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ECONOMIC COMMISSION FOR AFRICA

REPORT OF THE SIXTH SESSION OF THE CONFERENCE OF AFRICAN PLANNERS
(Addis Ababa, 21-29 October 1976)

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PART I
ORGANIZATION OF THE MEETING

Opening and duration of the meeting

1. The sixth session of the Conference of African Planners was held at ECA headquarters, Addis Ababa, from 21 to 29 October 1976. In the absence of the Chairman of the fifth session of the Conference, the meeting was opened by the Vice-Chairman of that session, Mr. Eugène-Célestin Mbedo (Central African Republic).
2. In his address, Mr. Adebayo Adedeji, Executive Secretary of ECA, noted that the sixth session was the first to be held since he had assumed the office of Executive Secretary of ECA. He was particularly pleased to meet participants, having himself spent the greater part of his professional life teaching and directing courses on development administration and having had the honour of being Federal Commissioner for Planning in the Government of Nigeria.
3. The sixth session was taking place at a time when many of the basic assumptions and objectives of planning were not only being called into question but were also in the process of being revised. Over the past two years, ECA had, within the framework of the implementation of the Programme of Action on the Establishment of a New International Economic Order, completed a revision of the strategy for African development (E/CN.14/ECO/90/Rev.3) and had established a related medium-term work programme for the years 1976-1981 (E/CN.14/TECO/31/Rev.2).
4. The guiding principles of the strategy were the promotion of self-sustaining socio-economic change and an increasing measure of self-reliance. What was needed to promote the establishment of a new international economic order in Africa was the deliberate and radical transformation of the industrial, agricultural and rural sectors in such a way that, through strongly forged links among them, they would exert growth-promoting pressures on one another. That implied a staggering amount of work on the various components of the development problem at the national, multi-national, regional and multiregional levels, and it was against that background that the operational meaning of the unified approach to development analysis and planning was to be judged.
5. While the unified approach was seen as a more realistic and concrete way of handling planned development than the conventional one-dimensional resource-allocation approach, the scope and character of the problems and challenges involved in adopting the new approach and the relevant planning techniques were formidable.
6. He drew attention to the need to combine, in plan methodology and formulation, real critical factors determining production and to incorporate social objectives and the need for widespread capabilities for generating real incomes to mitigate the problems of unemployment and mass poverty. There were also the related problems of spatial organization of economic activity and of the effective participation of a far larger segment of the population. He emphasized that effective participation meant more than the organization of the mass of the people into village communities; it also meant the breakdown of the plan into sectors and projects in a manner that would make them understandable to the different classes of people expected to implement them.

7. He pointed out the paralysing factors inherent in the inadequacies of project analysis, design, planning and management. The development of indigenous capabilities in that area was one of the key elements needed to promote the establishment of a new international economic order within the region.

8. The Executive Secretary called for the strengthening of interdisciplinary dialogue and drew the attention of planners to the fact that their task had been rendered even more complicated by the implications of the current call for multi-regional co-operation.

9. Within the context of the institutional aspects of planning, he referred specifically to the United Nations Multinational Interdisciplinary Development Advisory Teams (UNDATs), the United Nations African Institute for Economic Development and Planning (IDEP) and the future role of the Conference of African Planners.

10. The UNDATs, he said, were threatened by a shortage of funds. The UNDP/ECA evaluation mission, the report of which was before the Conference, was however unequivocal as to the desirability of continuing the project. Consultations were in progress between ECA and UNDP on the possibility of converting the UNDATs into operational organs of ECA, particularly in relation to multinational projects. Therefore, government contributions to the project would continue to be of crucial importance.

11. One of the tasks of the Conference was the examination of the report of the latest evaluation mission on the activities and management of IDEP. He said that there had always been problems with the role, focus, and status of the Institute.

12. Finally, he indicated that, in light of the present and future scope of and challenge to planning, the Conference of African Planners should re-examine its role.

Election of officers

13. The Conference elected Mr. Simon M. Mbilinyi (United Republic of Tanzania) as Chairman and Mr. Daniel Kilem-Mbila (United Republic of Cameroon) as Vice-Chairman.

14. In order to ensure that specific recommendations would be available before the stage of adopting the report, the Conference appointed a Drafting Committee comprising the representatives of Ethiopia, Malawi, Morocco, Nigeria and Zaire.

Attendance

15. The Conference was attended by representatives of the following States members of the Commission: Algeria, Burundi, the Central African Republic, Egypt, Ethiopia, Gabon, Ghana, Guinea-Bissau, the Ivory Coast, Kenya, Liberia, the Libyan Arab Republic, Malawi, Mauritania, Morocco, Nigeria, Senegal, Sierra Leone, the Sudan, Somalia, Togo, United Republic of Cameroon, United Republic of Tanzania, the Upper Volta and Zaire. Observers from Austria, Finland, France, Italy, Netherlands, Sweden, Union of Soviet Socialist Republics and the United States of America also attended.

16. Observers from the United Nations Office of Technical Co-operation, the United Nations Conference on Trade and Development (UNCTAD), the United Nations Industrial Development Organization (UNIDO), the United Nations Children's Fund (UNICEF), the United Nations Development Programme (UNDP), the United Nations Research Institute for Social Development (UNRISD), the International Labour Organisation (ILO), the Food and Agriculture Organization of the United Nations (FAO), the

United Nations Educational, Scientific and Cultural Organization (UNESCO), the World Health Organization (WHO) and the Inter-Governmental Maritime Consultative Organization (IMCO) and the African Institute for Economic Development and Planning (IDEP) were present at the meeting.

17. The following intergovernmental organizations were also represented: Organization of African Unity (OAU), African and Mauritian Common Organization (OCAM), and East African Community. 1/

Adoption of the agenda and organization of work

18. The Conference adopted the following agenda:

Theme: Unified approach to development analysis and planning under African conditions

1. Opening of the session
2. Statement by the Executive Secretary
3. Election of officers
4. Adoption of the agenda and organization of the work of the Conference
5. Follow up to decisions taken at the fifth session and review of activities in the field of socio-economic research and planning
6. Revised framework of principles for the implementation of the new international economic order in Africa 1976-1981-1986 and medium-term plan for 1976-1981.
7. Some aspects of planning for socio-economic transformation in Africa:
 - (a) A critique of conventional planning in relation to the unified approach;
 - (b) Applications of the unified approach to development analysis and planning under African conditions;
 - (c) Social development planning in Africa within the framework of the principles of the unified approach to development analysis and planning;
 - (d) Public works programmes and integrated rural development as measures to alleviate mass poverty, unemployment underemployment.
8. Some institutional aspects of development planning
9. The Conference of African Planners: its role and its future
10. Agenda for the seventh session of the Conference
11. Other matters
12. Adoption of the report

1/ The list of participants is contained in document CAP.6/INF.21/Rev.1.

PART II

DISCUSSION OF THE AGENDA ITEMS

Follow up to decisions taken at the fifth session and review of activities in the field of socio-economic research and planning (agenda item 5)

19. Reports on the follow up to decisions taken at the fifth session of the Conference (E/CN.14/CAP.6/6) and ECA activities in the field of economic research and planning, July 1974 to October 1976 (E/CN.14/CAP.6/7) were introduced by a member of the secretariat.

20. In the discussion that followed, some participants wondered whether the Conference was in a position to ascertain the validity of the curricula vitae of prospective candidates for membership in the Governing Council of IDEP. However, while the problem was appreciated, it was the opinion of the Conference that, since members of the Council were elected in their individual capacities, it had to be assumed that the information contained in the curricula vitae was correct. In reply to a request that the standard formats for the submission of material for the biennial review and appraisal of progress should be simplified, a member of the secretariat said that the problems encountered by some member States in filling in the formats were appreciated. However, the formats were based on the various norms for measuring progress stipulated in the International Development Strategy for the Second United Nations Development Decade. Moreover, in designing the formats, the secretariat had taken into account the problem of data availability in most member States and had endeavoured to make the scope of the formats as simple as possible. Nevertheless, the secretariat took note of the request and would examine further the possibility of making the formats simpler.

Revised framework of principles for the implementation of the new international economic order in Africa, 1976-1981-1986 and draft medium-term plan for 1976-1981 (agenda item 6)

21. A member of the secretariat introduced document E/CN.14/ECO/90/Rev.3 (Revised framework of principles for the implementation of the new international economic order in Africa, 1976-1981-1986) and document E/CN.14/TECO/31/Rev.2 (medium-term plan for 1976-1981).

22. The discussion which followed centred on co-operation, the restructuring of national economies as an essential part of the restructuring of international economic relations and the mobilization of resources for that purpose. There was general agreement that co-operation was most essential for promoting self-reliance and dynamic economic growth in Africa. However, the extent of co-operation to be achieved depended on the political will to co-operate, which appeared to be weak notwithstanding the statements that had repeatedly been made and the resolutions adopted by African political leaders and the considerable number of economic groupings that had been established, one of which, at least, was under stress.

23. It was proposed that a recommendation should be made to the ECA Conference of Ministers to call on OAU to make a strong political commitment to the promotion of economic co-operation in Africa. It was also proposed that consideration should be

given to the centrifugal forces that had been hampering co-operation in Africa, and that a study should be made to identify the reasons for the limited co-operation so far achieved. In addition, the manner in which technical factors could be presented so as to facilitate political decisions, or the way in which technical factors could be integrated into the process of political decision making, should be looked into. Finally, co-operation systems should be devised that could best promote Africa's development objectives.

24. Several representatives outlined to the Conference the action being taken in their countries to restructure their economies. Such action included emphasis on rural development, the promotion of diversification of agricultural production, including emphasis on production for local markets, less emphasis on import substitution industries with high imported raw-material content, more emphasis on developing industries based on local raw materials, basic and small-scale industries including industries catering for the masses, the development of indigenous technology, the allocation of resources to development activities to benefit the poor, the promotion of self-sufficiency in some manufactured products, mass involvement of the people in education and training, development of transport facilities and the encouragement of people to contribute to the resources for project implementation.

25. It was generally agreed that the restructuring of national economies was necessary if the new international economic order was to be made meaningful and if dynamic economic growth was to be promoted in Africa. Moreover, the requirements for a new international economic order also included the restructuring of the economies of the developed countries in a spirit of mutual co-operation. In such a restructuring, African countries would need to change their consumption patterns in favour of local products; they would need to ask for better prices for their raw materials as well as take steps to make those prices sustainable in a long-run remunerative trend; they would need to ensure that industries were internationally relocated for the benefit of the developing countries, that their own industrialization policies promoted employment, that the transfer of technology included the lowering of the cost of technology and the promotion of self-reliance, and that the technology to be transferred promoted the establishment of the industries that met the new development objectives.

26. Substantial financial resources would be required for such a restructuring. Since the expansion of production for export to developed countries had met with falling prices for the products concerned and had led to falling demand as an indirect consequence of inflation and since aid from the developed countries had been unreliable and had fallen far short of expectations, African countries would have to rely more on their international resources, as part of their efforts to promote self-reliance. Such a situation further underscored the need for co-operation and collective self-reliance.

27. Some representatives pointed out that the framework of principles did not cover such important issues as unemployment in the rural areas and co-operation in the field of research and that there was no priority rating of the proposals. It was noted, however, that Governments were in a better position to establish priorities. Some representatives also pointed out that the promotion of co-operation should include wide dissemination of technological information, the establishment of consultancy services on a subregional basis and the establishment of market information services. The representative of IMCO pointed out that the benefits which

African countries could derive from the new international economic order would be greatly enhanced if they developed their maritime transport in order to secure a fair share of international shipping services. The agencies of the United Nations system were ready to provide assistance to that end.

28. The representative of IDEP stated that the models of economic growth so far adopted in Africa had failed to promote Africa's socio-economic development and had, instead, given rise to the present development problem. He then outlined certain aspects of such measures as better prices for raw materials, the promotion of exports of manufactures, the transfer of technology, co-operation, especially among African countries and with Arab countries, and the reform of international monetary system, which were parts of the programme of action for the establishment of the new international economic order, and to which African countries needed to give special attention in order to ensure that the measures contributed effectively to Africa's socio-economic development.

29. The representative of UNIDO informed the Conference about the activities of his organization in promoting the utilization of local raw materials and encouraging self-reliance in industrial development as well as in identifying and promoting the establishment of basic intercountry industries. The representative of UNCTAD informed the Conference about the activities of UNCTAD in promoting self-reliance in the developing countries and assured the meeting of the readiness of her organizations to assist African countries to achieve that objective. The representative of ILO outlined some key development problems which had to be taken into account in the restructuring of African economies. They included unemployment, which his organization was tackling through the Jobs and Skills Programme for Africa (JASPA), redistribution of income, adaptation of imported technology to local requirements and rural development. He emphasized the need to promote a tripartite relationship - between the Government, private employers and the trade unions - in an endeavour to solve Africa's development problems. The representative of OCAM said that OCAM was promoting regional projects to supplement national projects in the fields of training, the use of agricultural machinery, collection of demographic data and industrial development.

30. Some representatives felt that the priorities set out for the projects in the medium-term plan needed to be revised. For example, promoting producers' associations only for key commodities might increase dependence on developed countries' markets and hamper diversification. On the other hand, the perspective study of agricultural development in the Sahel indicated in the plan should be extended to other drought-prone areas.

31. The Conference was in agreement that the revised framework of principles provided the right basis for the restructuring of national economies for the achievement of self-reliance and self-sustaining economic growth as an element in the restructuring of international economic relations, and that renewed emphasis should be given to the promotion of economic co-operation for that purpose. It noted, however, that the document was subject to further improvement.

Some aspects of planning for socio-economic transformation in Africa (agenda item 7)

(a) A critique of conventional planning in relation to the unified approach

32. The representative of the secretariat summarized briefly document E/CN.14/CAP.6/5 which formed the basis for discussion of the agenda item. The document was organized around four stages of development planning: goals and objectives, programme formulation, financial planning and plan implementation. Each section contained a critical examination of conventional practices in the light of the requirements of the unified approach.

33. Many participants praised the secretariat for a good document which not only analysed the unified approach but also attempted to find solutions to some of the constraints facing development planners in Africa.

34. Some representatives questioned whether the unified approach - which had been discussed at the previous two sessions of the Conference - had yet reached the stage where it could be applied in a practical way to African conditions. It represented a step forward from the intellectual point of view but it did not show planners how to solve, for example, conflicts between incompatible objectives. It was a long-run approach to planning which could not be implemented in full as long as the executive capacity in Africa was limited.

35. The secretariat was correct to suggest that planners should redirect their interests towards the lagging sectors, regions and population groups as a means of correcting imbalances in economic progresses. Furthermore, it was rightly mentioned that such a reorientation might go against the vested interests of politicians but it was not stated how that problem could be resolved. Planners were technicians who tried to achieve objectives laid down by their political leaders by whatever tools they had at their disposal. They could not circumvent the very substantial pressures which normally arose from the operation of the political systems of their countries.

36. According to most representatives, the unified approach placed the correct emphasis on development as opposed to growth as an objective of planning. It was agreed that development could not be adequately described in a single indicator such as the growth of GDP. However, it was wondered whether development without growth might not arrest development by stifling the expansion of resources. The secretariat replied that such a trade-off was not inevitable. The unified approach was concerned not with replacing growth by development but with formulating styles of development in which intersectoral and interregional linkages in growth strategies were better thought out. Growth-oriented strategies in the past had not been optimal because they had neglected production and consumption linkages between sectors.

37. A number of participants questioned the extent to which the unified approach actually represented a major new departure in development planning. Social objectives had been considered in the past. No African country had adopted pure growth strategies for development. The unified approach did not exclude, but supplemented conventional planning which was necessary to study consistency, the relationship between the availabilities and uses of the output of goods and services, and to deal with the issues of balance-of-payments problems, inflation and monetary and fiscal policies. The paper had discussed weaknesses in conventional planning but

many of the same weaknesses could be applied to the unified approach as well. The unified approach contained some improvements over conventional planning but they did not constitute in themselves a panacea for all problems. The degree of departure from conventional planning represented by the unified approach depended on the country concerned and on the sector or region within the country.

38. However, it was agreed that, whatever approach might be adopted data and manpower problems would remain paramount in the development planning processes in African countries. Those problems might even become more crucial under a unified approach with its emphasis on diagnosis and measurement of socio-economic phenomena, and its stress on the need to reconstruct existing systems of analysis and information retrieval. The Conference noted that notwithstanding those difficulties, some countries were already conducting 'capacitation' studies to learn more about the interactions among economic variables and to evaluate the capacity of individuals, institutions, and the nation as a whole to develop themselves, even if the studies had not been called by that name.

39. Many participants stressed the problem of mobilizing resources, which had been insufficiently dealt with in the paper. Borrowing from foreign sources was often the only way to overcome balance-of-payments difficulties and/or provide the finance for development projects. Donors usually insisted on profitability criteria which might conflict with those of the unified approach. If the unified approach was accepted by members of the United Nations, then donor countries and international financial institutions should change their policies in that direction.

40. In conclusion, the Conference agreed on the need to adopt the unified approach to development analysis and planning, particularly, in view of its relevance to the improvement of institutional arrangements for data collection, manpower training and administrative structures for plan formulation and implementation. It recommended the acceptance by the ECA Conference of Ministers at Kinshasa in February 1977 of the concept of the unified approach and of the extensive use of the techniques it implied in future development planning in Africa.

(b) Applications of a unified approach to development analysis and planning under African conditions

41. Document E/CN.14/CAP.6/4 (Application of a unified approach to development analysis and planning under African conditions), prepared by the Economic Commission for Africa jointly with the United Nations Research Institute for Social Development (UNRISD), was introduced by a representative of the ECA secretariat. He said that, in view of the repeated references to the need to distinguish clearly the main differences between conventional planning and the proposed unified approach to development analysis and planning, it was necessary to stress that, to the extent that a unified approach emphasized the importance of planning directly in terms of the specific development objectives enumerated in the document and of relating development planning activities directly to those objectives in relation to the subgroups for which they were meant, the new approach was different from the conventional planning. The new approach also differed from the old one in that it emphasized the need for 'diagnosis' or 'situation analysis' as the basis for any policy action. Existing practices in many African countries were very weak in those respects. Similarly, existing practices were very weak as far as the deliberate recognition of the role of technological development policy and of the need to plan in terms of the basic needs of the poor majority was concerned.

42. It would be necessary for participation in the planning process to be expanded to include the activities of those working in the executing ministries, the parastatals and the private sector, who possessed the technical knowledge needed for development. The central planning offices should work towards becoming effective leaders of a group of institutions scattered all over the economy.

43. The Director of UNRISD gave a brief history of the unified approach project and elaborated on the ongoing work in the applications of the approach. The unified approach had recently been reviewed in General Assembly resolution 3409(XXX) and endorsed for adoption by the States members of the United Nations as a means for the attainment of balanced social, economic and human development. The resolution contained a request to the Secretary-General of the United Nations to prepare a report on the applications of a unified approach by member States. The resolution also requested the Secretary-General, in consultation with the Director of UNRISD, to elaborate a set of suggestions for pilot projects on the application of the unified approach. The Economic and Social Council, at its sixty-first session, had reviewed the list of pilot projects and emphasized the need to relate the application of the unified approach to the new international economic order and not to impose upon national priorities.

44. The emphasis was now upon practical techniques for applying the unified approach, UNRISD was undertaking or initiating a series of projects in that regard. They included studies on pilot projects and deliberate measures to involve the poor majority in development, a project on the improvement of development statistics, experimental research on the measurement of real progress at the local level and the feasibilities of establishing development monitoring services. In addition, the Institute was undertaking correspondence and profile analysis.

45. The aim of such services was to supplement aggregate indicators with information gathered at the local and micro levels. The Institute was co-operating with the World Health Organization in that respect. With regard to information analysis, work on 'profile analysis' was an alternative method to the traditional regression analysis techniques. There was also work on new methods of project analysis which would be capable of incorporating such distributional objectives as income distribution and employment and of answering the question of who benefited and would benefit from the projects. Finally UNRISD was working on technological development and its implications for such problems as the progress of low-income groups and the composition of production, a type of research which was called 'consultative research'.

46. Participants stressed the importance of providing concrete guidelines on the application of the unified approach, and the need for international agencies to provide technical assistance in undertaking 'capacitation' studies in African countries.

47. A number of participants, among whom were representatives of countries not visited by ECA/UNRISD teams, briefed the Conference on some aspects of the unified approach being applied in their countries.

48. The Conference requested that ECA, UNRISD and other United Nations bodies including IDEP should work out appropriate guidelines on the applications of the unified approach in African countries, and recommended that the organization of seminars and workshops in the African region, at both the regional and the subregional

levels should follow the publication and dissemination of such guidelines. The Conference also recommended that national planning offices should organize, in co-operation with national research institutes, universities, and voluntary agencies, an inventory of their research activities with a view to determining the relevance of their work to the needs of development planning.

49. The Conference further recommended that African countries should integrate research and science policy units in the over-all decision-making process including plan formulation and the formulation of national science policies. It then endorsed the suggestion that the responsibility for handling the training aspects of the unified approach be entrusted to IDEP.

(c) Social development planning in Africa within the framework of the principles of the unified approach to development analysis and planning

50. A member of the secretariat introduced the paper on social development planning. (E/CN.14/CAP.6/3).

51. Many participants commended the paper and observed that the principles of the unified approach were not new and that they were already applied, although not always explicitly, in planning social development. It was pointed out that substantial progress had been made in education, health, housing and other social fields in recent years. It was also noted that the unified approach had commendable features and it would involve a new style of development based on the decentralization of planning activities and on undertaking more thorough 'capacitation' and 'diagnostic' situational studies.

52. Regarding education, a number of representatives stressed the need to adapt education and training to the requirements of the country concerned, taking into account the limited resources available. However, a number of participants noted that a policy to decelerate the expansion of secondary and higher education might not be politically acceptable. Moreover, it was pointed out that such a policy would limit the number of post-primary or post-secondary graduates and thus would introduce a greater degree of inequality in education.

53. A rapid expansion of education in rural areas based on appropriately planned curricula and training for primary school children with a view to enhancing their productivity in the agricultural sector might reduce the tendency of school leavers to migrate to urban areas and could encourage increased employment in agriculture.

54. It was noted that there were three main aspects to health planning, namely health to the people, by the people and with the people. Planning of the health sector with emphasis almost exclusively on health to the people aspect was inadequate. For example, improvement of health infrastructure had to be consciously followed by adequate health education so as to reduce the incidence of communicable diseases. In health development, the people could contribute substantially to improving their own health. Regarding planning the health sector with the people, it was considered that the clients of health services should not be treated completely as passive elements. The population should be encouraged to participate in health planning and in the provision of health facilities through community development efforts appropriately inspired and guided by the Government.

55. For the planning of the housing sector, it was remarked that the paper ought also to have looked at the question of land ownership and real estate patterns. In some cases, the acquisition of land sites for housing development had posed a serious obstacle. It would seem, therefore, that appropriate legislation should be promulgated at the national level to solve the problem of land acquisition wherever and whenever it existed.

56. Regarding environmental development, it was agreed that reckless and uncontrolled felling of trees should be prohibited by law. In particular, it was suggested that appropriate laws should be enacted to regulate the activities of lumbering companies. Such regulation was particularly necessary in view of the need to protect the interests of rural dwellers, who might not only require the trees for their economic and social needs, but also might require them to protect their agricultural land from environmental degradation. However, there was also a need to provide alternatives before such action was taken.

57. It was noted that the development of the social welfare sector had been hampered by the fragmentation of legislation and the multiplicity of authorities in some countries. Where that was the case, it would be necessary to consolidate and simplify existing legislation and machinery.

58. Concerning the problem of income distribution, it was not always true to say that the measures taken to reduce income maldistribution had not been effective. In fact there existed empirical evidence in a number of countries to suggest that the measures taken had been effective in reducing income disparity either between income groups or between urban and rural areas.

59. The observer of the Soviet Union stressed the close interrelationship of economic, social and scientific and technical-based development. In order to raise the material well-being and the cultural level of the people, a continuous increase of resources would be necessary. He also pointed out that the Soviet Union had co-operated with a number of African countries in the field of planning and that assistance would be available either on a bilateral basis or through United Nations agencies to strengthen the planning capacity of African countries.

60. The representative of WHO noted that basic human needs were not being met in water, nutrition, housing and sanitation, basic medicine and household equipment. Accordingly WHO had been involved in seeking new approaches to health problems. Those approaches included primary health care with greater participation of the community and indigenous efforts; expanded programmes of immunization using auxiliary workers; nutrition surveillance programmes with built-in early warning systems for predisaster planning; bioenvironmental methods of control of communicable diseases; and revised curricula for basic health education.

61. The UNESCO representative informed the Conference that some initiatives had been taken to evolve a set of socio-economic indicators for monitoring development plans in some African countries. In that respect, a joint ECA/UNESCO meeting would be organized in 1977 to examine the most appropriate methods of co-ordinating the efforts of the two organizations in that field.

62. Finally, the ILO representative indicated that the employment strategy which the ILO had been advocating and of which mention was made in the paper would not lead to a reduction but on the contrary to an increase in growth rates. That strategy involved a redistribution of income and wealth and the channelling of investment.

(d) Public works programmes and integrated rural development for the alleviation of mass poverty, unemployment and underemployment

63. A representative of the secretariat briefly outlined the main contents of document E/CN.14/CAP.6/2.

64. Participants expressed their appreciation of the document. However, the representative of the United Republic of Tanzania suggested a revision of the section reviewing the Tanzanian experience on integrated rural development to take into account latest developments and eliminate a number of inaccuracies. Also the representative of Malawi pointed out a number of corrections needed in the section on the Lilongwe land development programme. The secretariat took note of those observations and promised to review the sections concerned in a revised version of the paper.

65. The representative of the ILO stressed that public works programmes offered an opportunity to encourage more labour-intensive projects in African countries. Those were only short-term solutions, however, and there was a need to find ways of providing labour-intensive employment on a more permanent basis. The ILO had organized a seminar on the management of public works programmes in Nepal, the results of which might be instructive to African countries. With respect to integrated rural development, the ILO representative stressed the need for all ministries involved with the rural areas to co-ordinate their activities in the interests of rural development. That type of co-operation among ministries was often missing in both the plan formulation and plan implementation stages.

66. The representative of the World Food Programme emphasized the efforts that had been made by WFP to expand employment in developing countries. Sixty-five per cent of WFP's resources had been used to create employment in rural areas through such programmes as afforestation, soil conservation, irrigation and settlement. Ten per cent of its resources had been spent on vocational training. WFP was stressing employment creation because the food problem was often really not an over-all shortage of food but a lack of effective demand on the part of the unemployed to purchase their minimum-calorie requirements. Creating employment, especially permanent employment, was one way of expanding effective demand.

Some institutional aspects of development planning (agenda item 8)

(a) United Nations Multinational Interdisciplinary Development Advisory Teams (UNDATs)

67. The secretariat pointed out that there were currently three UNDATs in Africa. UNDATs had initially been conceived as technical advisers in plan formulation and implementation and project evaluation for the developing countries.

68. Towards the end of 1975, ECA and UNDP had decided that the entire structure of UNDATs should be reviewed. There were three main reasons for the need to review the UNDATs. Firstly, there was the desire to fit the activities of the UNDATs into the framework of the new international economic order. Secondly, therefore, it was necessary to restructure the operational base of the UNDATs as authorized by the governing bodies of ECA, i.e., the Conference of Ministers, the Technical Committee of Experts and the Executive Committee, at their several sessions. Thirdly, there was the inadequacy of financial resources which threatened the very existence of UNDATs. The initial donors which had voluntarily supported the UNDATs, such as the Scandinavian countries, had, towards the end of 1975, given notice of their unwillingness to continue, and funds from the regular budget had dwindled.

69. After prolonged negotiations with ECA, UNDP agreed to finance the 1976 budget on condition that the financial needs of the Teams were thoroughly examined so as to provide long-lasting solutions.

70. Another reason was that the secretariat felt that there was a need to spell out in definite terms concrete proposals for co-operation. Since ECA headquarters was itself being reviewed and restructured, the exercise had to be extended to the field. The subregional offices were, for some reasons, not effective and operational. Hence, it was thought necessary to merge them with the UNDATs so as to strengthen ECA's field activities.

71. The joint ECA/UNDP Evaluation Mission had presented its report (document E/CN.14/INF.87) and comments had been made on it jointly by ECA and UNDP (document E/CN.14/CAP.6/8). The Mission had mainly been drawn from outside ECA and UNDP.

72. Although the Evaluation Mission had been impressed by the work done so far by the UNDATs, it was noted that they were greatly constrained by the insufficiency of both funds and personnel.

73. Noting that one of the major constraints on the performance and effectiveness of UNDATs was the shortage of staff, the Mission had recommended that there should be a permanent core of specialists for each UNDAT, the composition of which should reflect the general development needs of the given group of countries. The core staff would be supplemented by consultants. Governments could second their personnel of UNDATs for training purposes.

74. With respect to the nature of the Team's work, the report recommended that the UNDATs should concentrate mainly on multinational and multisectoral projects, although they could deal also with national projects with multinational elements, a stand which was endorsed by both ECA and UNDP.

75. As for country coverage, the Mission thought that the determining factors should be similarity in economic problems, the proximity of the countries to one another, the possibilities of synchronizing the work of UNDATs with that of the subregional economic co-operation organizations that the countries had already set up and effectiveness in executing the UNDATs work. It was recommended therefore that, for the time being, the Lusaka UNDAT should remain as it was but that it should be reviewed in future; that the Yaoundé UNDAT should be enlarged to include the islands of São Tomé and Príncipe; and that the Niamey UNDAT should concentrate only on the Sahelian States.

76. Consequently, three new UNDATs should be created, one for West Africa to serve the coastal States of Nigeria, Benin, Ghana, the Ivory Coast, Guinea, Guinea-Bissau, Liberia, Sierra Leone and Togo; the second one to serve Rwanda, Burundi and Zaïre, and the third one to serve North Africa, including the Sudan. A seventh UNDAT was to be established in the future to serve the coastal and the island countries of East Africa. ECA and UNDP endorsed those views, subject to the availability of finance.

77. The Mission had recommended that for each UNDAT, there should be a two-tier institutional structure composed of the committee of officials and a council of ministers. The committee of officials would consider the proposed programme of work, which would be submitted for further consideration by the council of ministers. The third element in the structure would be a smaller sub-committee of the committee of officials that would meet more frequently to monitor progress and make decisions on ad hoc projects. ECA and UNDP endorsed those opinions but noted that there was a need to have variations and modifications of the two-tier political and technical structure with a view to meeting the special needs and particular conditions prevailing in the different groups of countries.

78. Recruitment would follow United Nations regulations but preference should be given to African personnel and those from other developing countries. As for consultants, the order of preference should be: ECA staff; experts from African countries; experts from other developing countries; and then experts from the developed countries (see paragraphs 46-49 and 51-52 of the report). ECA and UNDP endorsed those opinions and also recommended that the core staff should be limited to four or five highly qualified specialists.

79. With reference to relations with other organizations, the Mission recommended that:

(a) UNDATs should work closely with the intergovernmental organizations in Africa;

(b) Since UNDATs were to be the operational arms of ECA covering all of Africa, there was a need to integrate the work programme of ECA and that of UNDATs. In that context, it was necessary to change the name of the UNDATs to either "ECA Multinational Operational Centres" or to "ECA Multinational Operational Teams" or to "ECA Multinational Operational Expert Groups". That suggestion was endorsed in the joint ECA/UNDP comments;

(c) Special arrangements should be worked out in detail regarding the relations of UNDATs, particularly the team leaders, to UNDP resident representatives. ECA and UNDP fully supported that idea;

(d) There was also the need for closer co-operation between the UNDATs and other United Nations bodies such as UNIDO in industrial matters, UNCTAD in trade and the ILO in labour. In fact, some of those organizations had already made some of their personnel available to UNDATs. The objective was to avoid waste and duplication of efforts.

80. The Evaluation Mission further recommended that, to ensure the effective planning, programming and implementation of the UNDATs' programme of work, there was a need to have finance assured for longer periods. Financial support should

be for a span of, say, five years. The three existing UNDATs were using funds up to the tune of \$US 1.5 million per year and \$US 4.2 million per year would be needed for the six UNDATs envisaged in future.

81. UNDP had pledged \$US 900,000 for the current year and \$US 1.2 million per year was expected from UNDP between 1977 and 1981. Hence there was a gap in the required funds.

82. Participants expressed gratitude to ECA for the work done so far in relation to UNDATs and for the work done by the UNDATs in the field, as well as to UNDP and all the other donors which had helped with both finance and staffing.

83. The conference appreciated the major constraints facing UNDATs, namely finance and staffing, and emphasized the need to find immediate solution to the short-term problems while concrete answers were being worked out for the long-term problems.

84. In general, the Conference endorsed the recommendations contained in the Review Mission report and the thoughts contained in the joint ECA/UNDP comments.

85. However, some reservations were expressed particularly on how a choice could be made between the UNDATs and ECA subregional offices before a thorough analysis and evaluation of the two had been made, and on the need to establish three additional UNDATs, in an attempt to cover the whole of Africa, before the existing ones became totally effective.

86. It was further noted that the Lusaka UNDAT was too big to deal effectively with all its countries. The desire was expressed that the Niamey UNDAT should be maintained as it was and that a new UNDAT should be created to serve the countries which were not being served by the Niamey UNDAT. It was the view of the Conference that the division between the Sahelian and coastal countries, as recommended by the Evaluation Mission, was somewhat arbitrary.

87. The Conference appealed to the ECA secretariat to ensure that the orientation of the UNDATs followed, to a greater extent, poles of economic growth and development; for instance, countries served by the same river basins should, wherever possible, be served by the same UNDAT; similarly, coastal and land-locked countries with common economic interests should be grouped together.

88. The Conference further appealed for the studies so far carried out to be implemented. The terms of reference of the UNDATs should be reinforced and be made more precise so as to enable the UNDATs to deal with specific projects in specific and concrete terms. There should be flexibility in the activities of the UNDATs, depending on the countries served by each one. For example, whenever necessary, the UNDATs should respond positively to requests for assistance in national projects and not deal exclusively with multinational projects.

89. Attention was drawn to the problems of personnel and recruitment. It was recommended that the curricula vitae of the personnel to be recruited should be thoroughly evaluated and that the recruitment of experts whose references and qualifications were not relevant to the requirements of the countries served by an UNDAT should be avoided. It was suggested that a committee composed of representatives of the countries in which the experts were to work should be established for

the purpose of scrutinizing the curricula vitae of applicants. The general view was that the performance of some experts recruited from outside Africa had not been impressive.

90. The secretariat was called upon to look into the causes of high staff turnover in the field. It was also enjoined to clear the appointments of Team Leaders with the Governments concerned.

91. The Conference requested the Executive Secretary of ECA to advise the Governments of member States on the terms of financing of UNDATs by UNDP, and to keep the countries informed on the preparations being made for financing UNDATs at the end of the five-year period 1977-1981. Experience of non-African UNDATs should be used whenever relevant.

92. The Conference noted that there was tremendous room for more co-operation among African countries and that the UNDATs should play a major role both in promoting African economic co-operation and in complementing the efforts of the respective Governments. It was agreed that there was an urgent need for Governments to give greater support to the UNDATs.

93. In concluding the debate, the secretariat expressed gratitude to UNDP and to other donors for the funds provided during the current year and those which would be forthcoming in future, and to UNDP again for its participation in the Evaluation Mission. Gratitude was also expressed to those African Governments which had in different ways helped the UNDATs, particularly by seconding their staff as well as by providing other facilities for the operation of UNDATs. Mention was made in particular of the Governments of Zambia, the United Republic of Cameroon and the Niger, where the UNDATs were currently located.

94. The Conference urged African Governments to take a more active role in supporting UNDATs. The future of the UNDATs depended on the future commitments of Governments to take over full responsibility for and be fully involved in the work of the UNDATs in identifying and implementing multinational programmes and projects in Africa.

(b) The future of IDEP and related matters

95. The Director of IDEP introduced the two reports of the Governing Council (GC/IDEP/SEM/4 and 5) and drew the attention of the Conference to the following documents: the report on the evaluation mission, the comments of the Office of Technical Co-operation at United Nations Headquarters and of the Director, of IDEP on the report, the summary of IDEP activities for the period 1970-1975 (IDEP/DIR/2718/Rev.2) and the programme of the Institute for 1977 (IDEP/R/2769). He also reported that the ECA Executive Committee, which had met at Algiers from 12 to 15 October 1976, had expressed the wish that the Institute should continue to be involved in a number of studies on strategies for Africa as it had done in the past, even though the role of IDEP had not been formally included in the Committee's agenda. The point had been raised in connexion with a proposal for the establishment within ECA of a centre for strategic studies, which the Director welcomed as a patriotic African initiative.

96. While the matter of co-ordination would come up for discussion in due course, he thought that strategic studies were so vital that it would be impossible to devote too much effort to them. An institution like IDEP had to adapt from time to time to the evolution of the continent as well as to that of the world and in that framework evaluation missions could be of use if correctly organized. He then summarized the alternatives for defining the role of IDEP in the coming phase, stressing the need to put the training activities in their proper framework taking into account the wish expressed by African Governments for strategies based on individual and collective self-reliance and intra-African co-operation as well as the struggle of Africa, in co-operation with the other developing regions, for a new international economic order, with a view to reinforcing the economic independence of Africa.

97. Turning to the question of the financing of the Institute, the Director reminded the Conference of the importance of the support provided by UNDP to date - about \$10 million for the 12 years 1964-1975 - although that amount still fell short of what was required to meet the expectations of member States. By ECA Conference of Ministers resolution 285(XII), African member States had expressed their willingness to contribute more substantially to the financing of IDEP, and they had started to do so. It should nevertheless be emphasized that a minimum of \$2 million a year was needed, as indicated in the resolution, since with its present budget the Institute could provide only seven experts to cover 48 countries.

98. It was in that framework, he concluded, that the respective roles of the Governing Council, the highest authority of the Institute, its Director, and the organizations involved - ECA as an executing agency, taking over from the Office of Technical Co-operation, and UNDP as a financing agency - should be carefully examined.

99. The Executive Secretary of ECA in his capacity as Chairman of the Governing Council, made some comments on the points raised by the Director. Recalling that the review mission had been mounted in response to ECA resolution 285(XII), he stressed that the Conference had the responsibility of defining concrete proposals for the consideration of the Conference of Ministers to be held at Kinshasa in February/March, 1977. He recalled that the new draft statute for the Institute proposed by the Kaya mission had been amended by the Governing Council (see GC/IDEP/SEM.4). Endorsing what the Director had said, he reiterated that, although 1977 would be only a transitional year, the Institute had to prepare a five-year programme covering the entire next phase in the light of the suggestions made by the Conference.

100. A number of representatives said that their contributions to the discussion would have been made easier if documents, such as the comments of the Office of Technical Co-operation and of the Director of IDEP on the mission report, had been made available to them. The Executive Secretary replied that, since the Governing Council had already looked into those documents when drafting its own comments on the mission report, there was no need to come back to them at that point in the deliberations.

101. Further comments by representatives related to a number of points in the Kaya report, the report of the second extraordinary session of the Governing Council, which was devoted to the examination of that report, and in the report of the third

extraordinary meeting of the Council, which had examined the work programme and the budget of the Institute for 1977. In the main, the discussions centred round the following issues:

(i) The role of the Institute (article 1 of the proposed Statute (GC/IDEP/SEM/4, annex)).

102. The Conference agreed that, while training should form an important element of the work of IDEP, the Institute should also concern itself with the specific development problems of the continent and should design training programmes in the light of the specific characteristics of Africa. Accordingly, it was decided that article I of the amended draft Statute should be further revised to reflect that view.

(ii) Matters raised in GC/IDEP/SEM/4, p.16

103. The Conference felt that the evaluation mission's allusion to delicate matters which it did not include in its report but nevertheless hinted at, was unfortunate. The mission should have either reported the so-called delicate issues or refrained from alluding to them altogether, in order to avoid the creation of uncertainty and the impression of incomplete information being provided to member States and their Ministers.

(iii) Declaration of all professional posts vacant by mid-1977 (GC/IDEP/SEM/5, para. 33)

104. Some members of the Conference expressed doubts concerning the desirability of declaring the posts of professional staff members vacant in the middle of a transitional year, as had been proposed in paragraph 33 of document GC/IDEP/SEM/5 noting that even though the existing staff were not excluded from reapplying, the effect on staff morale for the rest of the year was likely to be adverse. They therefore expressed a preference for the existing machinery for the employment and re-employment of such staff members.

105. Commenting on the discussion, the Executive Secretary expressed his personal appreciation to all members for the sincerity of their contributions, which showed that there was a common concern to strengthen that unique pan-African Institute to enable it to fulfil its obligations to Africa.

106. Concerning the report of the evaluation mission, the Executive Secretary drew the attention of the Conference to the fact that, even though it could not amend anything in that report, it was free to agree or disagree with any part of it.

107. Concerning the role of the Institute, the Executive Secretary remarked that it was necessary for the participants to ask themselves what they wanted IDEP to do. In his opinion, what IDEP would do would depend primarily on the scarce resources at its disposal.

108. The Executive Secretary pointed out that the draft Statute of the Institute went beyond the report of the evaluation mission. The Statute provided that the primary, but not the exclusive purpose of the Institute should be training. In addition, the staff would carry out research in order to support their training programme, which would itself be subject to annual review.

109. Referring to the delicate matters mentioned in the report of the evaluation mission, (GC/IDEP/SEM/4, para. 16), the Executive Secretary said that nobody was trying to hide anything. It was a practice in the United Nations system that missions often found it necessary to submit a confidential report in addition to the main one. The common desire remained that of improving the Institute. There was nothing in the formulation of that paragraph inimical to that aim.

110. On the question of the employment and re-employment of professional personnel and the 1977 budget, the Executive Secretary indicated that a misunderstanding seemed to have arisen. The fact was that for a period in 1976 and up to the time the meeting was taking place, IDEP contracts had been made on a month-to-month basis. The recommendation of the Governing Council at its third extraordinary meeting had been that one-year contracts should be given to all staff members for 1977, i.e. up to 31 December 1977. The Governing Council had also recommended that a five-year work programme should be prepared. It was therefore expected that new types of expertise might be required in the future and the Institute should not commit itself to maintaining the present staff.

111. In conclusion, the Executive Secretary noted that the potentialities of IDEP were great, but that its resources needed to be augmented. He called on the Conference to appeal to member States to pay their contributions, and to do so promptly.

112. The Executive Secretary explained that the audited accounts referred to in GC/IDEP/SEM/5 covered the UNDP contribution as well as contributions by member States. He also pointed out that, in paragraph 33 of that document, the last part of the sentence should be deleted, the comma after "meeting" being replaced by a full stop.

113. The Conference agreed that IDEP's function of training high-level planners was an important one which must be emphasized. On the other hand, as the only pan-African training institute dealing with problems of development and under-development, its role should include not only the teaching of planning techniques, but also research on the applicability of such techniques to the needs of the continent, inquiring into appropriate strategies for the development of Africa and helping its trainees to understand issues relating to such ideas as the new international economic order.

114. With respect to the recommendation that, during the period of continued UNDP assistance, the appointment of the Director of the Institute by the Executive Secretary of ECA, on behalf of the Secretary-General of the United Nations should receive the prior approval of the Administrator of UNDP, (see document GC/IDEP/SEM/4, annex, Article VII) opinions were divided. While many representatives were of the view that such approval was unnecessary in view of the fact that the Secretary-General was the Chief Executive Officer of the United Nations system, some believed that it was appropriate as long as the UNDP was the financing agency.

115. Finally, the Conference agreed to amend Article I of the amended proposed draft statute by adding another subsection(a) to read as follows: "In undertaking three functions, the Institute should take into account the paramount importance of promoting and depending on the economic independence of African countries".

Election of the members of the Governing Council of IDEP

116. In accordance with the proposals contained in the revised draft Statute of IDEP that the number of members of the Council should be increased from eight to 12 and that, for continuity, six members should remain on the Council for four years, while the remaining six should retire after two years, with members being eligible for re-election, the following were elected for the periods 1976-1978 and 1976-1980:

| | <u>Period</u> | <u>Country</u> |
|---|------------------------|----------------|
| <u>North Africa Subregion</u> | | |
| Mr. Kacim Brachemi, Sous-Directeur, Secretariat d'Etat du Plan, Chemin Ibn El Mouiz, El-Biar, Algiers | 4 years (1976-1980) | Algeria |
| Mr. Essam Montasser, Head, Long-term Planning Division, Ministry of Planning, 22, Taha Hussein Street, Zamalek, Cairo | 2 years (1976-1978) | Egypt |
| Mr. Fouad Lahlou, Directeur-Adjoint de la planification, Direction de la planification, Boîte Postale 178, Rabat | 4 years (1976-1980) | Morocco |
| <u>West Africa Subregion</u> | | |
| Mr. Assane Diop, Chef du Service des études et de la documentation, Ministère du Plan, Boîte Postale 238, Nouakchott | 2 years (1976-1978) | Mauritania |
| Mr. G.P.O. Chikelu, Permanent Secretary, Federal Ministry of Economic Development and Reconstruction, Lagos | 2 years (1976-1978) | Nigeria |
| Mr. Pierre Tahita, Directeur du Plan et des études de développement, Ministère du Plan, Ouagadougou | 4 years (1976-1980) | Upper Volta |

| | <u>Period</u> | <u>Country</u> |
|---|------------------------|--------------------------------|
| <u>Central Africa Subregion</u> | | |
| Mr. Anselme Murango, Directeur-Général de la planification au Bureau technique d'études de la Présidence de la République, Boîte Postale 224, Bujumbura | 4 years (1976-1980) | Burundi |
| Mr. Daniel Kilem-Mobila, Directeur de la planification, Ministère de l'économie et du Plan, Yaoundé | 4 years (1976-1980) | United Republic of Cameroon |
| Mr. Eugène-Célestin Mbedo, Directeur de la planification, Ministère du plan de la co-opération internationale et de la statistique, Boîte Postale 732, Bangui | 2 years (1976-1978) | Central African Republic |
| <u>Eastern Africa Subregion</u> | | |
| Mr. Simon M. Mbilinyi, Economic Adviser, President's Office, P.O.B. 920, Dar es Salaam | 2 years (1976-1978) | United Republic of Tanzania |
| Mr. Omar Osman, Director, Institute of Public Administration, Mogadiscio | 4 years (1976-1978) | Somalia |

117. The Conference emphasized that all candidates should supply their curriculum vitae to the secretariat before the fourth session of the ECA Conference of Ministers at Kinshasa, Zaïre, in February/March 1977 when the Ministers would take the final decision on the election of new members of the Governing Council.

The Conference of African Planners: Its role and its future (agenda item 9)

118. Introducing the item, the Executive Secretary said that it was the duty of the Conference to conduct a self-examination in the light of the changing needs and priorities of African development since 1964 when the Conference had been established. The Conference was designed to permit a two-way exchange between the secretariat and

Governments. It was disturbing that attendance at sessions of the Conference had been falling. There had been some doubt right up to the last moment as to whether the sixth session, attended by about half the membership, would in fact take place.

119. The Executive Secretary was highly commended for including the matter in the agenda. Participants appreciated the opportunity afforded them to review the future role of the Conference, and affirmed the value and the necessity of the continued existence of the Conference. It was essential that African planners should get together to exchange experiences on all facets of development, including planning techniques.

120. A number of suggestions were made to improve the work of the Conference and make it more effective. Discussion centred around how the performance of the Conference's functions under article 1(b) and (c) of its terms of reference could be made more effective, and how greater participation in future meetings could be achieved.

121. It was noted that the exchange of information on methods and techniques of development planning could not be successfully effected within the framework of a biennial meeting. It was consequently recommended that there should be more specific and detailed discussion of such matters in the meetings of planners at the subregional level, which could be organized in the years when the conference was not meeting. It was also at such meetings that the co-ordination of national development plans could be meaningfully handled. Moreover, participants felt that that was an even more difficult function to perform in view of political problems and the divergences in the timing of development plans in various African countries. Efforts should rather be directed to the harmonization of development plans at the subregional level.

122. It was also observed that, as long as there was a full flow of information between the secretariat and planning institutions in member countries, it should be possible to discuss specific problems thoroughly at the meetings of the Conference. The Conference could establish workshops on important topics for which country papers would be prepared, outlining their experience, and an over-all view based on those papers could be drafted by the secretariat. The Conference itself would deal with policy questions as well as decisions about IDEP and UNDATs.

123. The Conference recommended that individual countries should be invited to assist in drawing up the agenda. That would help to mould a theme of direct relevance to the problems faced by member countries and to avoid repetition. It was also suggested that other venues for holding sessions should be considered.

Agenda for the seventh session of the Conference in 1978 (agenda item 10)

124. A representative of the secretariat referred to the document entitled "ECA activities in the field of economic research and planning, July 1974 to October 1976" (E/CN.14/CAP.6/7) and suggested that in 1978 the Conference should discuss the following topics as the main items of the agenda:

9.242.07. - Study and evaluation of the experience of selected African countries in the implementation of indigenization policies.

9.242.08 - Case studies on the role of public enterprises and companies in the transformation of African economies and

9.242.09 - Studies on the role of small-scale and medium-scale indigenous business in the process of socio-economic transformation and development in Africa (E/CN.14/CAP.6/7, annex, p.4.).

125. For the 1980 session, the items suggested were:

9.242.10 - Study on the problems of joint ventures (that is, ventures between national Government and foreign Government, national Government and foreign private investor, or national private and foreign private investor) in a number of African countries and

9.242.11 - Study of measures for effective co-ordination of development activities between the public and private sectors in a number of African countries (1979 to 1980). (E/CN.14/CAP.6/7).

126. In the discussion which followed, some members expressed the view that attention should be focused on the agenda for 1978, since 1980 was still far away. In that connexion, various topics were suggested as more urgent for inclusion in the agenda than those proposed by the secretariat. Such topics comprised balance-of-payments problems, food distribution, transport arrangements, creation of job opportunities through integrated rural development and the issues of development finance and planning. However, some members felt that the theme and the topics suggested by the secretariat for 1978 were very important and even that they related to the ideas of the unified approach and the revised framework of principles for the implementation of the new international economic order in Africa. Thus, it would be a good idea for the Conference to endorse them.

127. In reply to the comments and the suggestions made, the secretariat indicated that, in discussing the number of items to be included in the agenda of the 1978 session, members should take into consideration the problem of time and resource constraints.

128. In reply to a question about the rationale underlying the choice of the theme and the topics proposed, the Executive Secretary explained that, in terms of priority, the problem of the development of indigenous entrepreneurial capabilities was very urgent in Africa. Moreover, as one participant had indicated, most of the topics being suggested for inclusion by participants could be studied along with the topics suggested by the secretariat. Thus, for instance, the question of balance-of-payments problems and finance and development could be studied under indigenization policies and the problems of small-scale and medium-scale indigenous enterprises.

129. The Conference finally adopted the theme and the topics suggested by the secretariat for 1978. Furthermore, it was generally agreed that African countries should be involved in the study of those topics, as well as in undertaking studies of specific problems of special interest to them for joint discussion at working groups of the Conference, or for publication in the Economic Bulletin for Africa. Similarly, such studies could be discussed at subregional meetings.

Other matters (agenda item 11)

130. Discussions centred on the question of rotating the venue of the meetings of the Conference, as suggested in the deliberations on item 9. In that connexion, the Executive Secretary informed the meeting that, if the venue of the meetings was to be rotated, it would be necessary for Governments of member States to offer to host the Conference. In such a case, the host Government would have to provide some facilities like a conference hall, interpretation equipment, secretarial services, etc. Moreover, even when such an invitation had been extended to the Conference, it would not be accepted until the financial implications to the United Nations of transporting staff, documents and some equipment had been properly worked out and approved by the relevant authorities.

131. However, in view of the potential benefits of such rotation to the effectiveness of the work of the Conference, particularly in relation to attendance at the highest technical level, the Executive Secretary urged representatives to convince their Governments to invite the Conference to hold its meetings occasionally outside Addis Ababa. Host Governments would also benefit from such arrangements.

Adoption of the report (agenda item 12)

132. The draft report, as amended, was adopted on 29 October 1976.

PART III

DRAFT RESOLUTION FOR ACTION BY THE CONFERENCE OF MINISTERS

United Nations Multinational Interdisciplinary Development Advisory Teams (UNDATs)

The Conference of Ministers,

Noting with appreciation the efforts of the Executive Secretary of ECA towards the establishment of appropriate and effective multinational institutions for the identification and implementation of national and multinational programmes and projects in Africa,

Recognizing the useful role of the African UNDATs in this regard,

Further noting the recommendations of the report of the joint UNDP/ECA Evaluation Mission on UNDATs in Africa,

Recognizing further the contribution the UNDATs can make towards pooling resources for the purpose of socio-economic transformation in Africa through regional, subregional and bilateral programmes and projects,

Aware of the fact that the financial resources for the effective operation of the existing UNDATs and for the creation of new UNDATs are inadequate,

Fully endorsing the proposal that all African countries should be served by an UNDAT,

Bearing in mind the concept and spirit of collective self-reliance,

1. Requests the Executive Secretary, as a matter of priority, to take immediate steps to implement the recommendations of the UNDP/ECA Evaluation Mission regarding:

- (a) The strengthening of existing UNDATs;
- (b) The creation of four additional UNDATs, taking into account the considerations set out in paragraph 53 of the UNDP/ECA Evaluation report; 1/
- (c) The integration of the UNDATs' work programmes with the ECA work programme so that the UNDATs may become the operational arms of ECA;
- (d) The subsequent phasing out of ECA subregional offices; and
- (e) The establishment of policy organs at the ministerial and official levels to supervise the substantive and administrative activities of each UNDAT;

2. Stresses the need to implement these recommendations as soon as possible at least before the fifth meeting of the Conference of Ministers in 1979;

3. Urges all African Governments to provide the necessary financial and political support for the implementation of the recommendations of the joint UNDP/ECA Evaluation Mission and the integration of UNDAT activities into the decision-making machinery of Governments;

4. Appeals to all international organizations and bilateral aid donors to respond positively to requests for additional financial resources and personnel for strengthening existing UNDATs and expanding the UNDAT programme in Africa.