ZONE I

Composition: 1 Chief of Mission
1 General Economist
1 Technical Assistance Specialist

Duration: Six months

Subject: The principle has been accepted of basing an UNDAT in Dakar to serve the following countries: Mauritania, Senegal, The Gambia, Guinea, Sierra Leone, Liberia and Mali.

The UNDAT team should help the governments of the countries mentioned especially in working out policies for planning, development plan implementation (see operational directives and the report of the reconnaissance mission to West Africa). It is common knowledge that the needs of the countries mentioned above are real, as far as technical assistance is concerned and it is equally well known that a great deal of assistance has already been provided for them; in spite of this, it is not possible to say whether this effort really dovetails with their requirements and, still less, to indicate the quality and volume of additional assistance UNDAT could usefully provide. In Mauritania, Senegal, Sierra Leone and Liberia, for instance, to mention only a few, it is generally known that some thirty experts are established or are being established under UN technical assistance. Missions which will involve bilateral assistance are also either already established or in process of establishment in these countries, not to mention the co-operators of routine technical assistance provided under bilateral agreements.

The essential purpose of the evaluation mission would be to:

- (a) Carry out field studies of action taken by all types of technical assistance, irrespective of their source; examine initial programmes and objectives as compared with the actual activities undertaken; evaluate what has

been done and estimate the requirements left unsatisfied, as indicated by governments, in spite of assistance in process;

- (b) Examine the possibilities of making use in other UNDAT I zone countries, of UN teams and specialized agencies at present operating in the national framework of a single country;
- (c) On the basis of the results of the studies set out in sub-paragraphs (a) and (b) above, give an opinion on the expediency of establishing an UNDAT in the area. If the opinion is in the affirmative, define its composition and work programme.

ANNEX III: CIRCULAR PROJECT ON THE GUIDELINES GOVERNING RELATIONS BETWEEN UNDATS, RESIDENT REPRESENTATIVES AND DIRECTORS OF ECA SUB-REGIONAL OFFICES (JOINT CIRCULAR FROM THE UNDER-SECRETARY-GENERAL FOR ECONOMIC AND SOCIAL AFFAIRS, THE UNDP ADMINISTRATOR AND THE EXECUTIVE SECRETARY OF ECA)

In accordance with resolutions 2563(XXIV) and 1552(XLIX) of the United Nations General Assembly and the Economic and Social Council respectively, the Department of Economic and Social Affairs has, for the past two years, in collaboration with the regional Economic Commissions for Africa, Latin America and Asia, been endeavouring to establish multinational interdisciplinary development advisory teams (UNDATs). A special budget has been provided for the operation of these teams which will not draw upon the UNDP indicative planning figure.

As far as Africa is concerned, one team is in operation and plans are in progress to establish four others, thus providing for the whole of the continent, except the North African sub-region. The servicing of this sub-region with UNDATs is now under consideration, but no definite decision for establishing an UNDAT there has yet been taken. The five for which budget provision is available will be based at Bukavu, Dakar, Lusaka, Niamey and Yaoundé ^{1/} and will serve groups of countries as set out in the table in Annex I.

The general objectives of UNDATs and their mode of operation have already been the subject of operational guidelines which have been distributed to the governments, UNDP Resident Representatives and other interested parties. An abridged version of these is presented in Annex II. Without going over the guidelines in detail, it is worth recalling that the activities of UNDATs should on no account compete with other forms of assistance, but rather amplify

^{1/} The team based in Yaoundé has been in operation since 1971.

them to the extent permitted by the competence of the multi-disciplinary teams which, for obvious reasons, had been couched in broad, flexible terms. Apart from their obligations in the strictly national context of the countries concerned, UNDATs will be expected to devote themselves mainly to identifying multi-national projects which could fit into national development plans and programmes in all sectors, and to indicate suitable methods of project financing and implementation in collaboration with UNDP and the specialized agencies.

Collaboration between UNDP, UNCTAD, UNIDO and the specialized agencies has been regarded from the outset as essential for the success of this new collective endeavour by the members of the United Nations System in their bid to help attain improved economic growth and development during the current decade. If the experiment is to prove successful, it is at the field level, in the actual implementation of practical tasks, that it will need to be appreciated and accepted both by governments and those responsible for technical assistance missions, especially Resident Representatives. As a new experiment, the UNDATs are to be set within the existing system of technical assistance to developing countries - a system with established traditions and procedures.

The object of this circular is to indicate the inter-relationships between the UNDATs and the various parts of this system. The subject is rather complicated and, therefore, it would perhaps be wise to adopt the same pragmatic approach which was followed in formulating the general objectives of the UNDATs.

Governments

The relations between UNDATs and the government officials of the countries concerned are direct. Contacts will be established and maintained in the countries served at the levels deemed suitable by the UNDAT Chiefs, on the understanding that, as a general rule, the Department of Economic and Social Affairs, ECA, the ECA Sub-regional Offices and the Resident Representatives will, at all times, be kept fully informed.

The plans of operation and headquarters agreements already concluded or to be concluded between individual governments and the United Nations provide the basis for contractual commitments on both sides, and it is these commitments that UNDAT Chiefs are expected to fulfil as far as the United Nations is concerned.

ECA secretariat

ECA will exercise the duties of UNDAT overseer, guiding the UNDATs in the preparation and implementation of their work programmes, assisting and backing them up in their operations in the countries of their assignment, and supervising their activities, without prejudice to the normal supervisory role of the Department of Economic and Social Affairs.

ECA Sub-Regional Offices

The Directors of the ECA Sub-regional Offices are the representatives of the Executive Secretary in the sub-regions to which they are accredited. These offices may participate in all appropriate ways in the implementation of the secretariat's programme of work and priorities.

The activities of these offices and UNDATs constitute complementary contributions to such operations. Any responsibility which the Executive Secretary sees fit to entrust them with may be delegated to them. The relations between UNDAT Chiefs and Directors of Sub-regional Offices will, therefore, be based on mutual and continuous exchange of information on their respective activities, in a spirit of close collaboration between two units of the same organization, ECA. The reorganisation of the Sub-regional Offices, which is now in process, should result in an appreciable strengthening of their resources for action, and place them in a position to provide the UNDATs with the assistance and support the latter require from the ECA secretariat. The co-ordinating role Sub-regional Offices will be required to play in UNDAT activities in their respective areas will increase as these offices are equipped with the necessary staff and resources.

ANNEX IV: UNDAT PROJECT FORECASTS FOR CENTRAL AFRICA (YAOUNDE)

UNDAT's project forecasts for Central Africa may be divided into two categories:

- (1) On-going or programmed projects (i.e., projects which have been the subject of governmental request or request by a body receiving UNDAT assistance, but which have not yet become operational);
- (2) Projects planned by UNDAT, because of their national or multinational importance, the implementation of which is to be proposed to the governments concerned.

I. ON-GOING OR PROGRAMMED PROJECTS

1. UDEAC and Chad

Transport: A statistical survey to provide information (base year 1970) on the communications infrastructure and the balance of trade flows in the zone. An operation carried out at the request of the UDEAC, to collect all the basic statistical elements for a prospective study (target 1980) in order to plan the steps to be taken so that the infrastructure in 1980 (roads, railways, ports, etc.), may meet the needs arising from the development of the economy between 1970 and 1980. As far as the prospective study itself is concerned, UDEAC will request assistance from international bodies. At the present stage, UNDAT's assistance consists of the preparation of a detailed questionnaire which will be sent to each country by UDEAC (and to Chad by UNDAT) to obtain uniform and useful information. UNDAT will assist the governments if necessary, in preparing replies to the questionnaire. In this they will have a special advantage since they will be able to compare the information collected with their own documents. UNDAT will then process the replies received, and will draw the preliminary conclusions on which recommendations will be based.

Planned deadline for the projects: August 1972.

2. Cameroon

Rural development

(a) Research into cohesive methods of integrated development in the Eseka region (a region where several interesting agricultural experiments have been carried out - investment by the population, efforts at integration); a certain number of obstacles are at present limiting efforts in this field. On-going projects, report expected in July 1972, UNDAT's recommendation should be implemented in the field by Israeli experts.

(b) An operation similar to the preceding one in the region of Lekié, densely populated and intensely cultivated, storehouse of food crops for Yaoundé where there are special problems such as land occupation and soil exhaustion, marketing, and in particular the movement of the population. Field projects completed, preliminary report is being edited, final report expected in July 1972. Procedure for implementing recommendations likely to be handled by FAO/Accra.

(c) Study of the requirements for giving a new impulse to rice cultivation Haute-Sanaga. Production has fallen considerably since the departure of Formosan experts, and because of the difficulties of marketing, arising from the lower cost of imported rice. Field project completed, report and recommendations expected at the end of June.

(d) Same operation, for the same reasons, in the region of Ntui. Field projects under way, report and recommendations expected in July.

(e) Research into ways and means of opening up the region of Nkam. This is a fertile region, capable of providing Douala in particular with supplies, but its development is hindered by its geographical situation, and its production and communications structure.

Projects planned for July/August 1972.

3. Central African Republic

Training: Survey of training and employment in the CAR (in both the public and private sectors) with projections to 1975 to show on a global, sectoral and professional level the equilibrium or imbalances between the demand for (economic growth) and supply of (output of the training system) employment. Recommendations aimed at reducing the imbalances thus revealed.

Projects under way, final report expected in July 1972.

II. PLANNED PROJECTS ^{1/} (2nd half of 1972, 1st half of 1973)

These projects may be divided into three categories:

- (1) Those which are to be implemented in a single phase;
- (2) Those which are to be implemented in two successive phases - the second complementary to and providing greater detail than the first, offering positive conclusions and recommendations which can be put into practice by the governments concerned;
- (3) Those which will receive the permanent attention of the Team for an indeterminate period.

The general objective during the second half of 1972 and the first half of 1973 is to widen the scope of UNDAT's assistance (limited initially by constraints imposed by local conditions). Moreover, all of the periods during which the team is not fully occupied in the execution of definite projects, will be used by the experts to examine, in the most exhaustive manner possible, the situation of the different countries in the zone at least in their field of activity, so as to be in a position to provide, if necessary, assistance in planning operations.

^{1/} Some projects may, of course, be replaced by others which the Government may consider of greater importance or of a more urgent nature.

A. Cameroon

- Study to adapt the vocational training system to the needs of the economy;
- Study of the possibilities of diversifying agricultural production, on the basis of soil suitability, marketing outlets, consumer habits, as well as through increasing and diversifying their demand (both in urban and rural areas).

B. Central African Republic

- Programming of rural development operations included in the Plan. Establishment of project descriptions.

C. Gabon

- Prospective study "training - employment" (id. CAR, supra);
- Study for adapting the system of vocational training to the needs of the economy (the Government has indicated that these studies should be given priority).

D. Congo

- Prospective study "training - employment" (id. CAR and Gabon);
- Diagnosis of the overall situation in the public sector.

E. Equatorial Guinea

- Programme to be defined after the visit to this country by the Team Leader, planned for June 1972.

F. UDEAC

- Analysis of the prices of primary necessities, particularly bulk products, to show the incidence of transport costs on these products, and to provide recommendations on the advantages of establishing certain industries locally;
- Comparative study of national development plans, with reference to their strategy, methods, priorities, assistance, etc.,

in order to identify methods, establish ratios and variances, etc., so that each government may benefit from the experiences of their neighbours;

- Studies on trade in the countries of the zone to bring them up to date.

G. All countries

- Study of the reasons for the exodus of youth from their traditional environment to the towns. Study of environmental and other conditions which are required to limit this exodus;

- An attempt at evaluating the consequences of urban population growth to the detriment of the potential active rural population, particularly its effect on urban needs;

- Exhaustive research into training available outside Africa and suggestions concerning the establishment of multinational bodies in Africa which would be able to provide training in cases where the number of nationals to be trained do not justify the establishment of national institutions;

- Training of local experts (for the time being) by SEDES. In this way information hitherto unavailable will be provided for the whole of UDEAC; the study of which could lead to positive recommendations at multinational level (surplus workers in some countries, and the rapid absorption of manpower in Gabon) raises hopes of regional complementarity in the field of employment.

A. Cameroon

- Research into and preliminary study of the economic and social impact of the Trans-African Highway on Cameroon, and preliminary suggestions on studies to be undertaken to determine the action to be taken on infrastructure needed in the different sectors so as to draw maximum benefit from the Highway;

- Participation at a later date in the studies suggested above (new zones of cultivation, new crops, secondary infrastructure required for opening up the country and providing transport services,

modification of marketing outlets, changes in product transport costs, social infrastructure, etc.).

B. Central African Republic

- Same programme as for Cameroon (CAR is the only other country in the zone affected by the Trans-African Highway).

C. Gabon

- Brief examination of three agro-industrial projects to decide on their eventual treatment. They involve:

- examining the possibility of developing groundnut cultivation in the Lambaréné region to create down-link employment to be provided by an oil and soap factory to be established in the cultivation area; the oil and soap manufactured can be shipped by river, therefore, at economical costs, to Port Gentil for marketing;
- to examine the possibilities of profitability of a pineapple juice factory in the Franceville region, where pineapples are already being produced in fairly large quantities;
- to evaluate the extension of cassava cultivation for the N'Gounié valley, in order to provide raw materials for the industrial production of glue, tapioca, and food-stuffs for pig breeding;
- if necessary, participation in the establishment of operational projects, depending on the results of the preliminary studies above.

D. Equatorial Guinea

- Research, definition of, and recommendations concerning the needs of the country in the field of development;

- Participation in planned operations concerning the above study, particularly in the eventual preparation of development growth models for those sectors which come under UNDAT's responsibility or that of its consultants.

E. Congo

- The projects to be undertaken in the medium term in the Congo will depend on the results of the forthcoming interview between the Team Leader and Congolese officials.

F. All countries

- Summary of projects (on-going, programmed or planned) which make up the first national phase of prospective studies "training - employment", and recommendations at multinational level;

- Participation in the study on the modifications to be made in the present communications infrastructure, on the basis of the growth of transport flows by 1980 (follow-up to the first programmed phase of the collection of statistical data).

All countries

The development of a participation methodology for UNDAT in the field of planning. Participation in national operations aimed at the preparation of plans for the 1975-1980 period.

ANNEX V: NOTE ON THE STRENGTHENING OF THE NIAMEY SUB-REGIONAL OFFICE

In accordance with

- (1) the Executive Secretary's administrative instruction No.52 (ECA/ST/AI) of 21 August 1968;
- (2) the recommendations of the second meeting of the Executive Committee held at Addis Ababa from 27 to 31 October 1969 (E/CN.14/ECO/15), 10 October 1969;
- (3) the recommendations of the fact-finding mission relating to the establishment of Multinational Interdisciplinary Development Advisory Teams in West Africa,

in order to become operational, the Niamey Office could be made up as follows:

- 1 director;
- 1 industrial economist;
- 1 trade specialist;
- 1 agricultural expert;
- 1 transport specialist;
- 1 hydraulics specialist;
- 2 human resources experts, specializing in educational planning, training and improvement courses;
- 1 specialist in information and educational radio;
- 1 financial administrator;
- 1 librarian/archivist /documentalist.

Of these eleven administrators, seven must be recruited from outside, due to a lack of available personnel at ECA. The staff to be recruited would take up seven of the posts at present vacant at ECA.

Subsequently, depending on the needs of the area and the existing structures (Niger River Commission, Lake Chad Commission, Liptako-Gourma Authority, Cattle and Meat Economic Community, West

African Economic Community, Council of the Entente, Senegal River Basin Development Organization, Niger Office) the strengthening of the Niamey Office could call for, in addition to the high-level consultants, the transfer or recruitment of:

- 1 general economist;
- 1 geographer planner;
- 1 housing and town-planning specialist;
- 1 statistician;
- 1 fisheries and fish-breeding specialist.

This second phase will be preceded by evaluation missions to determine the advisability of its implementation.

It should be noted that the additional subordinate staff required (assistants, secretaries, drivers, etc.) will be calculated later, when the list of administrators to be transferred has been finalized. The planned strengthening of the Niamey Office will call for the renting or construction of additional office space. Present facilities are sufficient to accommodate eight additional administrators.