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PROPOSED AFRICAN CENTRE FOR ADVANCED PUBLIC POLICY
ANALYSIS AND STRATEGIC STUDIES

Introductory note

One of the significant projects outlined in the medium-term plan for 1976-1981 is a proposal to establish an African Centre for Advanced Public Policy Analysis and Strategic Studies (Project 9.501.31). This project was discussed by the Executive Committee at its fifteenth meeting in Algiers. It is envisaged that the project will ultimately become one of the instruments for fostering the objectives of the Revised Framework of Principles for the Implementation of the New International Economic Order in Africa during the coming decade.

The purposes of this note, therefore, are to:

- (i) Inform the Conference what preparatory action has too far been taken towards initiating the project;
- (ii) Submit for consideration the outline project proposals;
- (iii) Invite the Conference to review the preliminary project proposals and the draft resolution related thereto and to give the secretariat appropriate directives for further action on the project.

OUTLINE PROPOSALS FOR THE ESTABLISHMENT OF AN
AFRICAN CENTRE FOR ADVANCED PUBLIC POLICY ANALYSIS
AND STRATEGIC STUDIES (ACAPPASS)

I. Introduction

1. The secretariat of the Commission has been conscious of the increasing involvement of African States in international conferences concerned with decision-making designed to reshape international economic relations, and is convinced that Africa's performance in this regard in recent years would have been much more fruitful and purposeful, in terms of African interests, if its contributions and positions had been guided by long-term research providing information on present and future perspectives of its relationship with developed as well as other developing countries. It, therefore, felt there was a need for Africa to develop for itself the required research and information capability to guide the formulation of long-term public policies and development strategies on the basis of expectations and plans.

2. Accordingly, a preliminary study was initiated to identify the form and location in which such capability exists in the various regions of the world and in the African region in particular, and whether in the latter existing institutions were already providing or had the potential for providing the service required. The first conclusion of this study was that Africa was the only developing region where there was no institutional facility for long-term research in international political, cultural, economic, social and technological issues in relation to changing African and world situations, for monitoring present and future trends, assessing strategies and indicating alternative choices, and for providing a fair perspective of the future and guidelines for the planned achievement of desired goals. In examining existing institutions, such as national universities, institutes of development studies, OAU, IDEP and even ECA itself, it became clear that no existing African institutions currently possessed or were formally set up to possess the sort of research and information capability required to serve the purpose indicated above. However, a few African countries are known to be taking the initial steps towards establishing some institutional facilities for long-range research to guide the formulation of their national policies and strategies. For the vast majority of member States, such an endeavour will be unfeasible for some decades to come owing to a lack of adequate resources.

3. In order to test the conviction of the secretariat, a small expert Advisory Group was convened in Addis Ababa from 2 to 4 August 1976 to consider a proposal for the establishment of an African Centre for Advanced Public Policy Analysis and Strategic Studies. The Group had before it a draft working document and was addressed by the ECA Executive Secretary. After considering various aspects of the proposal, the Group concluded "that there was an urgent need for the proposed Centre since there were at present no institutional facilities in Africa with capability of undertaking appropriate research aimed at providing guidelines for the rational formulation of policies on, and strategies of development within the context of regional and international economic relations".

4. The proposal was also discussed exhaustively by the ECA Executive Committee at its fifteenth session held in Algiers from 12 to 15 October 1976. The Committee made a number of pertinent observations and suggestions for the realization of the proposal and commended it for presentation to the Conference of Ministers for its consideration and guidance.

5. The outline proposals that follow are therefore based on the specific recommendations of the Advisory Group and the ideas and suggestions made by the Executive Committee. The proposals are, however, subject to further elaboration and adjustment and are meant to provide a basis for further debate and research.

II. Project concept and description

6. The project proposal aims at establishing a multidisciplinary regional centre capable of identifying, defining, studying in depth and evaluating social, economic, political and technological issues, both immediate and future, which confront African countries in their development efforts within the context of changing African and world economic situations and, on the basis of its long-term research and specialized studies of providing guidelines that will encourage a planned approach to the formulation and review of public policies and strategies. The Centre will endeavour to evolve an African-oriented synthesis of development policies and strategies in the context of intra-African co-operation and to provide member States with their own indigenous motives for socio-economic development. It will also publish its research findings and provide regional forums for the sharing of ideas and experience relating to economic and other relations within Africa and between African and other third world countries as well as between Africa and the developed world. The Centre is to have a close working relationship with ECA and OAU and may establish formal links with both organizations. It will have an autonomous existence and will co-operate with other African research institutions and appropriate international organizations. The work of the Centre is to be carried out by Africans of proven expertise and experience. It will be an African institution in direction and management and will serve all members of ECA and OAU.

III. Rationale

7. Since UNCTAD I the developing countries have consistently been demanding system changes in international economic relations. In recent years a number of major international conferences have been convened at which far-reaching resolutions and declarations have been made, aimed at redressing the imbalance and resolving various conflicts of interest in international economic relations. Of special relevance in this connexion are the four UNCTAD Conferences; the two special sessions of the United Nations General Assembly one in 1974 and the other in 1975, on the international economic order; the conferences of the Non-aligned Countries in Lusaka, Dakar and Colombo and of the Group of 77; meetings of expert study groups, such as the Commonwealth Experts Group which met in Kingston, Jamaica, in 1975; the Dakar Declaration on Raw Materials adopted in February 1975; the Lima Declaration and Plan of Action of March 1975 and the Mexico City Conference on Economic Co-operation in September 1976.

8. The primary concern of all these international conferences and declarations has been to reshape the prevailing socio-political and economic relations of the world community. In this connexion the developing countries wish to redress their

under-privileged economic position in the sharing of the resources of the world. This is indeed an uphill task which calls for the ability to anticipate issues and to evolve sound strategies especially as the industrialized world seems equally determined to maintain the existing status quo. Needless to say that the African countries would not be able to make any meaningful or significant impact in this struggle except through co-operation and increased reliance on their own efforts. The establishment of the Centre as a long-term research and reference base for the region has been conceived to ensure an objective approach in the attempts to resolve problems of international dimensions as they affect the African region.

9. It would appear that in participating in the various attempts to re-order international relations and in taking vital decisions affecting the future of Africa, African States have frequently acted on an ad hoc basis without adequate preparation and a proper appraisal of alternative possibilities and their long-term consequences. In this regard it is interesting to recall Africa's approach to comprehending and working out a position in respect of the following major international issues which affect the region's present and future economic development:

- (i) The basic assumptions relating to discussions on the redeployment of productive capability from advanced to developing countries and their long-term consequences;
- (ii) Decisions and negotiations relating to the reform of international monetary systems;
- (iii) Ways and means of achieving the Lima target in respect of industrial development in Africa;
- (iv) The political, legal, technical and economic implications of international negotiations on the resources of the sea;
- (v) The concept of international economic interdependence and its relationship to the African policy of collective self-reliance;
- (vi) The implications of the internationalization of production and of international sub-contracting as seen from the regional view-point;
- (vii) The full requirements, and implications for Africa of the various decisions and declared principles of the new international economic order.

10. There can be no doubt that had African States had the necessary research capability for comprehending, forecasting and influencing future trends in world events their collective efforts in international negotiations would have achieved more beneficial results. This gap in research capability and information resource must be closed as a matter of urgency.

11. As far as the search for a new international economic order is concerned, both the developed and the developing countries obviously view the situation in relation to their own perceptions of the present and future world economic situation. Accordingly, they are all striving to improve upon their present position.

In this regard the fundamental question is to what extent African countries are aware of the real issues involved in their present position and prospects, and what are their means and methods of improving their position by the year 2000, for example. Other regions of the world are already striving hard for an enhanced position over the next decade or two, and are taking collective action in developing a capability for sharing experience and promoting a more scientific approach to the formulation of their development policies and strategies.

12. To illustrate the point, the following is a selective listing of regional and national research institutions in other parts of the world which undertake for their countries or regions systematic analyses, evaluation and monitoring of trends and development in international issues and related public policies:

- (a) United States
 - Brookings Institution, Washington, D.C.
 - Michigan State University Centre for Public Policy Analysis
 - Overseas Development Council, Washington, D.C.
- (b) Western Europe
 - The Institute for Strategic Studies, London
 - Overseas Development Institute, London
 - Organisation for Economic Co-operation and Development, Paris
 - Centre for Future Research, Berlin
- (c) USSR
 - Institute of World Economics and International Relations, Moscow
- (d) Latin America
 - Sistema Economico Latino Americano, Caracas
 - Centre for Economic and Social Studies of the Third World, Mexico
- (e) Asia
 - Kyoto University Centre for South East Asian Studies, Kyoto
 - Institute of Developing Economies, Tokyo.

13. In yet another dimension, other regions and countries are now taking advantage of interregional co-operation arrangements to set up on their own territories institutions which African countries may find themselves obliged to contribute to or associate with, without any seriously preconceived idea of what they should gain from such institutions. Examples are the International Centre on Public Enterprises in Developing Countries in Ljubljana (Yugoslavia); the Centre for Inter-regional Studies in Transport and Communications in Guyana; and the Centre for Economic and Social Studies of the Third World in Mexico.

IV. Objectives of the Centre

14. The primary objectives of the proposed Centre are:

(a) To identify, define, select and analyse present and prospective social, economic, technological and political issues affecting African development in the context of changing African and world economic relations; and to initiate, sponsor, conduct or support interdisciplinary studies and analyses of these development issues and problems with a view to providing guidelines that will foster a more thoroughly informed and systematic approach to the formulation and review of public policies and strategies in the African region, thus enabling member States to anticipate and plan to meet these issues and problems;

(b) To monitor and assess economic, technical and other measures planned in developed countries as well as in other developing regions which may affect or influence African development, in order to provide appropriate policy and strategy guidelines that will:

(i) Strengthen African positions and negotiating capabilities in the international scene;

(ii) Promote economic, technical and other forms of co-operation between African and other developing countries;

(iii) Reinforce the efforts of ECA, OAU and other African intergovernmental organizations in fostering political, economic, technical and other forms of co-operation among African countries;

(c) To study and assess specific areas of strength and weaknesses of the developed countries, including their resource bases, vis-à-vis the countries of the African region, with a view to providing African States with appropriate guidelines and background information for negotiating economic and other links with those countries;

(d) To review periodically the performance of Africa in international economic relations in terms of the Declaration and Programme of Action on the Establishment of a New International Economic Order, with special attention to:

(i) Intra-African economic co-operation and integration;

(ii) Economic co-operation between African States and other third world countries; and

(iii) Changing economic relations and co-operation between African States and the industrialized countries, and between Africa and the socialist countries;

(e) To provide African policy-makers at the highest level, chief executives in public and private sectors and other national leaders and persons of outstanding talent and experience, with a forum for the sharing of ideas and experience, as well as for the examination of studies on major issues of development and international co-operation, and thereby facilitate the consideration of alternative policy approaches at the regional, multinational or national levels;

(f) To provide a reference base and consultancy services to African States and African intergovernmental organizations in their efforts to formulate, evaluate

and apply policy guidelines on major development issues of international concern in relation to their own circumstances.

V. Target groups

15. The Centre will endeavour, through its seminar, publications and fellowship programmes, to cater for the following groups: national leaders (including political and cultural leaders); top executives and administrators, leaders in business, leaders of groups that play key roles in influencing national policies on development and international relations, and African scholars.

VI. Operational activities of the Centre

16. The activities of the Centre will be determined by the objectives set for it. Consequently, in addition to long-range research, it will undertake the following activities:

(a) Provision of institutional and programme facilities enabling African scholars to engage in research for the development of public policies and strategies, and provision of opportunities for policy-makers, chief executives and other national leaders to up-date their knowledge of various aspects of development issues and problems of immediate concern to them, in an effort to improve the quality of national leadership and the management of socio-economic change;

(b) Through appropriate publications, dissemination of information guidelines for the formulation of public policies and strategies;

(c) Co-sponsorship of special conferences, seminars, symposia, round-table conferences and studies in specific problem areas of development strategies and public policies;

(d) Provision of reference sources and consultancy services to African Governments and institutions in its areas of competence;

(e) Development of a fellowship programme to enable African researchers, administrators and managers to undertake short-term individual research in particular fields of public policies and development strategies.

17. It is envisaged that in carrying out the above-mentioned activities and in determining its research programme the Centre would co-ordinate its efforts with those of ECA and OAU and seek the co-operation of other African research institutions. In that regard the Centre should see itself as the apex of a network of African research institutions, and should therefore concentrate on the specific areas in which it has unique competence.

VII. Organization and structure

18. (a) The Centre should have as its highest policy-making organ a Governing Council which should determine the broad orientation of the activities of the Centre and the utilization of its resources. It will be responsible for appointing the Director-General of the Centre, and for approving its programme budgets.

ECA and OAU may delegate representatives to serve as permanent non-voting members of the Council.

(b) An Advisory Committee should be set up to serve as a technical body to advise the Director-General of the Centre on study, research and seminar programmes and on priority issues requiring consideration by the Centre. The Committee members should be appointed by the Council in a personal capacity, and should be drawn from the public services of member States, from African universities, from among outstanding independent individuals and from appropriate African research organizations and institutions. ECA, OAU and other African co-operating organizations may participate in the work of the Committee in a non-voting capacity.

(c) The administrative and substantive activities of the Centre may be organized under the following units:

(i) General Administration, Publications and Conference Services;

(ii) Research and Consultancy.

VIII. Stages of implementation

19. The implementation of the project proposals and the development of the Centre are envisaged in four phases, as follows:

(a) Phase I: ECA initiates a preliminary study of the proposal and consults with AAPAM, CAFRAD, IDEP, the ECA Executive Committee and other appropriate organizations within the United Nations family, and undertakes other pre-project preparatory activities, including the convening of a meeting of an expert Advisory Group. These pre-project activities are scheduled for completion by early 1977.

(b) Phase II: Preparatory work for the establishment of the Centre: initiating technical studies on the structure, programme and rules of operation of the Centre; seeking a host country and appraising facilities offered; establishment and meeting of a Provisional Council; fund-raising; construction of supplementary buildings; appointment of Director-General; designing initial operational programmes; drafting the Centre's internal regulations; and recruiting core staff. These operations are scheduled for the following 18-24 months.

(c) Phase III: Inauguration of the Centre scheduled possibly for the second half of 1978, but not later than the first half of 1979.

(d) Phase IV: Development of the Centre's full programme of activities and provision of consultancy services as from 1980.

IX. Financing of the Centre

20. As an African institution in ownership, management and orientation, and in consonance with the spirit of self-reliance and co-operation which underlies its establishment, the Centre should preferably be financed entirely from African sources. Its funds may derive mainly from unconditional voluntary grants made to it by member States or from endowments on similar terms. Member States may also second scholars and research fellows to work and gain further experience at the Centre at their expense, thereby increasing the research resources of the Centre.

21. Organizations in the United Nations system may provide general or project support funds for financing research fellows, short-term consultants and visiting fellows, including assistance in developing the staff resources of the Centre and the financing of seminars, symposia and workshops.

X. Location criteria

22. In determining the location of the Centre, due consideration will be given to the feasibility of using existing national or regional institutions with the right environment and facilities of a type conducive to the participation of policy-makers and other target groups. In this regard, Staff Colleges would appear to offer the type of environment required for a base for the Centre if an entirely new structure is not desirable or feasible.

XI. Executing and co-operating agencies and institutions

23. It is proposed that ECA, as a regional commission with a co-ordinating role in Africa's development strategy and policies, should take a lead in promoting the establishment of the Centre, and that OAU should be associated with this effort. It is envisaged that organizations in the United Nations family might be interested in the objectives of the Centre, and that they would therefore wish to collaborate with ECA and OAU in getting the Centre established, as well as working with the Centre in programme development.

ANNEX

Draft resolution for action by the ECA Conference of MinistersAFRICAN CENTRE FOR ADVANCED PUBLIC POLICY ANALYSIS
AND STRATEGIC STUDIESThe Conference of Ministers,

Reaffirming the principles enshrined in the Declaration and Programme of Action on the Establishment of a New International Economic Order, and in the Charter of Economic Rights and Duties of States, 1/

Reaffirming further the "Revised framework of principles for the implementation of the new international economic order in Africa, 1976-1981-1986", 2/

Recalling the Declaration and Programme of Action adopted by the Group of African Experts and Officials on Economic Co-operation among Developing Countries, meeting in Addis Ababa in August 1976, which inter alia, "recommended ... the need to accelerate the establishment of a data bank on the problems of development of the region and to publish periodically all the necessary information that will ensure understanding and provide solutions to these problems", 3/

Convinced that responsibility for the development of African countries rests on the efforts of the countries themselves, and that co-operation among African countries in determining their present and future course of action, and in the formulation of appropriate policies and strategies for development within the context of African and international economic relations, will accelerate and reinforce the establishment of a new international economic order based on equity, sovereign equality, interdependence and co-operation,

Realizing that of all the regions of the world Africa is the only continent that lacks the appropriate institutional and research capability for identifying, assessing and monitoring major international issues with immediate and long-term influence on the direction of socio-economic, technological and political developments in the region, and that, being the most vulnerable to the impact of these international issues, Africa has the most urgent need for establishing the necessary indigenous capability to identify, study, monitor and evaluate these issues and provide appropriate guidelines for the formulation of public policies and strategies in member States,

Mindful of the need to translate into practical action on a sustained basis institutional arrangements for the development of collective self-reliance in the evaluation and formulation of public policies,

1/ General Assembly resolutions 3201 (S-VI), 3202 (S-VI) and 3281 (XXIX).

2/ E/CN.14/ECQ/90/Rev.3 .

3/ OAU document ETD/REPT.(I), p. 21.

1. Decides that an African Centre for Advanced Public Policy Analysis and Strategic Studies should be established as soon as possible;

2. Further decides that ECA, in co-operation with OAU, should undertake the necessary consultations with member States and institutions with a view to formulating the details of the project, adequately backed by technical feasibility studies to facilitate the establishment of the Centre;

3. Instructs the Executive Committee to appoint an Advisory Committee of eminent African Scholars and individuals, selected in a personal capacity from a list drawn up by the ECA secretariat and drawn from the various subregions, to guide the secretariat in all necessary action leading to the establishment and operation of the proposed Centre;

4. Requests the Executive Secretary to submit progress reports on the implementation of the project and the development of the Centre to the Conference of Ministers and the Executive Committee at their future meetings.