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**INTEGRATING HUMAN SETTLEMENTS PLANNING WITH THE OVERALL
ECONOMIC DEVELOPMENT PLANNING PROCESS : FRAMEWORK**

I. INTRODUCTION

1. There is too great tendency in african countries to consider the phenomenon of development only in its economic aspects: too often it is restricted to simple question of growth and of the organisation of production and trade. In fact, it is a complex phenomenon, and one must not hesitate to view it in all its amplitude. It is in the context of such expanded development that we shall define the role the human settlements have to play.
2. As noted in the United Nations Development Decade: "...development is not just economic growth, it is growth plus change; change, in turn, is social and cultural as well as economic and qualitative as well quantitative. It should no longer be necessary therefore to speak of economic and social development since development as distinct from growth, should automatically include both".
3. The macro-economic approach to development planning had been criticised extensively, this had led to the subsequent modification of the pure macro-economic approach into what could be called the "sectoral planning approach". This approach divides the national economy into sectors with development plans, programmes and projects for each sector separately prepared, sometimes without adequate considerations for intersectoral linkages. This approach too leads to avoidable and unnecessary duplications of efforts and resources which militate against optimum realisation of the overall plan objectives.
4. The increasing realisation of the irrelevance of too strict adherence to uncoordinated sectoral perception and planning has led progressively to attempts to promote the integrated planning of all sectors of the economy. In this regard, it is fair to acknowledge that in some african countries today, attempts are being made to integrate other aspects of the society's development including human settlements aspects (sometime perceived in the narrow sense of housing policy), into the overall socio-economic planning process. In fact in these countries development plan documents no longer speak of "economic planning", but rather as national socio-economic development plan. A review of the national development plans of some african countries emphasized "inter-sectoral integration in planning and harmonious inter-regional development"^{1/}. The rationale for integrated planning is based on the greater economy and efficiency which this approach could ensure and the comprehensiveness of its scope in considering the totality of human and society's development.
5. The objective of this paper then is principally to discuss how the integration of human settlements policies and programmes into national socio-economic development planning could be done, with a view to more positive impacts on the global objective.

^{1/} E/ECA/PSD.3/13: Report on the progress made in taking into account the objectives and directives of the Lagos Plan of Action in the national development plans of the african countries.

II. DEVELOPMENT PROBLEMS, ECONOMIC STRUCTURE AND PHYSICAL FORM

6. As a background to all forms of planning and development technique in most african countries have to take into account:

- Severely limited finances;
- A relatively narrow-based and vulnerable economy based on rural products;
- Unequal distribution of national resources;
- Excessive population density in one area and inadequate population in another; more than 70 % of the african population are living in rural area;
- Unequal distribution of what skills are available;
- Inadequate public and social facilities;
- Rapid population growth without a complementary increase in employment opportunities;
- Unorganized land use system;
- Poor communications and transports systems; etc.

7. The national distribution of settlements, infrastructure and demographic phenomena are not self-generating. The physical structure and the spatial arrangement of settlements are the manifestation of economic and social policies and situations whether they arise without guidance or as part of a government programme.

8. Even though changing the structure is a herculean task, this must be attempted in order to reflect changing attitudes and to assist in the implementation of new social and economic concepts. Physical patterns should be based on social and economic reform for many reasons including the following:

- Very large parts of african countries and a very significant proportion of the population remain outside the cash economy. They play no part in promoting economic and social improvement and derive no benefit from such improvements;
- The larger urban centres whose main purpose was originally for commodity distribution, in and out, tend to be far away from closely linked economically with the surrounding rural areas to which they should be complementary. Do

they attract a disproportionate share of scarce public and private capital to the disadvantage of the rural areas, or is urban development the most effective way of alleviating an economic surplus for re-investment in rural areas?

- The growth of the larger urban centres, tends to be out of all proportion to other settlements. The continued emphasis on development of very few urban centres accelerates population growth beyond that which can be provided with minimum adequate housing, social and public services;
- Transports networks designed for the export of raw materials and the import of capital and consumer goods, with road often subservient to rail, cannot meet the demands of a developing self-supporting economy;

9. These inhibiting factors are so striking that they may be fully realized without comprehensive analysis. Attempts to correct the pattern of development by disparate measures and without comprehensive analysis in which physical characteristics are examined in detail are doomed to failure. Even without a comprehensive approach to national problems, physical forms would slowly change better to accommodate new economic policies and situations, but in this circumstance inconsistencies would arise. Both human and financial costs would be far greater than where economic and physical planning had laid down an integrated and comprehensive print for physical development to provide a new economic order at all levels and for all forms of development.

10. The economies of african countries are sensitive to external forces. It is therefore possible to plan for improving population distribution, an appropriate hierarchy of settlements, an overall land-use pattern to make a better use of national resources.

11. A draft economic plan at national level must be assessed against considerations of physical structure, form and feasibility. The physical planning also to respond to changes in national economies need for pragmatism.

12. The physical element of the national economic plan would be under obligation to:

- Relate the government's broad policies to physical requirements in terms of comprehensive development on a wide, long-term basis;
- Interpret social and economic situations and problems into physical and spatial terms;
- Appraise all current development projects and their interaction;
- Relate broad long-term population trends to model physical structures;

- Deduce the complementary effort required in development and investment from the private sector of the economy and to integrate this with the public sector;
- Design a long-term physical plan indicating quantitative requirements and spatial arrangements for housing, industry, communications, social and public services throughout the country;
- Programme the plan from national to local level.

13. Integrated planning will aid progress, reduce costs and make fast the process of improving the social and economic conditions of the people by utilizing all available skills and techniques and by co-ordinating the efforts, aspirations and knowledge of the people from national to local level. Both public and private bodies and all human and economic resources will be put together to the national advantage.

III. SOCIAL CONTENT IN THE ECO-PHYSICAL PLAN

14. Planning is for the people. The success of any plan can ultimately only be measured against its effectiveness in improving the lives of people by material as well as cultural benefits. It is known that problems such as poverty, overcrowding, squatter settlements, schemes, under-employment, traffic congestion, food require study, analysis and solutions beyond the geographical area in which the problem occurs. At least in part, solutions demand action on a large scale, generally at national level.

15. An appreciation of the social problems of the people today and their social requirements for the long-term must be the basis upon which the integrated plan is built.

16. An analysis must be made of social problems; social needs must be synthesized and translated into a structure at national level as a prerequisite of an integrated plan.

17. The prime causes of social disorders have some similarity throughout Africa. They include:

- High rate of demography growth;
- Poverty;
- Slums;
- Lack of employment opportunities;
- Food problems in the rural areas;
- Unsufficiency of education and health facilities;
- Unattractive environments in some countries;
- Pollution.

18. Some of the above causes are directly related to rural migration. The rural populations are migrating to the large towns, the economy and the equipments of which is not designed to support the inflated populations. A look at the rural areas themselves will reveal that, on the contrary, very strong influences are exerted in the form of "push" factors accentuated through the continued neglect of the rural economy and the adverse conditions under which the people live. Since the independence, considerable sums of money have been spent in the larger towns for the execution of civil engineering works, governments building programmes and private commercial and industrial development. In few african countries does there appear to have been an equivalent programme of expenditure in the rural areas.

19. Increase in urban population is quite frequently over 5 per cent per year. The situation is such that solutions should be found both in urban and rural areas. Simplified, the urban problems are largely created by exorbitant population growth, and the latter is directly related to a lack of opportunity in the agricultural areas; the predominantly weak agricultural economy inhibits the development of a hierarchy of settlements within which an realistic environment can be developed.

20. The integrated plan should assess the social, as well as economic, relationship between settlements and their functions. The rural areas stand out as the sectors to which the greater attention must be given in order to improve the national environment and its economy. Upon the social well-being of these populations will depend the provision of raw-materials for the factories. The rural economy is vital to the national economy of all african countries. But it is unlikely that a viable economy can be developed without a suitable structure and hierarchy of settlements providing for minimum social and public services, for the well-being of the people and for the economy development.

21. The conditions to which the rural people are subjected are similar all over Africa. No diversity of employment , chronic under-employment, extremely low standards of living, unsufficiency of education and health facilities and difficult access to water supply; these contribute to the total lack of social status. As the majority of rural land is not part of the market economy, the physical pattern is largely unchanged and remains suitable for subsistence agriculture only. It is not suitable for market matters and the integration of the agricultural and industrial sectors of the national economy. A slight change in the economy fortune of the subsistence farmer through even partial crop failure causes great suffering and intensifies the movement of people away from the rural areas. At the receiving end the towns are presented with apparently insoluble social problems.

22. The social problems of the urban and rural areas must be investigated at the national level and their implications in economic and physical matters analyzed.

IV. EXISTING FRAMEWORK AND MODE OF NATIONAL DEVELOPMENT PLAN PREPARATION

23. Planning and programming in their broadest sense take place at three levels:

- i) At national level, where national investment plans are formulated, priorities among sectors are established, and the macro-economic growth is put in place;
- ii) At the sector level, where priorities for investment within each sector are determined;
- iii) At the project level, where individual projects are identified, prepared and implemented.

24. The existing framework of plan preparation in many african countries embody some degree of coordination among sectors. How effectively these arrangements work with respect to coordination and integration of the whole plan, is however an open question. Both the degree of the effectiveness and the framework in plan integration vary among the countries. But in general we find that: Economic planning has been carried out at the national level, in relation to both its short and long term components. At this level it has tended to be concerned only with such issues as the capital and labour supply and use, economic investment, monetary supply, balance of payments, etc. It has neglected the related questions of land use, location and undesirable externalities. The implicit assumption has been that if an appropriate allocation of capital is obtained, that of land and other resources would follow.

25. Physical planning has long focused on the local level; only comparatively recently has it been set into regional framework and while attempts have been made to incorporate economic considerations into physical plans, the inclusion of economic features has unfortunately often precluded sufficient attention being paid to the social consequences of development.

26. Social planning too, is the concern of african governments. These administer different types of social programmes which may have conflicting objectives that preclude an integrating approach.

27. Environmental planning, where it exists, is generally based on a combination of land use, pollution control measures, drought and desertification problems. In many african countries the introduction of environmental impact assessment procedures has been one of the first genuine attempts to reconcile, physical, socio-economic and environmental planning.

28. Most national development plans of african countries (Algeria, Botswana, Cameroon, Côte d'Ivoire, Gabon, Ghana, Kenya, Libya, Mali, Nigeria, Senegal, Sierra Leone, Tanzania, Togo, Tunisia and Zambia) examined, indicate that the general objective is that of bringing about

an improvement in the living conditions of the people. A number of specific objectives are often woven around this goal. These often generally include, among others:

- Increased productivity to ensure more rapid economic growth;**
- Increase in the real income of the average citizen;**
- Increase in foreign exchange earnings;**
- More even distribution of income among individuals and socio-economic groups;**
- Reduction in the level of unemployment.**

29. Sectoral priorities are usually on:

- Agricultural production;**
- Education and manpower development;**
- Housing and health;**
- Development of economic and social infrastructures (electricity and water supply, transportation etc.).**

30. As could be seen from the foregoing, both general objectives and the sectoral priorities of these development plans contain substantial human settlements concerns. The ingredients of integrating human settlements policies and programmes into national socio-economic plans therefore exist. But, once more, the african countries are often confronted with the dilemma of investing more on physical infrastructures such as: transport, power, communications, etc. or on directly productive activities like agriculture, manufacturing industries, etc.

31. Examples of existing framework from Côte d'Ivoire, Cameroon, Botswana and Zambia may be instructive.

32. In Côte d'Ivoire, national development plan formulation comprise three stages;

- i) Discussion with and among ministries on the subject of the planned objectives and measures;**
- ii) Consultation with the country's elites through the national planning commission and the regional development commissions;**
- ii) Adoption of the draft plan by Parliament.**

33. At the implementation stage, an Interministerial Planning Council is set up to "ensure that strategic decisions regarding the implementation of the plan are taken at the right time". This council is presided by the Minister of Planning and includes the Minister of Finance and Economy and members of the ministerial departments concerned by the questions on the agenda of each meeting. The Interministerial Planning Council is therefore usually called upon to prepare decisions of a strategic nature that have to be submitted to the President of the Republic and presented to the council of ministers and to supervise their implementation. Plan co-ordination is impliedly undertaken within the framework of the National Planning Commission and the Interministerial Planning Council.

34. In Cameroon, National Development Plan preparation framework comprises two main structures: the political structure and the administrative structure. Within the political framework the President lays down the main lines of the Nation's Planning Policy and Economic, Social and Cultural Development and takes the major decisions in this connection. The President consults the Economic and Social Council, on the draft of the plan. The national assembly then debates and adopts the law to approve the plan.

35. At the administrative structure level, the preparation of the plan is directed and co-ordinated by the Minister of Economic Affairs and Planning. Advisory body called National Planning Committee assist the Minister of Economic Affairs and Planning in making a critical analysis of the results, proposing guidelines, defining the objectives to be attained, choosing priority programmes to be carried out and defining the conditions of their implementation. The co-ordination in this context is done within the framework of the Ministry of Economic Affairs and Planning and the National Planning Committee.

36. In Botswana, National Development Plan preparation is co-ordinated by the Ministry of Finance and Development Planning headed by the Vice-President. This Ministry has the primary responsibility for preparing national plans and for overseeing their implementation. Sectoral Ministries are required to prepare their sections of the plan and are usually given considerable latitude within general strategic and financial guidelines.

37. There is also an Economic Committee of the Cabinet, which includes all ministers and senior officials. The committee serves as a forum which enables all Ministers to be regularly briefed at the highest level on the performance of the economy and the implementation of the National Development Plan. The Committee receives quarterly reports on plan implementation which helps it to ensure that the priorities set out in the Plan are adhered to. With this function, this body could ensure a more effective co-ordination of the Plan by the Ministry of Finance and Development Planning.

38. In Zambia, the Cabinet directs and oversees the National Development Plan at the policy level. The Central Planning office, co-ordinates National Development Planning by issuing instructions and guidelines to sectoral ministries and by examining and ensuring the internal as well as the intersectoral coherence of all sectoral plans. The ministries identify, evaluate and

recommend projects for the fulfilment of planned targets. The Central Planning office therefore provides the framework for sectoral co-ordination.

39. The foregoing is a representative sample of the framework and mode of National Development Plan preparation and implementation in some african countries. There may be slight variations in detail across countries.

V. THE INTEGRATION OF SOCIAL, ECONOMIC, ENVIRONMENTAL AND PHYSICAL PLANNING

40. The inter-relationship of social and economic problems must be recognized as well as the fact that such problems ultimately manifest themselves in physical form. The concept of a desirable physical structure is as tangible as the development of a sound economy and a sound social structure. The provision of one is virtually dependant upon the others.

41. Some recognition is given in all countries to the necessity of co-ordinating development, but generally no machinery exists for analyzing the effects, in physical terms, of meeting governments policies over the whole range of development. Rarely is analysis made of the long term effect of any large scale development project upon other aspects of existing and proposed development for which physical planning skills are needed. As indicated before, planning is mostly a disparate and sectional process. It is know, that where development projects are designed and executed without reference to other proposals and policies, and where they are not analyzed as to their effect on the country as a whole, then the result is not fully beneficial.

1. The aims of integrated planning

42. The unified character of integrated planning stems from the fact that whatever form it assumes, it is directed towards a common goal, which is to enable planning better to take simultaneously into account the social, economic, environmental and physical objectives of development and physical objectives of development in the light of the needs and aspirations of the population. It is as necessary to determine the achievement as it is to assess the execution of the integrated plans themselves. It would be arbitrary to dissociate analysis of the aims of integrated planning from their institutional, social, physical and historical contexts.

43. As stipulated in the introduction, the rationale of integrated planning is based in the greater economy and efficiency which this approach could ensure and the comprehensiveness of its scope in considering the totality of human and society's development. This derived on the diverse facts relating to problems which african countries have faced. These problems have been summarized in the chapter II above.

44. Two main forms of integration may be distinguished: the first is vertical in that the integration involves linking the aims and means of a specific sectoral policy. Different forms of integration in time or space at decision-making levels can be assimilated to such vertical

integration: a link between the short, the medium and long-term, or between the national, regional and local levels. The second form of integration is horizontal, as it denotes the establishment of relationships either between the different elements making up a sectoral policy (investment, institutional measures, etc.) or, and this is an additional step, between different sectoral policies or between possible conflicting projects.

45. Aims may be divided very schematically into two categories: basic aims and methodological aims.

46. The basic aims, which are of an institutional or political nature, may be classified as follows:

- To have planning take account of values or dimensions and to ensure that these are integrated as early as possible in the decision-making process so as to balance economic, social, cultural, environmental and physical concerns;
- To devote more attention to the physical aspects of development;
- To ensure internal consistency in the execution of projects: efficient use of resources, continuity, a satisfactory relationship between the means employed and the ends pursued and between expenditure and the needs to be met;
- To ensure external consistency of the project or programme envisaged: consistency with other projects, good use of available resources limitation of any effects of the projects which are harmful to population, to nature, to social or economic structures;
- To allow the different parties concerned (communities, social groups, regions, etc.) to make fair choices whether they benefit from the project or not.

47. The methodological aims relate more specifically to the means to be employed to achieved the basic aims referred to above. They may be classified as follow:

- To improve the functioning of the administration by strengthening, in particular, the co-ordination between administrative bodies;
- To develop tools to take account of uncertainty and complexity (systems analysis, strategies, etc.) and to integrate all the basic knowledge required for multidimensional planning (social, economic, environmental and physical);
- To improve the links between geographical scales of decision-making (national, regional, local, etc.);

- To improve the time-scale links (long-term, medium-term and short-term);
- To introduce procedures for community participation and institutions better adapted to open planning.

48. The definition and formulation of aims is an important and complex stage in integrated planning. The priorities given to the aims mentioned in the above list vary greatly in practice. But in any case priority should be given to harmonization of economic, social, environmental and physical dimensions of development. The possibility of defining aims which are appropriate to solving the problems and in conformity with the wishes of the population concerned depends on a number of conditions among which the following may be mentioned:

- Existence of a procedure for consulting the population during the plan preparation and implementation phases, so as to ensure some consensus of the aims of the action;
- Full awareness of the consequences associated with the choice of aims and of their interdependency;
- Satisfactory insertion of all necessary skills in the institutional and administrative structure, so that there will be genuine possibilities of arbitrating between the interests depended by bodies having sectoral responsibilities.

49. In practice, all these conditions should be fulfilled simultaneously.

2. Stages and framework for integrated plan 2/

Basic concepts

50. Whatever the approach to planning, it would seem possible, for analytical purposes, to identify the following sequential stages: elaboration of data; problem definition; goal formulation; evaluation of alternatives; provisional draft; final draft; and plan. In defining the process as integrated planning, it is usually understood that an array of significant physical, socio-economic and environmental factors, having their specific time and space horizons, is taken into consideration in a comprehensive way at different levels of design and decision-making.

51. The question for an enlargement of the basis on which to assess plans and make decisions is a common characteristic of virtually all planning activities. Example of steps in this direction are the creation of multidisciplinary teams, and the inclusion of groups and individuals

2/ Ref. Economic Commission for Europe: Human settlements - Key factor in Economic and Social Development - 1983

representing different public as well as private interests affected by the plan. The communities participation is generally recognized as an essential element at some stages of the planning process. This participation should be institutionalized.

52. Training and education is an other relevant question. It is clearly not sufficient to train professional planners and public administrators in practical applications nor by letting them work only occasionally in interdisciplinary groups; they have also to be given opportunities to develop understanding of the complex nature of integrated planning.

Groups or institutions involved in the planning process

53. As national, regional and local planning is the instrument for co-ordinating and integrating many conflicting goals and interests, local authorities, business, private sector and professional associations, special interest groups, high level administrative authorities and the general population concerned have particularly important roles to play.

54. Preparation of information and a proper documentation basis is important for providing a sound framework for participation in the analytical stage, when examination of possibilities for future development takes place. A number of technical investigations and research activities in specific fields is carried out before the planning process begins.

55. The responsible planning institution, the commissioning parties, specialized institutions, and teams of experts of various disciplines are involved throughout the planning process. Government authorities are responsible for co-ordinating the process of planning and plan implementation. To make the decision-making process efficient, the dialogue on critical questions should be open in advance; although this may initially slow down the planning process; it provides early resolution of conflicts.

Formulation of goals

56. Goals, although inter-related with the general aims, may differ according to each country, nevertheless, the fundamental goals incorporate the following elements: prevention of regional inequalities; improvement of the quality of life; preservation of the nature; development of tourism; development of construction sector; development of transportation systems; improvement of living conditions in rural areas; provision of social services in small communities; protection of environment; development of small-scale industries; development of infrastructures and employment opportunities.

57. The process of definition of goals has both professional and political aspects; Definitions should be made by professional planners on the basis of empirical and analysis intended to avert current and future problems. Identification of different conditions and constraints which determine the range of possible solutions as a basis for formulation of goals would be discussed, usually with a steering group, regional and local authorities, central government representatives

and the public at large. Definite development objectives would then be defined and formally established.

Operational procedures

58. From the operational point of view, there are many contributing factors, depending on the basic goals and objectives of planning. The procedures can be the following:

- Regional associations consisting of a management committee and an assembly of delegates and working committees are responsible for undertaking the planning process; executive and legislative power is delegated to the management and legislative bodies, while working committees have a consultative role;
- Multidisciplinary group is set up, responsible for all the necessary working and consultative activities;
- The public executive bodies are directly responsible for plan preparation;
- A steering group is responsible to the commissioning parties;
- Responsibility belongs to regional and local administrative bodies.

59. The following planning steps can be outlined for an integrated approach:

- Review recent development, defining positive and negative characteristics, with particular emphasis on physical and regional aspects;
- Establish relevant data banks and information mechanisms, with special emphasis on data difficult to quantify (such as environmental and social data);
- Adopt methods and techniques for obtaining and elaborating information, using such procedures for both the analytical and forecasting stages;
- Define the objectives of a regional plan, taking into account national and local policies and trends, as well as existing socio-economic values and traditions;
- Evaluate the local plans in terms of short and medium-term financial and budgetary consequence, with special regard to investment and operational costs;
- Population trends and demographic structure in connection with the housing sector;

- Economic situation: employment, unemployment, areas best suited for productive development;
- Evaluation of natural resources and potential utilization for balanced development of land;
- Trends and prospects of productive activities;
- Environment: nature of landscape; built-up areas; hygiene; water supply; air pollution; noise; safety; etc.
- Systems of settlements;
- Rural development;
- Traffic and transport patterns;
- Communications;
- Public and private expenditure and budgetary resources;
- Recreation.

3. Implementation

60. An integrated plan is considered to have been adequately implemented when it has been possible to bring together the different interests concerned, to apply satisfactory procedures and draw up a plan document reflecting the changing and multiple view points or issues. More often, the term implementation has been used to cover a series of actions that have taken place as a result of the plan. With this approach, plans are said to be successful when the actual measures taken coincide with these foreseen in the integrated plan.

61. When the concept of integrated planning is applied, it should be followed by a comprehensive evaluation of whether success has been achieved and at which degree.

62. With the integrated planning which is proposed, some questions should be raised at national level and adequate solutions be found. There are:

- Did the existing legal base and administrative structure prove to be sufficient for integrated planning? What initiatives or changes should be undertaken to adjust the legal base, the administrative structure and the organizational patterns?

- What is considered to be the most valuable result of integrated planning from the political, social, environmental, economic and political point of view?
- How did public participation influence the planning process both in terms of the project development and implementation design, and the attitude of the public towards the project?
- What future developments are considered necessary to the integrated planning in the field of training; education; research; information dissemination and public participation.

VI. CONCLUSIONS

63. Despite the obviousness of defects such as have been observed in this report, they are inevitable where planning for development is sectionalized. The system prevailing in most african countries where the economic development plan is comprised of various projects worked up by independent ministries, will not answer. The heavy and time consuming responsibilities for day-to-day problem do not permit the degree of technical liaison necessary. It has been the aim of the present report to explore some of the steps that will have to be taken, in order to realized an integrated social, economic, environmental and physical planning. The following points could be re-emphasized:

- i) Human settlements incorporates almost the universe of human activities and needs, including the economic and social activities. After all, the administration and settlement of population are closely linked with the broader field of socio-economic development;
- ii) A variety of framework for national development planning and plan integration are being tried in some african countries. These include, the use of one co-ordinating planning ministry; an interministerial plan co-ordinating body; a national planning commission or combinations of these. None of these is without its strengths and weaknesses. It would seem however that whichever framework is adopted, the important thing is to reflect human settlements policies as part of the objectives and priorities of the national socio-economic plan right from the beginning, and this should be done at the highest policy making levels of the government. It is at this initial stage and level of objectives, goals and priorities setting that such integration should start;
- iii) It would also seem that the realistic framework for a intersectoral integration of planning is that in the form of an intersectoral plan co-ordinating body under the head of state or government to have sufficient authority and minimize interministerial rivalries. Such a framework would may provide conditions for reaching an equitable balance between aggregate and sectoral plan objectives

through analyzing and examining the broader implications of sectoral choices and policies and in the light of such evaluations reconciling conflicts and working out strategies;

- iv) It is necessary, in the initial analysis, that is evolving resource allocation strategy in national socio-economic planning, the decision-making authorities should ensure that the investments choices and priorities are not wholly governed by the immediate consideration of maximizing the output of goods and services, while economic analysis may still be crucial in elucidating costs of alternative decision and providing data on which informed judgement could be based. Considerations like elevating human and social welfare through provision of public services and amenities (water supply and power supplies, transportation facilities and equipment, sanitation, health and education facilities) should also be given due weight in investment programmes;
- v) It may also be important to combine the programming of public investment with indicative forecasting for the private sector. Emphasis should be placed on co-ordination and consultation between departments of government as well as between government and the private sector. A flexible programming methodology is the key to public investment programmes. Government need therefore to develop the capacity to respond quickly to changing situations by modifying their policies and programmes as situations demand. In turn this will require a reliable data base and information flow as well as a high level co-ordination mechanism;
- vi) In spite of the foregoing observations, countries may still find one framework or arrangement preferable to the others depending on their local situations. The framework will therefore be predicated on the local political, administrative structure and socio-cultural milieu. But whatever framework is adopted for this integration exercise, the necessity for intersectoral co-ordination, co-operation and information flow cannot be over-emphasis, if an integrated plan is to be achieved. There is need for continuous interaction between technicians and the decision-makers, if plans would be carried through to achieve their objectives.