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MEDIUM-TERM PLAN FOR 1980-1983

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MEDIUM-TERM PLAN FOR 1980-1983

Introduction

The medium-term plan for 1980-1983 has been prepared in conformity with a time-table determined by the General Assembly. It is, however, subject to modification as consultations with other United Nations agencies, etc. continue, and, of course, in response to changes in international economic and other conditions. In principle it represents the secretariat's proposals, as of now, regarding the main directions of ECA's work in the first half of the 1980s and is based on fuller development of the two principles (of increasing self-reliance and increasing self-sustainment) laid down in numerous resolutions and incorporated in the revised framework of principles for the implementation of the new international economic order in Africa 1976-81-86 (E/CN.14/ECO/90/Rev.3). It also takes full account of the problems of mass unemployment and mass poverty and such other recent preoccupations of the region and the international community as the environment, the role of women, the problems of water, desertification, food and industrialization. Three other features of the Plan are the continuing orientation towards concrete practical field projects, the continuing evolution of the secretariat's co-operative and operational institutions and the increasing structural integration of programmes.

The Plan for 1980-1983 assumes of course that the bulk of work programmed for 1978-1979 will be completed within the biennium. To facilitate its work and enhance its effectiveness, the secretariat has continued its programme of institution building; MULPOCs are taking shape and working relations with other agencies are being developed. Existing institutions such as the Conferences of African Planners and of African Statisticians are being invited to expand their roles. In the final analysis, however, the programmes for implementation in Africa depend on the close working relations between the secretariat and Governments among Governments themselves, and within multi-national co-operation organs. In the following paragraphs some stress is laid on the role of member States because of the secretariat's increasing awareness of the challenges that Governments are likely to face in the 1980s.

They will not merely be challenged to do many things better but also to do well a whole range of new and sometimes quite unfamiliar things. In many cases no appropriate models exist and reliance will have to be placed on relatively independent social and material experiment, invention and innovation. There may be no other alternative. Naturally, a greatly increased flow of information relating to comparable problems, experiments and inventions elsewhere will be essential. The future of the region may in some important respects be settled in the first half of the 1980s.

As may be recalled the basic strategy on which ECA's medium-term plans and biennial work programmes rest is the accelerated and inter-linked development of agriculture, industry and rural development.

Five current and closely connected preoccupations of the international community - food, water, human settlements, unemployment and the role of women in development - have now pushed agriculture and rural development to the centre of the stage without in any way diminishing the significance of industrial development. Indeed, the role of industry is made more significant. It will have been noted that this shift of attention fits in very well with the guiding principles of the strategy, viz. increasing self-dependence and self-sustaining processes of socio-economic change.

It is not unreasonable to argue that the major technical inputs into these processes are: human skill resources; natural resources; technology; capital goods and services; development finance; markets and marketing; and that, with the exception of technology, it is quite within the capability of member States, acting both singly and collectively, to mobilize, redeploy and use all the others with less external dependence than is commonly assumed. But, for the desired objectives to be reached, far greater attention will have to be paid to the problems of integrated rural development.

Recent projections by UNESCO indicate that between 1960 and 1972, notwithstanding very serious efforts to expand the school system's intake in the region, the out-of-school population aged 6-11 years grew by some 3 million from a 1960 base of 27.2 million. The ratio of girls to boys in 1960 (56.2 per cent : 43.8 per cent) worsened since 70 per cent of the increase of 3 million out-of-school children were girls. Projections to the year 2000 (i.e. 22 years from now) indicate that the out-of-school population in the 5-14 year age group will have risen to about 220 million. The bulk of these will reside in rural areas and the majority will be girls. It is inconceivable that self-sustaining and self-directed accelerated development and economic growth can take place with this burden of illiteracy and lack of skill or that anything other than radical and imaginative steps will be required to transfer, multiply and improve production skills in the rural sector, to determine and evaluate the natural resource base in specific rural locations, to produce and distribute the vast quantities of implements, tools, equipment and power, to build the essential infrastructures in order to expand on-farm and off-farm employment, to develop technology that is meaningful and efficient within particular rural contexts, and to make directly available technical inputs for agriculture and rural industries, whether agriculture-related or not.

Since inevitably the larger part of the increase in rural populations will be girls and women, special attention will be necessary to ensure that women and girls participate fully in the process of skill acquisition and are given adequate access to technologies and other resources for both farm-related and non-farm production activities. This is particularly so because, in general, women are more closely involved in food production and the securing and use of water than men.

It should be noted that the population challenge may be much more substantial if there is considerable extension into the rural areas of preventive medical and health services.

Inevitably, therefore, the medium-term plan foresees formidable challenges awaiting researchers in and students of development processes, policy makers, planners, Governments, local authorities and large segments of the business community (e.g. the building and construction industry, the transportation, marketing and distribution industries). Considerable effort will be put not only into projects directly within the area of integrated rural development but also into extensive examination of the dynamics of planned rural change of the scope and kind required for self-sustaining and self-reliant development.

The relation between population and natural resources, touched upon above, appears to be very favourable in the region but for this conceptual relation, to be transformed into reality will call for far more detailed knowledge of resources and for capabilities in determining their location, in their evaluation, extraction, conservation and use and in negotiating their extraction and export by foreign corporate entities. The medium-term plan therefore places continuing emphasis on the development of national and multinational capabilities (technology, institutions, manpower, legislative framework etc.) in this field.

There are now noticeable trends in the international pattern of demand and supply of industrial raw materials which suggest that the region has much less time than may be thought for developing capabilities, strategies and tactics related to natural resources in the world context. In particular not enough attention is being paid by mineral-exporting countries to such critical aspects as technically and economically feasible linkages. Minerals and energy resources apart, the natural resource field will, in the medium-term plan, be dominated by the problems of water, desertification, food and other agricultural production and the more efficient use and conservation of forest resources.

It is possible that during the period of the medium-term plan 1980-1983, the concept of state and community interest in and responsibility for the protection of such critical natural resources in Africa as soils, water, forests and fisheries will take clearer form and call for national and multinational action not unlike the present accepted interest in and responsibility for the protection of endangered animal species.

In the area of food and agriculture, the Regional Food Plan is expected to demand far-reaching changes or improvements in attitudes, policies, instruments and knowledge as well as full recognition of the need to remove constraints on agricultural and food production or on factor supplies. The agricultural sector is the sector of mass poverty and growing unemployment as well as the sector which will have to accommodate much of the projected increases in population (the bulk of which will be women). Its development is essential to any realization of the principles of increasing self-reliance and self-sustaining socio-economic change; its modernization is a necessary condition of the development of the industrial and other sectors for which it provides resources (food,

agricultural raw materials, labour, finance) and from which it draws its supplies of technical inputs, services, finance, etc. It offers the most extensive and varied opportunities for the development of indigenous technologies.

Challenges will have to be faced in at least three areas but it will not be possible to do more here than list some major issues in each area.

In policy making, issues will arise regarding: agricultural production for extra-African exports or for domestic and intra-African use; income distribution, social stratification, basic needs and wage goods; agricultural technologies and employment; urban/rural resource flows; intersectoral resources flows; agricultural strategies concentrating on the development of small numbers of crops, a small part of countries or a small segment of population or on development of large number of small farms; food projections in relation to food production and imports to food power; the role of agricultural business, the objectives, scope and pattern of both socio-economic and scientific and technological research; and priorities in the modernization of the food and agricultural sector.

In particular member States may have to concentrate attention on: the capacity of research institutions and programmes to produce and distribute new, usable knowledge; the capacity of the industrial sector to develop, produce and distribute new technical inputs; the capacity of farmers to acquire new knowledge and use new inputs; the capacity of markets to absorb and of marketing systems to deliver farm output to users at tolerable costs.

The new knowledge to be sought will have to encompass the fact that a large proportion of the region is arid or semi-arid; the process of desertification; the likelihood of geo-climatic changes affects water and soil resources and food production for the foreseeable future; the need for clearer understanding of appropriate processes of changing agriculture from a natural resources base to a scientific and technological base; and questions of the desirability and feasibility of simple notions of the transfer of technologies (biological, chemical and mechanical) from one location to another. The evidence suggests that the distinction between imported technology and locally developed technology is less clear in agriculture than in industry and that much greater location-specific research and development in interrelated aspects of agriculture and food production in Africa will be required to underpin an agricultural revaluation in Africa than is undertaken at present, or than is commonly supposed. Certainly, the preservation of large parts of the past (in attitudes, policies, instruments, priorities, etc.) cannot serve the declared purposes of the Freetown Declaration. Yet there seems to be a consensus that in regard to water and food, the region is capable of satisfying its own needs. The secretariat intends between now and 1980, and beyond, and in close collaboration with the FAO, other United Nations and non-United Nations agencies, to make explicit the technical and organizational challenge implied in meeting the region's requirements of food and water and the policy changes and practical steps involved in doing so. However, little will be effective if Governments are tempted to regard water and food shortages as natural phenomena to be patiently borne rather than to be systematically attacked through efficient mobilization and redirection of

resources of information and knowledge, skill, technology and finance. The Regional Plan for Food and Agriculture, and the programmes for water and indeed other resources are based on what might be considered break-throughs in concepts, policies and instrumentation.

Considerable changes will be required in institutional development principally in research and development, agricultural administration, extension services, distribution, marketing and credit. The changes required are likely to be less a matter of establishing new institutions than of radically reforming existing institutions. In one particular area the requirement is likely to be taxing-planning, programming, project design, analysis and management - , especially where strong intrasectoral and intersectoral linkages need to be forged rather than left to so-called market forces.

It is now fully accepted, moreover that neither food and agricultural raw materials problem nor the problem of water can be adequately handled without the development of the manufacturing industry. The secretariat, on the authority of the Conference of Ministers and with the guidance of the Conference of Ministers of Industry and its Follow-up Committee, has now established and initiated the implementation of a broad programme for industrial development covering chemicals, metals, engineering, food and forest products and institutions considered essential to their sustained development. The main features of this programme are their strong orientation to concrete development in the field (in which multinational bodies such as MULPOCs are expected to play key roles); their comprehensiveness (the determination of the natural resource base; the detailing of the patterns of skilled, semi-skilled and unskilled manpower inputs required and the relation of these profiles to existing capabilities of both formal and non-formal arrangements for education and training; the promotion of expanded capabilities at the multinational level particularly with a view to the filling of serious gaps in courses offered; technology, finance, markets and marketing. The inter-disciplinary character of this coverage is readily apparent. What may not be apparent, however, is the deliberate rejection of general concepts and language. For example, the secretariat insists that, in basic terms, the industrial process consists simply of converting raw materials into semi-finished and finished products. However important the managerial and higher technical levels of manpower required, industrial production activity depends on men and women on the workshop floor capable of carrying out such processes of conversion efficiently.

Similarly, the secretariat argues that the largest machine in the world is made up of parts - sometimes as many as 10,000 - and that the manufacture of parts and components is, therefore, the first genuine step in the development of manufacturing capability. This depends partly on the number, quality and capacity of forges, foundries and other metal working establishments at the national level and partly on the extent to which parts are standardized as between uses in different industries. It also depends on the character and role of, in many cases, existing institutions as they see them or are made to see them. For example, public utilities are large users of parts and components and it is difficult to see why they should not be able to negotiate joint purchasing and standardization and even promote backward linkages in

the production of parts and components commonly required by them. The central issue here is that the really major push forward is likely to take place in 1980-1983, when, in respect of both national and multinational projects, Governments will face the problems of national capabilities in designing, programming, evaluating and managing projects in a wide variety of industries and of a considerable range of sizes. Unless far-reaching steps are taken to develop these capabilities now, the outcome will be either the substitution of foreign for national initiatives or the eventual slowing down of the programme. Even more serious tests are likely to arise with regard to strategic multinational projects where mutual distrust and misconceptions of the practical meaning and sources of net benefits shared are likely to be added to uncertainties arising from inadequate national capabilities in handling matters of industrial development. It is hoped that these aspects of the programme will be fully discussed at the forthcoming symposium on industrial policies and internally self-sustaining development and diversification and collective self-reliance and the action programme expected to come from it.

As regards finance for industry in particular and development projects in general it is hoped that by 1980-1983 member States will have come to the point of recognizing the importance of and taken steps, with the secretariat's assistance, towards the establishment of multinational and regional banks capable of mobilizing financial resources within the region for investment in such strategic sectors as basic industry, mining, energy resources, manufacturing industry, transport and technology. There seems to be a need for a less limited approach to types of development financing institutions and the services they perform.

On another level, part of the problem of agriculture and food production and of industrial development lies in the narrowness of commodity range and in the small scale of local and national markets. This has to a considerable extent arisen from the excessive orientation of trade and transport policy towards export and imports from extra-African sources and the consequent neglect of study and reform of domestic markets. A remarkable process of appropriation of both national and regional markets by foreign corporate entities appears to be in progress whilst African attention is riveted on markets for agricultural and industrial products in advanced industrial countries which are beset by considerable difficulties of one kind or another. Indeed, it is known that the semi-industrialized countries elsewhere are already planning the penetration of the African regional market and not necessarily for products appropriate for rural development. Without belittling the importance of export trade to finance imports of essential capital goods and services, there is clearly a need for reorientation of policies and redesign of instruments for the development of domestic and regional markets in Africa. This is the emphasis of the secretariat's current work programme and the medium-term plan 1980-1983. Already in West Africa and in eastern and southern Africa, promising steps are being taken by African Governments to work towards the development of multinational markets. The secretariat is aware, however, that unless this is accompanied by steps to enable the indigenous communities to exploit such arrangements they will merely facilitate penetration and dominance - as is happening in other parts of the world - by foreign corporate interests in one guise or another.

Basic to the development of domestic and multinational markets are the development of transport and communications and the establishment of complementary institutional arrangements (payments systems, control of foreign trade structures, trade information services, commodity exchanges) essential for buyers and sellers to conduct business. The shape and efficient implementation of the African Transport and Communications Decade Regional Plan is therefore a key element in the promotion of both domestic and multinational trade. The Plan will also open up, Governments permitting, enormous prospects for industrial development based on the standardization and manufacturing of equipment for the transport and communications services. It is difficult to overstate not only the potential of industrial development in this sector but its backward and lateral linkage effects as well as its impact on accelerated economic growth and diversification in general, especially when transport, communications, the building materials and building and construction industries are related to human settlements and general rural development. It is expected that the dimensions of the inter-locking of these growth points and areas will most clearly emerge during the medium-term plan period. How far these opportunities are taken up fully will again depend on technical capabilities available within the region and on the perceptions of Governments of the meaning of collective self-reliance, the unemployment problem and the welfare of rural populations.

The picture which has been unfolded in the foregoing pages raises questions about the role of the State as policy-maker, as planner, as entrepreneur, as promoter of social and material invention and innovation and, in general, as manager of socio-economic change. Such concepts as redistribution with growth, basic needs, integrated rural development, technology development and transfer, domestic and intra-African trade and self-sustaining industrialization pose challenges regarding the orientation, structure and processes of Government and the character and functioning of parastatals. Not only are planning methodologies, their statistical and information base and feedback and adjustment processes in need of reform but the concept of the planner in multidisciplinary systems needs to be reconsidered. These are matters about which the secretariat is now becoming considerably more concerned than in the past and which are expected to come to a head during 1980-1983. It will not be merely a matter of general planning and administration. Serious issues of competence and innovation in sectoral planning, in project design, analysis and management, in sectoral and project programming and in the management of intersectoral relationships will also emerge. With, for example, regard to integrated rural development some conclusion will have to be arrived at regarding the degree of centralization and decentralization in decision making and project selection, design and implementation.

The statistical and non-statistical information data bases (including the development of household survey capabilities at the national level, improved population censuses, analyses of factors affecting trends in population) all reflect a shift from external to internal dynamics in planning. In this connexion, the medium-term plan period may witness some reorientation in the role of such ECA institutions as the Conference of African Planners and the Conference of African Statisticians.

Two major aspects of planned development and economic growth which are expected to call for serious attention are the concept and operational meaning of absorptive capacity. It is possible that, as the list of countries endowed with industrial raw materials exploitable for export lengthen and as abrupt increases in national foreign exchange resources take place, the question of absorptive capacity will loom larger than the problems of exiguous foreign exchange supplies. Associated with this shift is likely to be that of the mobilization and redeployment of resources, and it is essential to point out here that resources include skilled and unskilled manpower, natural resources and technology, as well as finance.

This mobilization and redeployment is unlikely to be easily and efficiently handled within the existing limitations of data, institutions and incentives.

Plan form 1

Major programme: VIII. Food and Agriculture

Organizational unit: Economic Commission for Africa

A. ORGANIZATION

1. Intergovernmental review

The work of the secretariat in this programme is reviewed by the ECA Conference of Ministers which meets every two years. The last meeting was held in February/March 1977. This plan submission has not been approved by this body. It should be pointed out that the biannual FAO Regional Conference (of the Ministers of Agriculture) for Africa henceforth to be organized jointly by the ECA and FAO, makes recommendations which affects the Programme of Work and Priorities.

2. Secretariat

The secretariat unit responsible for this programme is the joint ECA/FAO Agriculture Division in which there were fourteen professional staff on board as of 31 December 1977 out of an establishment of nineteen. Ten staff members were supported from extrabudgetary sources. The Division had the following sections as of 31 December 1977:

Section	Professional staff		
	RB	XB	Total
Food and Agriculture Policy and Planning	3	4	7
Agricultural Production, Institutions and Services	5	2	7
Agricultural Marketing	2	1	3
Office of the Chief	-	3	3
Total	10	10	20

3. Divergences between current administrative structure and proposed programme structure - None

4. Expected completions and consequent reorganizations

(a) Expected completion - The following programme elements described in paragraphs 9.11 to 9.12 in the Proposed Programme Budget for Biennium 1978-1979 (A/32/6) are expected to be completed:

1978-1979: 9.12.18, 9.12.2.8, 9.12.2.16, 9.12.2.17, 9.12.2.21
9.12.3 5, 9.12.3.12, 9.12.3.13, 9.12.3.14

1980-1981: 9.12.1.3, 9.12.2.2., 9.12.2.4, 9.12.2.11, 9.12.2.19, 9.12.2.20,
9.12.2.22, 9.12.3.3, 9.12.3.4, 9.12.3.7, 9.12.3.3, 9.12.3.9,
9.12.3.16

(b) Consequent reorganizations - None

5. Other organizational matters - None

B. CO-ORDINATION

1. Formal co-ordination within the secretariat

Trade, Industry, Statistics, Socio-economic Research and Planning, and Social Development Divisions, as well as Policy and Programme Co-ordination Office, Economic Co-operation Office, Inter-divisional Committees on Integrated Rural Development and on Least Developed Countries, and the Multinational Programming and Operational Centres of ECA.

2. Formal co-ordination within the United Nations system

FAO (headquarters and African Regional Office), United Nations Sahel Office, UNICEF, UNEP, and WHO.

3. Units with which significant joint activities are expected during the period 1980-1983

OAU, some Intergovernmental organizations, 1/ joint ECA/UNIDO Industry Division, Transport, Communications and Tourism Division, Social Development Division, Public Administration, Management and Manpower Division, Natural Resources Division, and joint ECA/FAO Forestry Advisory Group and ECA/FAO Food Processing Advisory Group.

C. ALLOCATION OF RESOURCES TO SUBPROGRAMMES

The trend in the percentage allocation of resources to subprogrammes is expected to be approximately as shown in the following table:

Table: Allocation of resources to subprogrammes (percentage)

Subprogrammes	1978-1979			1980-1981			1982-1983		
	RB	XB	Total	RB	XB	Total	RB	XB	Total
1. Agricultural Development Policy, Planning and Programming	15	30	22.5	25	20	22.5	25	20	22.5
2. Promotion of Integrated Rural Development	20	25	22.5	25	25	25	25	25	25
3. Expansion of Food Production	45	15	30	30	30	30	32	35	33.5
4. Agricultural marketing	20	30	25	20	25	22.5	18	20	19
Total	100	100	100	100	100	100	100	100	100

1/ There are no less than 50 such organizations but we shall be dealing mainly with those concerned with food in pursuit of the Freetown Declaration of 1976.

Plan form 2

Major programme: VIII. Food and Agriculture

Organizational unit: Joint ECA/FAO Agriculture Division

Subprogramme: Agricultural development policy, planning and programming

(a) Objective

The objective of this subprogramme is to assist the Governments of member countries in reorientation and improving their agricultural development policies and plans and increasing investment levels, individually and at subregional level, with a view of making them more relevant and effective for accelerated development of the agricultural sector. These will be achieved on the basis of minimization of constraints to agricultural development through a strategy of self-reliance and rural transformation using appropriate technology and a pricing policy geared to a more equitable distribution of income (see also expansion of food).

(b) Problem addressed

The problem addressed is the slow rate of growth of agriculture in the African countries. All relevant information confirm that developing African countries have more or less consistently failed in achieving reasonable targets for agriculture in their plans. In view of the fact that agriculture contributes a major share to the gross domestic product of most of the developing African countries and is the base for economic development, the failure of agriculture to attain its targets partly resulting from lack of adequate policy formulation, planning and implementation, is therefore a major cause for serious concern. It is therefore essential to assist the African Governments in the preparation and evaluation of relevant, meaningful and operatively effective policies, plans, programmes and projects for the development of agriculture. The over-all perspective will embrace all agricultural products, food, export crops, livestock, forestry and fishery, as well as the supporting socio-economic and physical infrastructure.

(c) Legislative authority

Commission terms of reference; Commission resolutions 220 (X) 244 (XI), 246 (XI), 289 (XIII), 311 (XIII), 312 (XIII), 317 (XIII) and 321 (XIII); and recommendations of the seventh, eighth and ninth FAO Regional Conference for Africa and in particular the Freetown Declaration (November 1976).

(d) Strategy and output

(1) The situation at the end of 1979

Through our activities as contained in Programme of Work and Priorities we hope that concrete areas of progress would have been attained. Specifically, by the end of 1979, we would have been able to identify the main constraints inhibiting most African Governments in the design and implementation of effective agricultural development policies, plans, programmes and projects. Analysis of existing plans will confirm or disprove the fact that planned investment in the agricultural sector is not only low, but real expenditure fall short of even this very low

figure. The Freetown Declaration calls for the preparation of an African Regional Food Plan which will also be completed. The term 'food' includes all food products, e.g., cereals, rootcrops, pulses, livestock and fish products.

(ii) The biennium 1980-1981

The main thrust in this biennium will be to improve the awareness of the governments with respect to increased investment in agriculture as well as to improve their competence in the design and implementation of effective policy, plans, programmes and projects.

In terms of output, it is expected that (i) initial steps for the implementation of the recommendations of the Regional Food Plan will be taken at the subregional and national levels; (ii) through further examination and consultation with the governments and intergovernmental organizations, detailed policies, plans and investment programmes at the subregional and, in many cases, at the national levels will be developed in respect of food; and (iii) guidelines for policies, plans and investment programmes for non-food products along with the necessary socio-economic, institutional and physical infrastructure, will be completed.

(iii) The biennium 1982-1983

In this biennium, the strategy proposed in the biennium 1980-1981, will be continued and extended.

With regard to output, detailed plans and programmes at the subregional level, relating to aspects other than food, will be developed as a result of continued examination and consultations with the governments and intergovernmental organizations. Furthermore, feedback checks and continued evaluation of achievements of plan targets will be utilized in improving capacities of the member countries in respect of planning, implementation and evaluation, and where necessary to modify strategy in respect of investment and for the development of competence in the design and implementation of policies, plans, programmes and projects.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and legislation requiring them - None

(e) Expected impact

The impact of this subprogramme should be seen in the reorientation and improvement in the agriculture policies, plans and investment programmes and projects with the consequent acceleration of the development of the agricultural sectors. Hopefully, the improved agricultural situation will reduce dependence of African Governments on food imports and food aid, as well as prospects of food crisis. It will also improve the basis for increased agricultural raw materials, including forest products, for infant domestic industries thus leading to a realistic base for future economic development and growth.

Plan form 2

Major programme: VIII. Food and Agriculture

Organizational unit: Economic Commission for Africa

Subprogramme: Promotion of integrated rural development and improvement of agricultural institutions and services

(a) Objective

The objective of this subprogramme is to assist governments and subregional organizations in increasing agricultural production, rural income and employment through an integrated rural development approach. This involves the simultaneous analysis and improvement of all factors affecting development in agriculture and the rural communities, particularly institutions and services (see also agricultural marketing institutions, services and facilities).

(b) Problem addressed

For decades past, problems of agricultural development in Africa were perceived and tackled on a piecemeal and ad hoc basis with little or no appreciation of inter-connections and of the resulting lack of effective co-ordination or impact. It is now widely accepted that if rural communities and agriculture are to develop, an integrated approach to the problems of development is required. The need is urgent to appraise the efficiency of existing institutions and their modification or replacement with new ones that can cope with development problems.

(c) Legislative authority

Commission resolutions 197 (IX), 152 (VIII), and 321 (XIII); World Food Conference resolutions II and III; resolution No. 4 of the eleventh meeting of the ECA Executive Committee; and FAC Council Resolution of July 1976.

(d) Strategy and output

(i) The situation at the end of 1979:

It is expected that by the end of 1979

- The technical backstopping for the ECA Multinational Programming and Operational Centres would be systematized into a concrete programme of assistance to member countries in improving their approach and systematics to integrated rural development;
- Two multinational integrated rural development projects namely, Zambia-Tanzania and Tanzania-Mozambique integrated projects would have started functioning and;
- Some advance would also have been made towards strengthening and improving member Governments' rural institutions and supporting services to the agricultural sector;
- The measures for integrating livestock with crop husbandry in the agricultural development would have resulted in convincing impact;

- Desk study will be completed for the World Conference on Agrarian Reform and Rural Development.

(ii) The biennium 1980-1981

The strategy followed in this biennium would continue to lay emphasis on the establishment of integrated institutional development programmes; improvement of rural institutions and supporting services including marketing, credit and input supply institutions and extension services; and changes in the agrarian structures and land tenure policies conducive to rural development. In conformity with this strategy following output is expected.

As a result of continued backstopping, the two multinational integrated rural development projects, Zambia-Tanzania and Tanzania-Mozambique, should be in full operation by the end of the biennium 1980-1981. In addition as a result of studies and planning, supported by field investigations, more multinational and national integrated rural development projects are likely to come into existence.

The World Conference on Agrarian Reform and Rural Development would have been held and follow up on reports, recommendations and subsequent line of action will be completed and brought to the attention of member countries by the end of 1980-1981 biennium for their country level implementation.

The effective co-ordination of livestock activities of international institutions in Africa in line with government priorities is to be achieved through consultations and monitoring of programmes of all interested parties, with the Division as the co-ordinating centre.

(iii) The biennium 1982-1983

The strategy followed in the earlier years would be continued and additional positive results can be expected. The Multinational Programming and Operational Centres would by this time be fully established and would be requiring technical backstopping in a much more positive way.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None

(e) Expected impact

The impact of this subprogramme should be seen in better co-ordination, strengthening and improvement of rural institutions and services in member countries. Such development will lead to increased production, income and employment in the rural sector. This in turn will help towards reducing migration towards urban centres, help create more demand for industrial products and therefore contribute to industrial and over-all economic development.

Plan form 2

Major programme: VIII. Food and Agriculture

Subprogramme: Expansion of food production

(a) Objective

The objective of this subprogramme is to assist the Governments of the member countries in increasing food production both for internal consumption and for export and to promote concerted action in inter-country, subregional and regional levels for increasing production and improving food availability. (See subprogramme on agricultural marketing and services.)

(b) Problem addressed

The food production and productivity levels in African countries are low and have not been increasing sufficiently in the past decade to cope with the increased demand partly resulting from the increasing population. Hence imports have been increasing and both the domestic and foreign prices for food have been increasing spirally to the detriment of food importing countries many of which are in Africa. Food imports constitute a drain on foreign exchange as well. Per capita consumption is still low and unsatisfactory and in some instances seem to be deteriorating, to the general detriment of the health, productivity, and standard of living in many African countries.

(c) Legislative authority

World Food Conference of 1974 - resolution 1; resolution No. 1 of the tenth meeting and resolution No. 4 of the eleventh meeting of the ECA Executive Committee; Commission resolution 256 (VII), 264 (XII), 289 (XIII) and 312 (XIII); and the Freetown Declaration of the ninth FAO Regional Conference (1976).

(d) Strategy and output

(i) The situation at the end of 1979:

Studies of institutions and policy constraints on the expansion of food production are under way with a view to determining how best to assist government agencies. The basic studies for West Africa (Economic Community of West African States), the Sahel and Central Africa, will have been completed by the end of 1979. These should have sharply identified the points of most needed assistance in improving and strengthening those agencies which spearhead food production activities in the respective member countries and subregional organizations. As a result, efforts in inducing the governments and intergovernmental organizations of these subregions to increase more rapidly the food component of their programmes will be pursued vigorously.

(ii) The biennium 1980-1981

Strategy followed would stress the elimination of constraints as well as the making of provision, at the farm level, of structure of incentives

conducive to the expansion of food production; and with this end in view, inducing and assisting governments and intergovernmental organizations to adopt the necessary policies and prepare and implement programmes and projects.

The output would include:

- Studies on institutional and policy constraints to and structure of incentives for food production and productivity for the countries and subregions of Eastern and Southern Africa.
- Follow up in the form of assistance on policies, programmes and projects identified in the studies, for West and Central Africa and the Sahel, in the biennium 1978-1979.

(iii) The biennium 1982-1983

Impact policies, programmes and projects of the biennium of 1978-1979 and 1980-1981 on food expansion will be assessed; and if needed, the strategies pursued in previous bienniums will be re-evaluated. However if convincing progress will have been made, it will encourage forceful pursuance of previous strategies, policies and programmes. In addition, help in key areas will continue for sustained increased food production particularly in the seriously affected areas of the African continent.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None

(e) Expected impact

Food production, including cereals, pulses, oils and fats and livestock and fish products will be increased in all member countries resulting not only in reducing the existing alarming dependence on food imports, but hopefully in increased intraregional trade in all food items. Improved nutritional level of all classes of the population, particularly the most vulnerable (the young, old, and handicapped), and the over-all improvement in the standard of living, will be achieved.

Plan form 2

Major programme: VIII. Food and Agriculture

Subprogramme: Agricultural marketing institutions services and facilities

(a) Objective

The objective of this subprogramme is to assist member States of ECA to establish, improve and develop agricultural marketing institutions, services and facilities at the country, subregional and regional levels. These will help to stimulate food and fibre production and increase their availability, in quantity and quality, to ultimate users. Farm incomes and employment will also be raised. (See also Expansion of Food.)

(b) Problem addressed

The socio-economic transformation sought in the African continent requires more attention to be directed to small holders' production with a view to increasing their marketable surplus, thereby improving their economic conditions and increasing the availability of domestically produced food and other agricultural products to urban consumers and developing industries. The problem addressed is, therefore, the lack of incentive-generating and effective marketing systems, resulting in perpetuation of the state of subsistence production and low income and in a sluggish and irrational distribution of agricultural produce in time, form and space within and among African countries.

(c) Legislative authority

Recommendations of the seventh, eighth and ninth FAO Regional Conference for Africa; resolution No. 1 of the tenth meeting and resolution No. 4 of the eleventh meeting of the ECA Executive Committee; World Food Conference resolution Nos. 1, XVII and XIX; and the Commission resolution 289 (XIII) and 300 (XIII).

(d) Strategy and output

(i) The situation at the end of 1979:

Through the collection and analysis of basic information on agricultural marketing systems, input supply situations and food losses, supplemented by field missions to African countries and subregional consultations, priorities for investment in marketing improvement programmes and supporting policies would be identified for some African countries by the end of 1979. The expert consultation on reducing food losses for the South and Eastern Africa along similar lines for that undertaken for West Africa (1976) would have identified the degree of food losses and the recommendations for reducing such losses.

(ii) The biennium 1980-1981

The strategy during the biennium 1980-1981 will be to lay stress on the establishment of action-oriented programmes for launching improvements in the marketing system. Based on the situation at the end of 1979

and further in-depth investigations, local consultations and subregional meetings, output would include establishment of policies and programmes relating to:

- Storage facilities at the farm, urban and national levels;
- Preservation facilities for perishable products particularly food products, and processing plants; 1/
- Quality control and standardization;
- Wholesale, export and import markets; 2/
- Market information services;
- Country and subregional food reserves and marketing arrangements for emergencies such as in the Sahel;
- Waste reduction activities;
- Packing, handling and transportation facilities. 3/

(iii) The biennium 1982-1983

The strategy of the biennium 1980-1981 will be continued and output on the established programmes will be considerably increased.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None

(e) Expected impact:

The impact of this subprogramme is to expect that by 1983 more rational marketing policy will be adopted by the countries of the region, and particularly in the West African subregion (ECOWAS), leading to a more harmonious investment pattern in agricultural marketing infrastructure, larger share of urban food supply originating from domestic sources, and more active trade in agricultural produce among the countries of the region. In addition, it is expected that more systematic activities related to food waste and loss reduction will be in progress in South, East and West African subregions. Improved marketing is also expected to not only improve the bargaining position of smaller peasant farmer, but also his returns on investments for new adaptive technology and over-all incomes and employment of the rural sector.

1/ In co-operation with the joint ECA/UNIDO Industry Division and ECA/FAO Food Processing Advisory Group.

2/ In co-operation with International Trade and Finance Division.

3/ In co-operation with Transport Communication and Tourism Division.

Plan form 1:

Major programme: V. Development Planning, Projections and Policies

Organizational unit: Economic Commission for Africa

A. ORGANIZATION

1. Intergovernmental review

The work of the secretariat in this programme is reviewed by the African Planners' Conference and the Conference of Ministers and the Technical Committee of Experts which meet every two years. The last meetings were in October 1976 and in February and March 1977 respectively. This plan follows the outline of the work programme approved by the October 1976 Sixth Session of the African Planners' Conference.

2. Secretariat

The Secretariat unit responsible for this programme is the Socio-Economic Research and Planning Division in which there were 14 professional staff on board as of 31 December 1977 of which 1 was supported from extrabudgetary sources. The Division has the following sections as of 31 December 1977:

Section	Professional Staff		
	RB	RB	Total
1. Office of the Chief of Division	1		1
2. Socio-Economic surveys and reviews including work on Least Developed countries	5	1	6
3. Socio-Economic Research, Planning and Projections	4		4
4. Fiscal, Monetary and Financial Issues at the National Level	3		3

3. Divergences between current administrative structure and Proposed Programme structure

None.

4. Expected completions and consequent reorganizations

(a) Expected completions

The following programme elements described in paragraph 9.24 in the proposed programme budget for Biennium 1978-1979 (A/32/6) are expected to be completed:

In 1978-1979:

1.1, 1.2, 1.3, 1.4, 1.6, 1.7; 2.1, 2.5.

In 1980-1981

1.1, 1.2, 1.3, 1.4, 1.6, 1.7; 2.3, 2.5.

5. Other organizational matters

None expected.

B. CO-ORDINATION

1. Formal co-ordination within the secretariat

(a) Work on review and appraisal is undertaken partly through drawing on information processed by the divisions of statistics, international trade, industry, agriculture and social development, through regional co-operation, and through discussions at the policy level with the policy and programme co-ordination office.

(b) Work on the least developed countries is co-ordinated through an interdivisional committee serviced by a monitoring unit located in the Division.

(c) Preparation of the papers forming the documentation for the eighth Planners' Conference, involves working closely with the division of Public Administration and the Institute for Economic Planning and Development in Senegal.

2. Formal co-ordination within the United Nations System

The Division carries the same responsibilities as those of the Centre for Development Planning, Projections and Policies with which it is in regular contacts. Besides, the Division is in contact with the United Nations Research Institute for Social Development in Geneva for exchange of ideas, publications and particularly in connexion with the further refinement of the Unified Approach to Development Analysis and its practical application under African conditions and with ILO in the planning for basic needs. There is also joint effort with UNCTAD on projection of the African economies with the view to determining feasible growth rates for Africa including its least developed countries.

3. Units with which significant joint activities are expected during the period 1980-1983:

(a) The ECA divisions of: Agriculture, Industry, Trade, Social Development, Public Administration and Programme Co-ordination Office.

(b) ILO, FAO, and UNCTAD

C. ALLOCATION OF RESOURCES TO SUBPROGRAMMES

The trend in the percentage allocation of resources to subprogrammes is expected to be approximately as shown in the following table:

Table: Allocation of resources to subprogrammes (percentages)

subprogrammes	1978-1979			1980-1981			1982-1983		
	RB	XB	Total	RB	XB	Total	RB	XB	Total
1. Surveys and Reviews including least developed countries	40	-	40	37		37	34		34
2. Planning and projections	48		48	41		41	43		43
3. Fiscal, monetary and financial	12		12	22		22	23		23
Total	100		100	100		100	100		100

Plan form 2

Major programme: Development Planning, Projections and Policies

Organizational unit or Division: Socio-Economic Research and Planning

Subprogramme 3: Socio-economic surveys and reviews

(a) Objectives

- (i) To review and appraise progress in implementing the goals and objectives of the International Development Strategy in general and/or strategies for the region adopted by ECA in particular;
- (ii) To identify how effective internal, regional and international policy measures have been in achieving the goals and targets set at the national, regional and international levels.

(b) Problems addressed

During the 1980s the following problems likely to confront African developing countries will be addressed in the surveys and reviews: the serious lag in agricultural production, increased mass poverty, inadequacy of basic commodities needed for the poor income groups, unemployment, underemployment, dependence on developed countries, widening balance of payments and international trade deficits, inflation, and high cost of energy, with a view to alerting the governments on the need for revision of goals and targets or changes in policies, plans, programmes and projects.

(c) Legislative authority

Commission second session report, paragraph 85^{*}; General Assembly resolution 2626(XXX) on the International Development Strategy; Commission resolution 218(X)^{*} and 238(XI) on Africa's Strategy for Development in the 1970s; Commission resolutions 187(IX).^{*}

(d) Strategy and Output

(i) The situation at the end of 1979

The following work shall have been accomplished:

Annual Survey of Current Economic and Social Development and Policies in the member countries of the Commission (published as Part II of the Annual Survey of Economic and Social Conditions in Africa) (1978 and 1979);

Biennial Review and Appraisal of Progress in Implementing the Goals and Objectives of the Second United Nations Development Decade in Africa (published as Part I of the Annual Survey of Economic and Social Conditions in Africa) (1978);

^{*} Legislative authority more than 5 years old.

Annual Survey of Current Economic and Social Development and Policies in the Region (Published as Part I of the Survey 1979). A special item will be Survey of Self-sufficiency in food in the ECA Region;

Biennial Survey of the Development of the Least Developed African countries as part of the Annual Survey of Economic and Social Conditions in Part I 1978;

Continuous in-depth study of the economic and social circumstances of the Least-Developed African countries;

The annual surveys and reviews will be circulated to the member Governments of ECA before being discussed at the seventh session of the African Planners' Conference in 1978 and at the fourteenth session of the Commission in 1979. The special topics, education and employment which was discussed in the 1977 Survey and Self-sufficiency in Food which will be discussed in the 1979 survey, will be respectively fed into the projects of Public Administration and Agriculture Divisions.

(ii) 1980-1981

The Survey of Socio-economic Development and Policies in the African Countries and in the region as a whole and Review and Appraisal of Progress being made in Africa, including its Least Developed Countries, in the implementation of new development strategies and fulfilment of targets set, will be completed.

The surveys and reviews will be circulated to member Governments of ECA for discussion at the eighth session of the African Planners' Conference in 1980 and at the fifteenth session of the Commission in 1981.

(iii) 1982-1983

An evaluation will be undertaken on the effectiveness of the survey on policy making, research and technology in terms of contents and format. Depending on the outcome, the Survey will continue to be published with appropriate modifications. The Survey will be circulated to the member Governments of ECA for discussion at the ninth session of the African Planners' Conference in 1982, to the Executive Committee and the sixteenth session of the Commission in 1983.

(e) Expected impact

Member Governments, the legislative bodies of ECA, ECOSOC, the General Assembly and the international community will be appraised of the achievements and problems faced in the member countries of ECA in the field of socio-economic development. It is expected to help in stimulating the discussion of common African problems, exchange of information on efficiencies of policies taken and the need for the formulation of appropriate policies at the national, regional and international level.

Subprogramme 2: Socio-economic planning and projections

(a) Objective

To undertake socio-economic research on specific development problems of Africa with a view to identifying policies and making the experience of some countries in tackling their socio-economic problems available to others.

To develop appropriate planning, programming and projection techniques particularly in the context of the unified approach to development analysis and planning for satisfaction of basic needs applicable to African countries.

To undertake projections work on the economies of Africa with a view to providing guidance on the long-term development possibilities of member States.

(b) Problem addressed

The results of planning have not always satisfied expectations of African countries, when evaluation reveals that national targets set at the beginning have not been attained at the end of each plan. Mass poverty increased, large shortfalls occurred in the provision of basic needs, income inequalities widened and unemployment, particularly among the educated youth, rose. As the present system of planning failed to cope with these problems, it is therefore the intention to work on (a) improvement of planning techniques and plan implementation in order to make them more effective in solving these problems; (b) provide a suitable framework and guidance for planning by undertaking projections of the African economies.

(c) Legislative authority

Commission first session report, paragraph 61^{*}; Commission resolution 105 (VI) creating the Conference of African Planners; ECOSOC resolutions 979(XXVI) and 777(XXX); Commission resolutions 187(IX); 257(XII) and 260 (XII); General Assembly resolution 3508(XXX).

(d) Strategy and output

(i) Situation at the end of 1979

Work on evaluating the implementation of indigenization policies in African countries and preliminary results of projections work for the third United Nations Development Decade will be completed.

Both the studies will be presented to the seventh Conference of African Planners in 1978, the Committee of Experts, the Executive Committee and subsequently at the fourteenth session of the Commission in 1979. The study on evaluation of indigenization policies will also be fed into the relevant projects of Public Administration Division.

* Legislative authority more than 5 years old.

(ii) 1980-1981

The launching of Africa's Development strategy and the planning and projections framework for implementation of the strategy will be the major work. Hence output during this period will consist of work on Africa's Development strategy for the 1980's and providing a framework and guidance for planning and projection of the African economies.

(iii) 1982-1983

The strategy will be to work for adoption of appropriate and improved planning techniques by follow-up work on the application of a unified approach to development planning and analysis under African conditions and to plan for the provision of basic needs. The third phase of the continuing work on projections for the third United Nations Development Decade will also be undertaken.

(e) Expected impact

A realistic determination of the growth paths of the African countries should emerge and the options available and policies needed should be better understood by the member Governments in the major problem areas of trade and savings gaps, the imbalance in supply and demand for major export commodities and shortfalls in investment import requirements, the fulfilment of basic needs, and expanding regional co-operation with a view to determining the fields appropriate for such co-operation.

It is hoped that by 1983 a number of countries could adopt the unified approach to planning for satisfaction of basic needs so that this system of planning can be spread in the 1980s to all member countries of this Commission adjusted and adapted to fit the conditions in Africa and problems confronted.

Subprogramme 3: Fiscal, monetary and financial issues at the national level

(a) Objective

The objective is to assist member States in formulating appropriate monetary and financial policies for stimulating growth in the flow of monetary and financial resources and their optimal use in general, mobilizing and channelling domestic savings into productive and optimal programmes and projects for tackling unemployment and mass poverty in particular. The aim also is to assist member Countries in building appropriate monetary and financial institutions especially those catering for the rural areas and other lagging sectors of the population.

(b) Problem addressed

There are inadequacies in policies and measures for encouraging a large and growing flow of financial resources for accelerating development. There is in particular a serious shortfall in the availability and mobilization of domestic savings in African countries. It often limits the capability of governments and their executing agencies to finance high priority programmes and projects, therefore threatening the successful implementation of development plans.

The shortfalls in the growth of financial resources as a whole and in the supply and mobilization of domestic savings for productive use are partly the result of the absence of an adequate range of financial instruments and incentives for encouraging savings coupled with the inadequacy of a network of financial institutions particularly in the rural areas where the majority of the population reside and pay exorbitant interest rates on borrowings thus constraining their ability to improve the productivity of their existing factor inputs.

(c) Legislative authority

Commission resolutions 87(V)*, 98(VI)*, 117(VI)*, 197(IX)* and 218(X)*; General Assembly resolution 3202(S-VI).

(d) Strategy and output

(i) The situation at the end of 1979

In order to foster appreciation of the gaps existing in policies and measures for creating growth in financial flows for financing development programmes the following studies shall have been completed by 1979: Growth and Structure of Financial Institutions, Monetary and Financial Policies in a number of selected African Countries, and Monetary and Financial policies for Employment creation in a number of selected African countries.

The studies will be presented to the seventh session of the African Planners' Conference in 1978, and will also be fed into the relevant projects of the Division of International Trade and Finance, and the Division of Public Administration.

* Legislative authority more than 5 years old.

(ii) 1980-1981

In-depth studies in the field of monetary and financial policies and specific studies on financial institutions will be carried out. Output will consist of monetary and financial policies for the mobilization of domestic savings, the role of national development banks and non-banking financial institutions as instruments of economic development.

(iii) 1982-1983

Effort will be made to conclude the monetary and financial policy studies as well as studies on institutions for mobilizing and deploying financial resources. Output will consist of: monetary and financial policies required as incentive for investment promotion, studies of the changing role of commercial banks and insurance companies in fostering development by supplying capital.

(e) Expected impact

It is hoped that this programme will assist in the formulation of appropriate fiscal, monetary, savings and investment policies, satisfaction of basic needs and better income distribution, creation of the necessary monetary and financial institutions and improvement in the flow of financial resources required for financing development.

Plan form 1:

Major programme: Economic Co-operation

Organizational unit: Economic Commission for Africa

A. ORGANIZATION

1. Intergovernmental review

The work of the secretariat in this programme is reviewed, at the regional level, by the Technical Committee of Experts, the Executive Committee and the Council of Ministers. The Technical Committee and the Council of Ministers meet every two years and the last meeting took place in February/March 1977. The Executive Committee meets at least once a year and the last meeting took place in October 1977. Thus plan submission has not been approved by these bodies.

At the subregional level the programme is reviewed by subregional Committees of Experts and Councils of Ministers which are the supervisory organs of the ECA Multinational Programming and Operational Centres (MULPOCs). The MULPOCs' Committees of Experts and Councils of Ministers meet annually. The supervisory organs for the eastern and southern Africa MULPOC met in October/November 1977. The supervisory organs for the Central Africa I (Gisenyi) MULPOC met in October 1977. The supervisory organs for the Central Africa II (Yaounde), North African and West African MULPOCs will meet in February, March, and May 1978 respectively.

The chairmen of the MULPOC Councils of Ministers are members of the ECA Executive Committee.

2. Secretariat

The Secretariat unit responsible for this programme is the Office of Economic Co-operation in which there were 11 professional staff on board as of 31 December 1977. The Office has no units, but each staff member has functional responsibilities in relation to specific substantive divisions/units of ECA, and the ECA Multinational Programming and Operational Centres.

Branch/Section/Unit	Professional Staff		
	RB	XB	Total
Economic Co-operation Office	9	2	11
Lusaka MULPOC	1	8	9
Niamey MULPOC	1	5	6
Yaounde MULPOC		5	5
Gisenyi MULPOC		3	3
Tangier		3	3

3. Divergencies between current administrative structure and proposed programme structure

Nil

4. Expected completions and consequent reorganizations

(a) Expected completions

The following programme elements described in paragraph (d) in the proposed Programme Budget for Biennium 1978-1979 (A/32/6) are expected to be completed:

(i) The situation at the end of 1979

- (a) Studies on co-ordination and rationalization of programmes of intergovernmental organizations and on TCDC and ECDC will be continued by the staff of the Office of Economic Co-operation.
- (b) By 1979, it is expected that all the ECA Operational Centres will be implementing specific priority projects in agriculture, energy, industry, transport, manpower and trade. It is envisaged that preferential trade areas will have been established in at least three subregions, integrated rural development schemes established in a number of project-areas, machinery created for inter-country specialization in training of manpower, multinational shipping lines and freight booking centres established, and feasibility studies completed on some basic industries.

(ii) The biennium 1980-1981

- (a) Specific recommendations on possible areas of co-operation between intergovernmental organizations will be submitted to Governments for decision. It is expected that specific joint projects between ECA and other regional economic commissions (ECLA, ECWA, ESCAP, ECE) will be launched.
- (b) During this biennium, progress will be made towards the consolidation of the preferential trade area and the clearing house arrangements proposed for Eastern and Southern Africa, Central Africa (Great Lakes Community countries), and Central African countries served by the Yaounde-based Operational Centre. It is also hoped that transport, agriculture, energy, manpower and industrial projects will be completed.

(b) Consequent reorganizations

The Division wishes to maintain a flexible organizational structure in order to respond as quickly as possible to the needs and priorities of the countries and subregional economic groupings. MULPOC experts will be recruited on short-term basis to allow greater flexibility and substitution of expertise in the implementation of priority projects.

5. Other organizational matters

The staff of the Office will be assigned specific subject areas in accordance with changing priorities of the MULPOCs. In addition some staff members will be assigned responsibilities in the field of economic co-operation between the African region and other developing countries, Afro-Arab co-operation, and institution building and policy matters.

B. CO-ORDINATION

1. Formal co-ordination within the secretariat

The Economic Co-operation Office co-operates very closely with all ECA substantive divisions on the identification and implementation of specific projects within the framework of the MULPOC; as well as with PPCO and TACOO on policy and programming matters.

2. Formal co-ordination within the United Nations system

Co-ordination of subprogrammes with UNIDO for projects on industry; FAO for projects on agriculture, with UNESCO and ILO for projects on manpower; with UNCTAD on trade problems; as well as with regional economic commissions on co-operation between Africa and developing regions. The UNDP and other specialized agencies of the United Nations will be requested to provide additional inputs for the implementation of programmes and projects.

To facilitate co-ordination within the United Nations system all specialized agencies are invited to the annual meetings of the policy organs of the MULPOCs. It is envisaged that the implementation of the MULPOC projects will be the joint responsibility of all members of the United Nations family.

Co-operation arrangements have been agreed upon between ECA and ECLA and ECA and ECWA (Commission resolutions 301(XIII) and 302(XIII) adopted by the fourth conference of Ministers and the tenth session of the Commission). Consultations have been initiated to identify specific areas of possible co-operation between ECA and the Economic Commission for Eastern Asia and the Economic Commission for Europe.

3. Units with which significant joint activities are expected during the period 1980-1983

Appropriate units within the following divisions:

International Trade and Finance Division, Joint ECA/FAO Agriculture Division, Joint ECA/UNIDO Industry Division, Transport, Communications and Tourism Division, Natural Resources Division, Manpower, Management and Public Administration Division, Social Development Division, Technical Assistance Co-ordination Office (TACOO).

Table: Allocation of resources to subprogrammes (percentage)

[illegible]

Plan form 2

Major programme: Economic Co-operation

Organizational unit: Economic Commission for Africa

Subprogramme *: Policies and institutions

(a) Objectives

The objectives are set out in paragraph 1 of the Terms of Reference of ECA.

within the framework of these policy guidelines and subsequent resolutions and recommendations adopted by ECA and OAU ^{1/} as well as the principles established in the Programme of Action on the Establishment of a New International Economic Order, ECA's activities in the field of economic co-operation are directed towards achieving optimum national development through a multinational process.

To this end assistance is provided to African countries and to intergovernmental organizations in the identification and programming of multinational programmes and projects and identification of possible areas of co-operation between Africa and other developing regions.

(b) Problems addressed

The present structure and orientation of African economies are the major obstacles to the successful pursuit of national socio-economic goals. ECA's programme on economic co-operation focuses on activities directed towards the restructuring of the economies and to measures required for the removal of obstacles to effective multinational co-operation which is a necessary condition for national socio-economic transformation.

Of the 49 independent African countries only two have populations of over 30 million; more than half have population of 5 million or less. Most countries not only have small populations, but compared with the populations in almost any part of the world the African people have very low per capita incomes. Moreover national markets are fragmented and dominated by subsistence output. This imposes a major constraint on the creation of viable productive units. In the majority of countries the productivity of the agricultural sector is low and its contribution to GDP is only around 30 per cent. Hence the majority of countries are dependent on food imports and the agricultural sector, which is the source of living for about 90 per cent of the population is not providing the necessary stimulant to the rest of the economy. Industrial development is characterized by capacities below minimum requirements for economies of scale, high unit costs, parallel and duplicating developments in neighbouring countries, resulting in idle capacities, low value added arising from concentration of activity in primary processing and assembly plants and operations which require a large share of imported components and other inputs, and generally by lack of basic industries. Employment opportunities are limited and the labour market is characterized by an enormous supply of unskilled labour and a shortage of artisans and other skilled workers. Transport links within the region are still very sparse and intra-African communication services very slow. There are few links between states and the land-locked countries have few connecting links with the coast. The transport problems combined with low productivity in agriculture, inefficient industrial structure, excessive dependence on developed countries, and inadequacy of effective payments arrangements; reduce intra-African trade and net export earnings and increase gross domestic expenditure on overseas imports.

^{1/} e.g. Resolutions adopted at the fifth and eighth sessions of ECA; and African Declaration on Co-operation, Development and Economic Independence adopted by African Heads of State and Government in 1973.

The limited potential in terms of growth and development arising from small and fragmented national markets, make economic co-operation imperative. But, efforts towards creating effective co-operative arrangements are hampered by inward-oriented national policies and institutional deficiencies, failure to identify collectively specific multinational projects and to appreciate fully the direct and indirect benefits which will accrue to all countries promoting such co-operative projects and programmes, and dependence on foreign technology and investment with consequent centrifugal influence on economic policies and strategies.

The failure to reorient national economies and internalize co-operation at the national level and the consequent slow progress towards achieving effective multinational co-operative arrangements, make meaningful co-operation between Africa and other developing regions difficult.

(c) Legislative authority

Commission resolution 221(XI), 246(XI), 256(XII), 296(XIII), 311(XIII), and General Assembly resolution 3362(S-VII).

(d) Strategy and output

With a view to overcoming institutional deficiencies and creating effective multinational co-operative arrangements at the subregional and regional levels, priority is given to the reorganization of ECA's field institutional structures both from the administrative and substantive viewpoints and to strengthening and rationalizing African intergovernmental organizations.

The fourth ECA Conference of Ministers called for the strengthening and conversion of existing ECA subregional structures into Programming and Operational Centres; and for the creation of additional Operational Centres so that the whole of the African region could be divided into appropriate groupings of countries each of which is served by an Operational Centre. Intergovernmental policy and supervisory organs are to be created for each centre to identify, on a collective basis, multinational priority projects and programmes and to monitor the implementation of such projects and programmes as well as oversee all activities related to the Centre.

The fourth Conference of Ministers also called for the rationalizing of existing intergovernmental organizations within the purview of each Operational Centre in order to avoid competition, duplication of efforts, and inconsistencies and fragmentation.

The ultimate objective is to create subregional common markets as a first step towards a regional common market; and within the frame-work of African co-operation to promote co-operation between the African region and other developing regions.

To achieve these objectives ECA's activities consist of: convening meetings at subregional levels to create Operational Centres and their policy and supervisory organs, establishment of multinational priority projects for such centres, mobilization of resources for the implementation of priority projects, provision of assistance to intergovernmental organizations in critical development areas, undertaking research to identify possible areas of co-operation among existing intergovernmental organization and identification of areas of co-operation between Africa and other developing regions.

(i) Situation at the end of 1979

By the end of 1979, the creation of ECA Multinational Programming and Operational Centres and establishment of their priority projects and programmes will have been completed. Assistance to intergovernmental organizations in critical development areas and consultations and studies towards rationalizing their programmes will continue.

(ii) Biennium 1980-1981

Taking account of the fact that economic co-operation and integration cannot be achieved in a short period of time, the need will remain for all the parties concerned to initiate and to maintain a continuing dialogue and negotiations on the best ways to advance economic co-operation and integration in the region. Co-operative undertakings leading towards the creation of subregional common markets will continue to be promoted. It is hoped that mechanisms for the creation of subregional preferential trade areas including clearing house and payments arrangements will have been established. Identification and implementation of projects and co-operative arrangements between Africa and other developing regions will be provided on a continuing basis.

(iii) Biennium 1982-1983

During this period the Office for Economic Co-operation will continue to act as a catalytic agent to strengthen subregional and regional economic groupings and institutions in the area. It will also help governments prepare new integrated development schemes and assess the performance of the ones already in place.

(iv) Activities of marginal usefulness

Nil

(e) Expected impact

It is expected that during the period of the plan the ECA Multinational Programming and Operational Centres will become effective instruments for the promotion of programmes directed towards the creation of subregional common markets; and that concrete results will have been achieved in the rationalization of the activities of intergovernmental organizations and the gradual integration of the smaller and/or limited sectoral intergovernmental organizations into multi-purpose larger co-operative arrangements oriented to much higher degrees of formal subregional economic integration.

Subprogramme 2: Projects

(a) Objectives

At the regional and interregional levels the objective is to co-ordinate and rationalize the activities of intergovernmental organizations and promote co-operation between the African region and other developing regions within the framework of TCDC and ECDC.

The objective is to identify and promote the implementation of specific projects during the plan period, within the group of countries served by each ECA Multinational Programming and Operational Centre and between groups of countries served by two or more Operational Centres. Expert teams in neighbouring centres will, as necessary, co-operate in the evaluation and implementation of projects cutting across subregional boundaries.

The priority projects selected for implementation should reflect the national over-all objectives of the countries served by each Operational Centre and should also be multinational and/or multisectoral projects or national projects with a multinational potential.

(b) Problems addressed

There are political, economic, and financial obstacles to identification and implementation of multinational projects.

Because of the inward-orientation of countries, national development plans are not yet co-ordinated on a multinational basis or related to subregional and regional programmes, and the countries have not yet internalised economic co-operation in their national socio-economic policies. There is also an apparent lack of firm political commitment to take decisions on the implementation of multinational projects and programmes and to provide on a sustained basis moral and material support to multinational institutions created to promote co-operation. These problems are partly responsible for the slow progress in implementing multinational projects and for some of the set-backs encountered by some co-operative institutions.

Another major constraint in the identification and implementation of multinational projects is inadequacy of resources. Taking into account the limits on resources for each Operational Centre, particular attention has to be paid to programme-timing in such a way that only a limited number of key projects are selected for implementation during and within the plan period, in the light of problem-areas identified by the intergovernmental organizations of each Operational Centre. However, programme-timing necessitated by inadequacy of resources should not detract attention from the fact that structural transformation is an intersectoral process in which, though some key sectors and projects selected for immediate implementation may play a leading role for a time, all projects and sectors are linked. Therefore, in pursuance of the goal of long-term structural transformation, recognition of interrelationships between sectors and projects and their spread effects, should form the main criterion for establishing priority projects during the period of the plan.

(c) Legislative authority

Economic Commission resolutions 241(XI), 296(XIII) and 311(XIII); decisions on specific priority projects taken by the meetings of Councils of Ministers of the ECA Multinational Programming and Operational Centres; Economic and Social Council resolution 1552(XLIX); and General Assembly resolution 2563(XXIV).

(d) Strategy and output

Pursuant to Commission resolution 296(XIII) the focus is on co-ordination of programmes of existing multinational intergovernmental economic organizations in the African region and rationalization of their operations in such a way that neighbouring organizations with identical or similar projects can join forces in their implementation with a view to

progressive integration of the limited sectoral groupings into larger multipurpose groupings. Concurrently, co-operative arrangements in Africa and similar organizations in other developing regions will be promoted by formulating joint projects and schemes of mutual assistance in resources mobilization and manpower development.

In accordance with resolution 311(XIII) adopted by the fourth meeting of the ECA Conference of Ministers meetings of the supervisory bodies (Committees of Officials and Councils of Ministers), of the ECA Multinational Programming and Operational Centres, are convened annually, to take decisions on specific priority projects and on appropriate machinery for project evaluation and implementation. The supervisory bodies also make recommendations on the mobilization of resources from within each subregion and from members of the United Nations family and donor countries. The staff of each Operational Centre is expected to produce technical reports at appropriate stages in the implementation of each project activity. Where necessary, appropriate mechanisms (sectoral committees, intergovernmental commissions, intergovernmental negotiation committees, etc.) will be established to monitor the implementation of each project and assist in finding solutions to problems which may arise.

The team of experts in each centre will implement the projects on an interdisciplinary basis. As the Operational Centres are an integral part of ECA the priorities established by the governments will be reflected in the ECA Work Programme and Priorities and the ECA Headquarters will be responsible for the over-all supervision of the centres, provision of backstopping services, and for securing, in close co-operation with the governments of additional resources.

Within the framework of the New International Economic Order and ECA's framework of Principles for the implementation of the New International Economic Order in Africa the Operational Centres will be required, in the implementation of their programmes, to adopt methodologies and techniques for project evaluation and implementation that are appropriate to economies which are basically dual in character; characterized by a large subsistence sector, low per capita incomes, unemployment and underemployment, balance of payments problems, limited resources and limited possibilities of intra-African trade because of inadequacy of complementarities and external dependence.

The areas which form the core of the work programmes of the ECA Operational Centres and within which specific projects have been identified are:

- Agriculture and rural development

Assistance in devising broad-based multinational programmes of socio-economic engineering through integration into coherent programmes of projects in crop-production, livestock production, processing of agricultural commodities, water-resources development, credit schemes, provision of better seeds, fertilizers and equipment, storage facilities, health education, and research.

- Industry

Assistance in co-ordination of industrial policies and strategies within the group of countries served by each Operational Centre and between groups of countries served by neighbouring centres, with a view to recommending measures for minimizing duplication of industrial plants among neighbouring countries and for the promotion

of multinational basic and strategic industries. Within the framework of agreed policies and strategies, assist in programming multinational co-operation in creating new productive capacities and/or rationalizing existing productive capacities for example in the following branches of industry:

- (a) Integrated iron and steel plants
- (b) Non-ferrous metals
- (c) Fertilizer plants
- (d) Pulp and paper
- (e) Basic engineering plants
- (f) Petro-chemicals
- (g) Mining equipment
- (h) Telecommunication equipment
- (i) Agricultural implements
- (j) Agro-allied processing industries

- Transport and telecommunications

Assistance in measures directed towards the completion of the Trans-African Highways Project and construction of feeder roads. Assist in the preparation and implementation of programmes for the creation of integrated transport services including roads, railways, shipping, and air-transport; and standardization of technical parameters and removal of physical and institutional barriers.

- Trade

Assistance in promoting intra-African trade within each grouping of countries served by an Operational Centre and between subgroupings. Assistance in creating clearing house and payments arrangements as well as preferential trade areas as a step towards the establishment of subregional common markets.

- Manpower

Assistance in promoting inter-country specialization in the training of scientists, technologists, and artisans; and establishment at the country level of manpower planning agencies. Assistance in promoting indigenous consultancy services.

- Natural resources

Assist in the identification and exploration of natural resources including minerals and energy; and in promoting co-ordinated multinational programmes for the exploitation and utilization of natural resources for development purposes. Assist in promoting multinational research and training institutions

in the field of natural resources. Advise on legislation and other measures directed towards achieving full sovereignty over natural resources by African countries. In executing this programme the ECA will co-operate with ECLA, ESCAP, ECWA and ECE.

(i) Situation at the end of 1979

It is envisaged that policy decisions will have been taken for the co-ordination of programmes of intergovernmental organizations in West Africa, Central Africa, and North Africa; and agreement reached on the implementation of projects between Africa and other developing regions.

By 1979, it is expected that all the ECA Operational Centres will be implementing specific priority projects in agriculture, energy, industry, transport, manpower and trade. It is envisaged that preferential trade areas will have been established in at least three subregions, integrated rural development schemes established in a number of project-areas, machinery created for inter-country specialization in training of manpower, multinational shipping lines and freight booking centres established, and feasibility studies completed on some basic industries.

(ii) Biennium 1980-1981

During this biennium, progress will be made towards the consolidation of the preferential trade area and the clearing house arrangements proposed for Eastern and Southern Africa, Central Africa (Great Lakes Community countries), and Central African countries served by the Yaounde-based Operational Centre. It is also hoped that transport, agriculture, energy, manpower and industrial projects will be completed.

(iii) Biennium 1982-1983

Continuation of programmes initiated in 1978/1979 in the field of agriculture, trade, industry, manpower development, transport and natural resources; Consolidation of progress towards creation of subregional common markets.

(iv) Activities of marginal usefulness

Nil.

(e) Expected impact

There will emerge an increasing number of co-operative ventures in which African countries will pool financial, human and technical resources towards the creation of subregional common markets and achieving self-sustaining development. It is expected that the least developed countries of the continent will benefit greatly from improvements in the fields of natural resources, agriculture, transport, industry, and training facilities.

Major programme: XXV(B). Education, Training, Labour and Management

Organizational unit: Economic Commission for Africa

A. ORGANIZATION

1. Intergovernmental review

The work of the secretariat in this programme is reviewed by the ECA Technical Committee of Experts and the Conference of Ministers which meet every two years. The last meetings of the Committee and the Conference were in February 1977. This plan submission has not been reviewed by both bodies.

2. Secretariat

The secretariat unit responsible for this programme is the Public Administration, Management and Manpower Division in which for the programme there were eight professional staff on board as of 31 December 1977 of which one was supported from extrabudgetary sources. The Division had the following Sections and Units as of 31 December 1977 (see also Public Administration and Finance Programme):

Section/Unit	Professional staff		
	RB	XB	Total
Manpower Development Section	7	1	8*

* Excluding 2 professionals for the manpower programme in the ECA Multinational Programming and Operational Centres.

3. Divergence between current administrative structure and proposed programme structure

The combining of an operational training subprogramme with a largely research-oriented manpower subprogramme under one Chief of Section for administrative convenience has resulted in the manpower subprogramme remaining underdeveloped and lacking in adequate programme leadership. As the training programme would considerably expand during the medium-term plan a restructuring of the administrative arrangement would need to reflect the requirements for programme effectiveness.

4. Expected completions and consequent reorganizations

(a) Expected completions

The following programme elements described in paragraphs 9.18 to 9.20 and 9.29 to 9.31 in the proposed programme budget for biennium 1978-1979 (A/32/6) are expected to be completed:

(i) In 1978-1979

Projects 1.10, 1.12, 2.4, 2.6, 3.1, 3.3 and 3.4 of paragraphs 9.18 to 9.20
Projects 1.2, 1.3, 1.4, 1.5 and 1.8 of paragraphs 9.29 to 9.31

(ii) In 1980-1981

Projects 1.2, 1.11 and 1.13 of paragraphs 9.18 to 9.20
Projects 1.1(ii), 1.7, 1.9 and 1.10 of paragraphs 9.29 to 9.31

(b) Consequent reorganizations

It is proposed to have the programme administered under two interdependent units as in pre-1976 situation with separate Chiefs of Sections in order to ensure adequate attention to manpower planning and policy and employment.

5. Other organizational matters - None

B. CO-ORDINATION

1. Formal co-ordination within the secretariat

In training matters activities under the programme are co-ordinated through inter-divisional committees on: (i) training and fellowships; (ii) integrated rural development; and (iii) the least developed countries. Ad hoc co-ordination of manpower and training projects involving other ECA divisions and offices is effected through the office of chief of division.

2. Formal co-ordination within the United Nations system

An ECA/UNESCO joint staff meeting has operated for some years. Currently both organizations are working on a formal agreement which will lead to joint programming and use of task force for specific joint projects and eventually to a joint unit. No formal arrangement has so far been made with the ILO. Collaboration with UNITAR and other agencies is ad hoc. Formal co-ordination arrangements have been established with the African Centre for Training and Research in Development Administration which is supported by UNDP.

3. Units with which significant joint activities are expected during the period 1980-1983

All the substantive divisions and the secretariat, in particular Industry, International Trade, Natural Resources and Social Development Divisions, Economic Co-operation Office and Technical Assistance Co-ordination and Operations Office.

C. ALLOCATION OF RESOURCES TO SUBPROGRAMMES

The trend in the percentage allocation of resources to subprogrammes is expected to be approximately as shown in the following table:

Table: Allocation of resources to subprogrammes (percentages)

[illegible]

Major programme: XXV(B). Education, Training, Labour and Management
(Development and utilization of human resources)

Organizational unit: Economic Commission for Africa

Subprogramme: Education and training for development

(a) Objective

The objective of this subprogramme is to assist member States in developing adequate and effective capability for the local training of manpower for economic and social development; to bring about a reappraisal and development of appropriate educational and training policies and programmes, including administrative arrangements for the effective promotion, co-ordination and funding of training; to foster intra-African co-operation in the development and utilization of multinational specialized training institutions; and to assist in training Africans in priority areas of manpower requirements.

(b) Problem addressed:

The problem of irrelevance in the course offerings and curricula content of certain levels and types of education prevailing in African countries have been acknowledged as a factor in the shortage of specialized skills, prevailing unfavourable attitudes towards manual work and the growing unemployment among school leavers. The gap between the growth of school enrolment and that of the population of school age group has continued to widen. It is forecasted that with the rate of population growth both adult illiteracy and the school age population that will be out of school will increase in absolute terms. Consequently, rising illiteracy, especially among women, will continue to accentuate unemployment and affect the productivity of African labour force.

Africa's dependence on foreign sources of technical teachers, technologists, managers and other key personnel has tended to grow with expansion in development efforts. To ameliorate this dependence it is necessary to develop adequate national and multinational training capability and necessary machinery for manpower and employment planning, and to provide students and trainees with opportunities to acquire practical skills and work attitudes.

Within the work situation, the concept of re-training and upgrading of skills in keeping with changes in job requirements and in technology is not yet widely accepted as a basic requirement for efficiency and productivity at work. Moreover many localization policies that were adopted at independence are yet to be translated into concrete staff training and development programmes. This has in part been due to lack of funds and to inadequacy in scope, or total lack of machinery to promote, administer, co-ordinate, and monitor training policies and programmes. Staff training, development and career programming function is yet to obtain support from substantive ministries and agencies due to the scarcity of well trained staff to operate staff training and career development programmes and to the lack of appropriate training policy.

The Lima target of Africa's 2 per cent share in world industrial output particularly posed a major problem of intensified manpower training for both variety of skills and technical know-how and for large numbers of technicians, technologists, engineers and managers, while for the present African educational and training systems are not yet adequately equipped to cope with that level and variety of skill training. Hence the need for improved educational technology for training and the use of appropriate arrangements for skill multiplication and mass transmission of technical know-how.

(c) Legislative authority

Commission resolutions 110(VI)*, 123(VII)*, 125(VII)*, 172(VIII)*, 195(IX)*, 202(IX)*, 306(XIII), 318(XIII); African Declaration on Co-operation, Development and Economic Independence of May 1973.

(d) Strategy and output

(i) The situation at the end of 1979

It is envisaged that by the end of 1979 a good number of African States would have adopted definite national training policies and appropriate machinery for training promotion and co-ordination. More promotional action would still be needed in respect of French-speaking member States. The training and fellowship programme for Africa to be funded by ECA and from other sources would have been well established and efforts directed to mobilizing additional funds for programme expansion. Two graduate schools on business management and finance would have been established and preparatory work started on two others. These schools would need strengthening and expansion. Technical feasibility study would be initiated on the higher technical institute after completing the prefeasibility study and related expert group meeting in 1978 as a basis for initiating phase II of the project. Non-formal education programme would have evolved a regional programme for promoting its development by member States on a sustained and expanded basis and the distant educational programme would become fully operational. A new activity for training teachers and officers in educational and vocational guidance and counselling would have been launched with the aim of minimizing the growing problem of educated unemployed.

(ii) The biennium 1980-1981

Strategy

Encouraging manpower development by assisting in the formulation of training policies; promoting co-operation in the development of multinational training institutions and programmes; and undertaking studies focusing on discrepancies in educational structure and course offerings in relation to manpower needs of the different challenges and opportunities of socio-economic change and development in urban and rural areas. Developing a training and fellowship programme aimed at strengthening local training capability, fostering co-operation in utilizing specialized training institutions, training of technical and science teachers and developing manpower for the basic industries.

* Mandate more than five years old.

Major output

Seven study projects will be initiated and completed to provide policy guidelines. These relate to formal and non-formal education (contents and methods) in manpower development for rural and industrial development activities; the introduction of technological subjects in secondary school curricula; the situation and development of commercial education; review of educational policies and programmes; country experience with the localization of professional training and qualifications; and study on fellowship requirements and training facilities. Eight issues of the Training Information Notice and four issues of the Bulletin on ECA Training Programme will be published.

Ten projects will deal with meetings, training workshops, seminars and study tours. Two study tours will be organized for 12-16 African economic co-operation officials; there will be two subregional meetings on co-operation in the localization of professional training, examinations and qualifications; one workshop for non-formal education practitioners and one seminar for staff development officers and fellowship officers. A meeting of the African association for training and development and exhibition of instructional materials will be held. Two group in-plant training programmes will be offered. The African Institute for higher technical training and research should become operational with enrolment for short and long-term courses reaching about 500 annually. Two additional subregional graduate schools of business management and finance should become operational, increasing annual enrolment by 50. Depending on funding awards under the training and fellowship programme for Africa should rise to between 1,000 and 1,200.

(iii) The biennium 1982-1983

Strategy

This will largely be the same as in the preceding biennium but the major thrust will be expansion and qualitative improvement in the training and fellowship programme, and implementation of the operational phases of the higher technical institute and subregional graduate schools of business management and finance. Organizing workshops and symposia to consider weaknesses in Africa's educational structure and curricula, the vocationalization of primary and secondary education and on co-operation in the localization of professional training and qualifications.

Major output

Seven study projects are to be initiated and completed with study reports made available to member States. The studies are concerned with the subject structure and course offerings of post-secondary education system; vocationalization of primary and secondary education; review of educational policies and programmes; co-operation in developing instructional materials and equipment; country studies on localization of professional qualifications; mass communication in non-formal education and training programmes; and impact of the fellowship

programme and identification of training facilities. Eight issues of the Training Information Notice and four issues of the Bulletin on ECA Training Programme will be published.

Seven projects will provide training courses, seminars and workshops or specific meetings. Two such meetings will deal with non-formal education programmes and techniques and two regional workshops will be concerned with co-operation in the localization of professional training and qualifications. A seminar for staff development officers and training officers/managers will deal with training programme co-ordination, training promotion and funding. Two study tours will be organized for African economic co-operation officials and individual and group in-plant training programmes will be organized. The African Institute for Higher Technical Training and Research would have increased enrolment to about 300 and the four or five subregional graduate schools of business management and finance would have reached a combined enrolment of 100-150. As more funds for training becomes available awards under the training and fellowship programme for Africa should further rise to 1,500.

- (iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None

(e) Expected impact

Curricula with technical subjects would be expected to become more prominent in pre-employment education and training institutions of African countries and more countries would have adopted staff training and development policies and would have established suitable machinery for co-ordinating and promoting training development activities at the national level. More non-formal education and training programmes that link education and training institutions with the world of work would have been developed and the distant education programme for Africa would have considerably enhanced opportunities for manpower development. The regional and subregional training institutions in the fields of higher technical training and business and financial management would have begun to contribute slowly to alleviate manpower shortages in these two vital fields, while the operation of the training and fellowship programme, if adequately funded, would have made considerable impact in ameliorating manpower constraints and reduced Africa's dependence on foreign sources for high-level manpower. More important still would be the improvement in local training capability at national, subregional and regional levels.

Major programme: XXV(B). Education, Training, Labour and Management
(Development and utilization of human resources)

Organizational unit: Economic Commission for Africa

Subprogramme: Manpower and employment planning and policies

(a) Objectives

To provide guidelines for the reappraisal and subsequent formulation by member States of definitive policies and programmes that will ensure continual manpower assessment, planning and programming for training and employment and promote intra-African co-operation in the utilization of the region's limited resources of specialized manpower. To undertake manpower assessment and prepare skill profiles for the basic industries and other priority development sectors as a basis for encouraging the adoption of national programmes and policies of manpower training to meet the needs of specific development projects and programmes.

(b) Problem addressed

The region's characteristic manpower problems remain that of shortage of technical, managerial and specialized professional manpower and a growing level of urban unemployment. The former has accentuated Africa's dependence on the employment of foreign skills. A major contributory factor has been the discrepancy between educational offerings and skill demands and the failure to devise "bridging courses" in post-secondary educational institutions to shift students mid-stream from skill-surplus disciplines to skill-scarcity courses. Policies on training and technical know-how transfer as input in development project programming and implementation have been slipshod and ineffective. The Lima target in the field of industrial development particularly calls for a major effort in manpower planning and training, while the growing scale of urban unemployment and rural exodus call for more comprehensive integrated manpower and employment policy. Similarly, inadequate attention to manpower requirements in other priority economic sectors could forestall prospects of fulfilling national development goals. A further weakness is the underdevelopment or total lack of educational and career guidance and counselling services with the result that the educational and vocational interests of individuals are not always harmonized with national manpower needs. Because African experts have had very limited opportunities to get exposed to development challenge their expertise hardly attracts attention. Consequently, member Governments and their agencies have tended to rely on the use of foreign consultancy firms at considerable loss in foreign exchange. Consultancy services thus constitute a leakage and dependency area where member States need to develop ultimate self-reliance.

(c) Legislative authority

Commission resolutions 125(VII)*, 129(VII)*, 173(VIII)* and 195(IX)*, 306(XIII) and 310(XIII); African Declaration on Co-operation, Development and Economic Independence of May 1973.

* Mandate more than five years old.

(d) Strategy and output

(i) The situation at the end of 1973

A series of field studies, manpower analysis, preparation of manpower profiles and the organization of subregional workshops on manpower development for the basic industries would have been completed. A number of African States are expected to adopt more effective manpower and employment planning machinery or overhaul existing ones. In the development of indigenous consultancy services four subregional Associations of Consulting Organizations would have been promoted through field studies and negotiating meetings. Studies on the development of African managerial capability and entrepreneurial growth problems and on the situation in the localization of professional training and qualifications would prepare the ground for initiating operational projects in personnel training and intra-African co-operation in these fields. It is envisaged that the publication of directories on African specialists and of consultancy organizations would lead to increased employment of African experts and improved intra-African technical co-operation in their employment.

(ii) The biennium 1980-1981

Strategy

The thrust of the subprogramme will be on manpower analysis, preparation of skill profiles and organization of sensitization meetings on manpower development for electrical/electronic, agricultural and food processing industries and for regional and multinational training and research institutions included in the ECA Work Programme. Complementing this effort would be the identification of specific areas of manpower constraint and of national institutions with potentials to develop multinational training and research programmes in specialized disciplines which might help African States to achieve increasing self-reliance in manpower resource through co-operation. A further strategy is collaboration with the ILO Jobs and Skills Programme for Africa and with other organizations in promoting effective manpower policy and human resources planning through participation in joint country surveys and advisory missions involving manpower and employment.

Major output

Two principal studies will deal with the preparation of manpower profiles in respect of regional and multinational training and research institutions included in the ECA Work Programme and a review of Africa's employment situation and measure to increase employment opportunities. Further editions of the Directory of African Management Education and Training Institutions and the Directory of African Specialists will be published.

Eight projects will deal with meetings, seminars and training workshops. These cover subregional seminars for planners in human resources planning and trade and technology linked training package arrangements;

subregional workshops on manpower development for chemicals, food and agro-industries; regional and subregional meetings on co-operation among associations of indigenous consultancy organizations; a meeting on ways to combat the African brain drain. In addition, an expert group meeting in industry/educational institutions co-operation in manpower training, research and technology for development will be organized. A special manpower training programme for the basic industries will be initiated and developed. One workshop will be organized for career guidance officers on career guidance programme development techniques.

(iii) The biennium 1980-1983

Strategy

Organization of further subregional workshops to sensitize manpower planners on policies and programmes for manpower training for specific industries and other development projects and to train officials in integrated approach to human resources planning, in career guidance programme development techniques and in job analysis, performance appraisal and skill upgrading. Priority will be given to country requests for advisory missions and technical assistance in reviewing their manpower policies and related planning machinery and evaluation of programmes and policies for skill multiplication, improvement of work attitudes and for the generation of increased employment. Further collaboration with the Organization of African Unity and the UNDP Information Service on Technical Co-operation among Developing Countries with a view to improving the employment of African specialists and consultancy organizations.

Major output

Three studies will be undertaken. These are a case study on the development of indigenous entrepreneurial capability; the development of vocational skills and entrepreneurial attitudes in school leavers; and a biennial review of Africa's employment situation. Supplementary editions of the Directory of Management Education and Training Institutions and the Directory of African Specialists will be issued.

Training workshops and seminars will be organized under four projects. These will deal with career guidance programme development techniques; operation of specific training programmes for the basic industries; two workshops on job analysis, performance appraisal and programming skill upgrading. One regional seminar will be concerned with human resources planning.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None

(e) Expected impact

The subprogramme would have assisted many African countries to adopt a more systematic approach to manpower assessment and training programming for specific development projects and programmes. The development and extensive use of African expertise

as consultants would foster self-confidence in these consultants, make their work more relevant in problem solving and would have contributed to minimize foreign exchange outflow. The preparation of manpower profiles for the basic industries and the development of specific training programmes linked to the manpower studies are expected to contribute positively in enhancing Africa's capacity to cope with the realization of the Lima target in respect of industrial development. The projects on improved manpower planning and training programming and the development of indigenous managerial capability and entrepreneurship could lead to further improvements in the generation of employment and the alleviation of manpower constraints in national development efforts.

Annex 2: Plan form 1

Major programme: X. Human Settlements

Organizational Unit: Economic Commission for Africa

A. ORGANIZATION

1. Intergovernmental review

The work of the secretariat in the programme is reviewed by the Conference of Ministers, which meets every two years. The last meeting was in February/March 1977. This plan submission has not been approved by this body. The programme is also reviewed by the Technical Committee of Experts and the Executive Committee, and where building materials and construction industries are concerned, by the Conference of African Ministers of Industry. In due course the work programme will be reviewed by the proposed Regional Intergovernmental Committee on Human Settlements and Human Settlements Commission.

2. Secretariat

The secretariat unit responsible for this programme is the Housing, Construction and Physical Planning Section within the Joint ECA/UNIDO Industry Division. The Section had five professional staff on board as of 31 December 1977 of which two were supported from extrabudgetary sources in connexion with the Building Materials Development Programme.

Section	Professional staff		
	RB	XB	Total
Housing, Construction and Physical Planning	3	2	5

3. Divergences between current administrative structure and proposed programme structure

Yes, there is divergence but this should not present any difficulty for programme formulation and implementation because following the Vancouver Conference recommendations it is expected that additional resources will be made available to enlarge the Section and enable it to service the Regional Intergovernmental Committee on Human Settlements.

4. Expected completions and consequent reorganizations

(a) Expected completions

The following programme elements described in paragraphs 9.21 to 9.22 (A/32/6) in the Proposed Programme Budget for Biennium 1978-1979 are expected to be completed.

In 1973-1979: 1.2, 1.3; 2.1, 2.3.

In 1980-1981: 1.1; 2.1, 3.1, 3.2, 3.3.

(b) Consequent reorganizations

This will depend on the decisions of the Regional Intergovernmental Committee on Human Settlements to be taken at its meeting in 1978.

5. Other organizational matters

Any organizational matters will depend on the decisions of the Regional Intergovernmental Committee on Human Settlements which is scheduled to hold its first meeting in the first half of 1978.

B. CO-ORDINATION

1. Formal co-ordination within the secretariat

The formal co-ordination of all ECA work programmes is effected through the Policy and Programme Co-ordination Office (PPCO), and through interdivisional committees for (a) integrated rural development, and (b) least developed countries; co-ordination exists with the Joint ECA/UNIDO Industry Division and with Divisions of Socio-Economic Research and Planning; Joint ECA/FAO Agriculture; Natural Resources; Social Development; and Public Administration, Management and Manpower.

2. Formal co-ordination within the United Nations system

An agreement of co-ordination exists between ECA and UNEP on a joint programme on human settlements technology, and with United Nations Habitat and Human Settlements Foundation (UNHHSF) on activities relating to innovative use of building materials and techniques and on housing finance as well as with UNIDO on construction and building materials.

3. Units with which significant joint activities are expected during the period 1980-1983

Within the secretariat there are joint activities with the industrial operations and industrial development sections of the Industry Division and with the Natural Resources Division on building materials development programme. Joint activities are expected with Socio-Economic Research and Planning Division on settlement policies; with the Joint ECA/FAO Agriculture and Social Development Divisions on integrated rural development; with Education and Training Section of the Public Administration, Management and Manpower Division in assessment of training needs in housing, building and physical planning and in organizing training workshops, seminars, and in development of training facilities. Within the United Nations system, joint activities will be carried out with UNEP in Human Settlements Technology Programme; with UNHHSF on aspects relating to housing policy, housing finance, and finance institution building for human settlements and with UNIDO on construction and building materials industries. It is expected that joint activities will also be carried out with the proposed Habitat: The Centre for Human Settlements, particularly in organization and implementation of training workshops, seminars and technical studies.

C. ALLOCATION OF RESOURCES TO SUBPROGRAMMES

The trend in the percentage allocation of resources to subprogrammes is expected to be approximately as shown in the following table:

Table: Allocation of resources to subprogrammes (percentage)^{a/}

Subprogramme	1978-1979			1980-1981			1982-1983		
	RB	XB	Total	RB	XB	Total	RB	XB	Total
1. Policy development and institution building	66	50	57	66	50	56	66	43	50
2. Efficient resource development and utilization	34	50	43	34	50	44	34	57	50
	100	100	100	100	100	100	100	100	100

^{a/} The above table assumes that the three regular budget and the two extrabudgetary personnel in connexion with the construction and building materials development programme will continue throughout. In addition, two bilateral experts and three staff members redeployed from the United Nations Headquarters as a result of the creation of Habitat: The Centre for Human Settlements are envisaged.

Annex 3: Plan form 2

Major programme: Human Settlements

Organizational unit: Economic Commission for Africa

Subprogramme 1: Policy development and institution building

(a) Objective

The objective of this subprogramme is to assist member States in the identification of problem areas and possible solutions, and formulation of effective and self-reliant settlement policies and strategies leading to adoption by government of a national physical plan as a framework for comprehensive and integrated socio-economic development planning; and in the establishment of new and/or strengthening of existing institutions and machinery for promoting human settlements development with a view to improving human environment and quality of life for all, and particularly for the poor.

(b) Problem addressed

Major constraints and obstacles against an effective solution to human settlements problems in the region include inappropriate and ineffective settlements policies and strategies, poor co-ordination of these with policies for other aspects of development, and in particular a lack of clear understanding of the role of spatial (physical) planning as an inseparable dimension of national socio-economic planning and development.

There is need for co-ordination of existing technical and financial institutions and for creation of ~~new~~, more self-reliant and effective ones; for reformation and adaptation of administrative and legal machinery to bring them more in line with realities and for re-orientation of training programmes towards problem solution within the context of existing socio-economic and cultural conditions of the communities they serve.

(c) Legislative authority

Commission resolutions 53(IV)*, 157(VIII)*, 209(IX)*, 316(XIII) and ECOSOC decision 262(LXIII) submitted to and adopted by the General Assembly at its thirty-second session.

(d) Strategy and output

(i) The situation at the end of 1979

The Regional Intergovernmental Committee on Human Settlements would have held its first meeting in mid 1978 and its recommendations made known to African Governments. The recommendations would have spelt out strategies, policies and priorities in the following six activity areas for national action: settlement policies and strategies; settlement planning; institution and management; shelter, infrastructure and services; land; and public participation. Within the framework of the above recommendations and as a

* Mandate more than five years old.

result of advice, technical assistance and training given to policy-makers, administrators, managers and technicians at all levels, it is expected that several governments would have started to adopt bold, meaningful and effective human settlements policies and spatial planning strategies realistically adapted to local conditions. Meetings of an African Expert Group on Building Materials and Directors of African Building Research Centres would have also taken place and would have identified policies and set targets and guidelines to enable African countries to become self-sufficient in construction and building materials industries by the year 2000;

(ii) The biennium 1980-1981

Without prejudice to other recommendations and decisions of the regional committee it is expected that the strategies, policies and priorities set by the Regional Intergovernmental Committee on Human Settlements within the six activity areas mentioned above would have found practical application by an increasing number of African Governments.

An Expert Group Meeting on Physical Planning would have reviewed the situation in the region, assessed training requirements and needs and adopted a plan of operations for implementation of appropriate training programmes. A manual on progressive standards on neighbourhood planning would have been published;

(iii) The biennium 1982-1983

Within the framework of strategies laid down by the Regional Intergovernmental Committee on Human Settlements and following workshops on the design and role of urbanization policies and human settlements programming, it is expected that most of the governments in the region would have adopted national physical planning strategies and policies as an integral part of and framework for their socio-economic development planning, and instituted co-ordinated administrative, technical, financial, legal and other machineries conducive to formulation of policies and implementation of comprehensive human settlements programmes.

Training workshops and seminars on urban and rural physical planning; on impact of co-operative, self-help and sites and services schemes on national housing programme; on financing of housing development and rural infrastructure would have been carried out at the national, subregional and regional levels.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them

This will depend on the decisions of the Regional Intergovernmental Committee on Human Settlements taken at its meeting in 1978.

Annex 3: Plan form 2

Major programme: X. Human settlements

Organizational unit: Economic Commission for Africa

Subprogramme 2: Efficient resource development and utilizations

(a) Objective

The objectives of this subprogramme is to assist African Governments in the establishment of national policies, programmes and institutions which will help in the planning, development, mobilization and efficient use of financial and manpower resources for human settlements development; and in achieving self-sufficiency by the year 2000 in the construction and building materials industries.

(b) Problem addressed

There has been a tendency in the region not to make a sustained use of local financial and manpower resources in settlement programmes and projects; and in spite of availability of indigenous raw materials and technology, dependence has been heavy on imported building materials, expertise, technology and foreign contracting enterprises.

(c) Legislative authority

Commission resolutions 53(IV)*, 157(VIII)*, 209(IX)*, 316(XIII) and ECOSOC decision 262(LXIII) submitted to and adopted by the General Assembly at its thirty-second session.

(d) Strategy and output

(i) The situation at the end of 1979

The relevant strategies recommended by the Regional Intergovernmental Committee on Human Settlements at its meeting planned for 1978 would have been taken into account by several countries in the region. A Working Group of Experts on Building Materials and the Meeting of Directors of Building Research Centres in Africa would have developed policies, priorities, targets and guidelines to attain self-sufficiency in building materials in the region by the year 2000, and areas of national, subregional and regional industrial and research projects would have been identified. A programme of advisory and technical assistance to African Governments to plan the building materials subsector within an integrated development programme would have been established in line with the recommendations and decisions of the Regional Intergovernmental Committee on Human Settlements. Subregional training courses in the establishment and organization of co-operative housing societies using existing and/or innovative financial structures and locally mobilized manpower would have been undertaken. Work on the joint ECA/UNEP/UNHHSF human settlements technology programme would have been continued.

* Mandate more than five years old.

(ii) The biennium 1980-1981

Following strategies and recommendations of the Regional Intergovernmental Committee on Human Settlements in the national activity areas of institutions and management; shelter, infrastructure and services; and public participation, it is expected that comprehensive training courses on planning, programming, financing, executing and management of human settlements would have been organized and implemented at national, subregional and regional levels, based on ongoing programmes or new pilot projects to be established in conjunction with the construction and building materials development programme, with a view to increasing the impact of locally mobilized financial resources and of popular participation. An attempt would be made to orient training programmes to problem solution in settlement projects in various countries, having special regard to aspects of appropriate and environmentally sound technologies, rationalization, standardization and modular co-ordination.

Feasibility studies for the regional construction and building materials projects would have been started. Advisory services and technical assistance to policy-makers, administrators and managers would have been maintained, and a handbook on appropriate and environmentally sound technologies for building and servicing of housing would have been published.

(iii) The biennium 1982-1983

Most African Governments would have progressed well in the implementation of the building materials development programme in accordance with strategies, guidelines and recommendations of the Regional Intergovernmental Committee on Human Settlements, and with advisory services and technical assistance rendered by the Commission. It is expected that National Centres would be established for the purpose of monitoring building costs in particular and disseminating information on human settlements in general. In this way a feedback mechanism would have been established between the planning and executing agencies, and the important objective of building cost reduction would have been progressively achieved.

Studies on the feasibility of establishing an African Regional Centre for construction and building materials industries would have been completed.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them

This will depend on the decisions of the Regional Intergovernmental Committee on Human Settlements taken at its meeting around 1980.

(e) Expected impact

It is expected that the governments would resort more and more to efficient methods of development and utilization of their material, financial and human resources which, in the medium- to long-term, would result in: savings on foreign exchange, lower building costs,

alleviation of conditions in slums and squatter settlements, increased employment opportunities, acquisition of greater skills, application of more appropriate technologies, and in promoting African entrepreneurship. The implementation of the construction and building materials development programme would also bring about decentralization of industries, accelerated rural development and minimized rural-to-urban migration, and greater multi-national economic interdependence and self-reliance in the African region, associated with intra-African trade in the building materials, based on complementarity and mutually advantageous development policies.

Annex 2: Plan form 1

Major programme: XI. Industrial Development

Organizational unit: Economic Commission for Africa

A. ORGANIZATION

1. Intergovernmental review

The work of the secretariat in this programme is reviewed by the Conference of Ministers of ECA which meets every two years. The last meeting was in February/March 1977. This plan submission has not been approved by this body although it is primarily a continuation of the work programme approved by the same body. Within the context of ECA, the Conference of African Ministers of Industry determines the priorities on the basis of recommendations of the Follow-up Committee on Industrialization in Africa.

Secretariat

The secretariat unit responsible for this programme is the joint ECA/UNIDO Industry Division in which there were sixteen professional staff as of 31 December 1977 of which three were supported from extrabudgetary sources. The division has the following sections as of 31 December 1977.

Section	Professional staff		
	RB	XB	Total
Office of the Chief	1	-	1
Industrial Development Section	4	2	6
Industrial Operation Section	8	1	9
Total	13	3	16

3. Divergences between current administrative structure and proposed programme structure - None

4. Expected completions and consequent reorganizations:

(a) Expected completions

The following programme elements described in paragraphs 9.23 and 9.24 in the proposed programme budget for biennium 1978-1979 (A/32/6) are expected to be completed.

(1) In 1978-1979

1.1, 1.2, 1.3, 1.4, 1.5, 2.1 (i) (ii) (iii) (iv) (v) (vi), 2.2 (i) (ii) (iii) (iv) (v), 2.3 (i) (ii) (iii) (iv) (v), 2.4 (i) (ii) (iii)

Agro-based and forest-based industry programme elements not presently included in document A/32/6:

- 9.332 (24,25) from document E/CN.14/TECO/35/Rev.1
- 9.332 (09,20,11,08) from document E/CN.14/TECO/34/Rev.2
- 9.332.29 from document E/CN.14/TECO/31/Rev.2

(ii) In 1980-1981

(See annex 1 to annex 2: Plan form 1, for information only)

(b) Consequent reorganizations - None

5. Other organizational matters - None

B. CO-ORDINATION

1. Formal co-ordination within the secretariat

Formal co-ordination is affected through the Policy and Programme Co-ordination Office, through the Inter-Divisional Committees on Integrated Rural Development and the least developed countries, and the relevant Divisions: (Natural Resources; Public Administration, Management and Manpower; joint ECA/FAO Agriculture; Socio-economic Research and Planning; Statistics; and International Trade and Finance).

2. Formal co-ordination within the United Nations system

There is formal co-operation between UNIDO and ECA through the Joint ECA/UNIDO Industry Division in the field of industry. An agreement between the two bodies was reached and signed on 1 January 1974 which determined the scope of co-operation in the implementation of joint projects. Similarly there is formal co-operation between FAO and the Division in the field of agro- and forest-based industries.

3. Units with which significant joint activities are expected during the period 1980-1983

It is expected that significant joint activities will be carried out with the units within the secretariat referred to above and the following specialized agencies: UNIDO, FAO, WHO, UNEP, ILO, ISO and UNCTAD.

C. ALLOCATION OF RESOURCES TO SUBPROGRAMMES

The trend in the percentage allocation of resources to subprogrammes is expected to be approximately as shown in the following table.

Table: Allocation of resources to subprogrammes (percentage)

[illegible]

Annex 3: Plan form 2

Major programme: XI. Industrial Development

Organizational unit: Economic Commission for Africa

Subprogramme 1: Policy development and institution building

(a) Objective

The objective of this subprogramme is basically to assist African countries in the identification of problem areas and their possible solutions; in the formulation, co-ordination, planning and implementation of industrial development strategies, targets and policies; and in the establishment and strengthening of institutional machinery for promoting and monitoring of industrial development, with a view to fostering an increasing measure of self-reliance and self-sustaining development in the African region.

(b) Problems addressed

Major deficiencies in recent African industrialization policies include excessive external dependency for capabilities in formulating, financing, technology, management, manpower, designing, developing and implementing the various types of industrial programmes. There is a tendency to encourage industrialization on the basis of inadequately co-ordinated intersectoral policies and limited search of opportunities for complementarities among a large number of small African economies. Past and current industrial policies in the region have led to national industrial structures characterized by heterogeneity, high costs, low value-added, unbalanced urban-rural industrial development, absence of internal forward and backward linkages and are, in short, insignificant in their dynamism and structural impact.

The lack of coherent institutional and organizational structures, that could reflect the interdependence of economic activity, has retarded the efforts of many countries to develop, determine and carry through fundamental industrial development measures on the necessary scale.

There is also an urgent need to promote a multinational industrialization strategy and to enable African countries to develop a common framework for subregional, regional and international co-operation in the context of an integrated strategy to foster self-reliance and self-sustaining development in the African region.

(c) Legislative authority

Commission resolutions 256 (XII) and 319 (XIII) and the Lima Declaration and Plan of Action of March 1975.

(d) Strategy and output

(1) The situation at end of 1979:

The main strategy which forms the central core of this subprogramme will consist of evaluating the adequacy and effectiveness of past and current industrialization policies and strategies designed to

meet the main economic objectives laid down in major African and international conferences and consultations. Such objectives include self-sustaining development, an increasing measure of economic independence, control over natural resources and their use, increase in the capabilities of ECA member States to mount effective attacks on the twin evils of mass poverty and unemployment.

Action will have been taken in strengthening the industrial policy component associated with the establishment of institutions, such as the planned African Regional Centre for Industrial Design and Manufacturing and the African Industrial Development Fund, which are expected to be established by 1979. In addition to these institutions, there are other programmes within ECA secretariat which will have the effect of improving industrial policy-making capabilities in the African region.

A symposium on industrial policies and strategies in Africa will be convened in early 1979, preceded by organization of national workshops. The report of the symposium will be submitted to the fifth session of the ECA Conference of Ministers and the fifth Conference of African Ministers of Industry and its Follow-up Committee.

In the preparation for the symposium several studies will be conducted on such industrial aspects as review of policies and strategies; integrated sectoral policies and strategies; capabilities in industrial project design; manpower requirements; financing; and on feasibilities for establishment of African Industrial Development Fund and the African Centre for Consulting Engineering and Management Centre, including also specialized meetings and field missions.

(ii) The biennium 1980-1981

First steps will be taken to formulate sectoral policies and strategies and to promote a conceptual framework for developing integrated industrial branches. In this connexion, supplementary studies will be undertaken on evaluation and planning, finance, technology and manpower requirements for integrated industrial development. Work should continue on creation and strengthening of machinery for monitoring the indicators for industrial development and co-operation. Work will also continue on backstopping the institutions established, such as the African Industrial Development Fund and the Design Centre.

Case studies will be made of industrial establishments and complexes, existing and planned, to work out proposals for promoting complementary opportunities and harmonization. Studies will be undertaken also on formulation of sectoral plans, policies, strategies and targets.

Advisory services will be intensified aimed at the streamlining of ministries of industries so as to make them more sensitive to rational industrial strategy formulation and implementation. Working groups of experts and conferences will be organized on various aspects of integrated industrial development and the role of transnational corporations. There will also be workshops on the design and use of investment regulatory and promotion devices.

Other activities emanating from the symposium, meetings and the follow-up from the previous biennium, will be undertaken. These may include refining of specific instruments of action, production of monographs; and convening of working groups on such issues as regional and international consultations and negotiations.

(iii) The biennium 1982-1983

Within the context of general industrial development planning, policies and strategies, further studies will be carried out with emphasis on the formulation and promotion of integrated policies and strategies for sectoral and subsectoral industrial development, within the framework and the concept of industrial complementarity at national level and among countries in the African region. A systematic review of specific aspects of industrialization direction and type of broad adaptations, as follow-up to the symposium, and reports will be submitted to the Conference of African Ministers of Industry.

There will be conferences, meetings and workshops on industrial subcontracting arrangements; manufacturing for export; the role of transnational corporations; and on the association of industrial development banks.

Studies and advisory services will aim at promoting and upgrading the industrial support institutions and services, and also at developing greater capabilities in industrial projects design, integrated sectoral programmes formulation and implementation.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None

(e) Expected impact

It is expected that by 1983 about half of the ECA member States will reflect in their development plans, the policy and strategy formulations which clearly spell out the adaptations required to achieve self-reliance and self-sustaining industrialization. A greater number of technical and industrial institutions at the regional and, especially, at the subregional level will work out harmonious arrangements for developing capabilities to cope with a growing range of industrial activities. Also at the subregional level, a more rational base for effective co-operation may be expected to come into existence within the framework of industrial complementarity and specialization.

Annex 3: Plan form 2

Major programme: XI. Industrial Development

Organizational unit: Economic Commission for Africa

Subprogramme 2: Development of basic industries

(a) Objective

The objective of this subprogramme is to assist African policy makers in identifying the characteristics of existing basic industries in African countries; in formulating sectoral plans, policies, strategies, targets, programmes and projects; and in the promotion and establishment, at the national and multinational levels, of institutional machineries for and the development of a core of integrated basic and associated industries, taking into account intersectoral and inter-economic linkages.

(b) Problems addressed

There is a conspicuous absence of basic industries in the majority of African countries. This state of affairs is partly due to the narrowness of the market at the national level and the economies of scale that are characteristics of the basic industries. The requirements of basic industries, from conception to operation, are more complex and demanding in such factors as standardization, inputs, organizational structure and co-ordination. They include the development of raw material and energy-producing industries and infrastructures; adequate, diversified and expanding intermediate products-using industries; and technical inputs such as a high proportion of skilled manpower and management. These and other factors have contributed and still continue to contribute to excessive external dependency of African countries on project design, technology, capital goods, intermediate inputs, skills, management and financing.

In many instances, African countries have no choice but to use the technology, capital goods and intermediates that do not conform to their actual needs. In this connexion, the concept of basic industries in the region seems to have been associated with large scale production units. As scale is relative with certain types of industries, however, emphasis should initially be placed on the development of small plants, such as mini-steel, foundry and forging units and other units producing such products as spare parts, components and accessories.

(c) Legislative authority

General Assembly resolution 3202 (S-VI), Commission resolutions 256 (XII), 267 (XII) and 319 (XIII) and Lima Declaration and Plan of Action, March 1975.

(d) Strategy and output:

(1) The situation at the end of 1979:

By the end of 1979, the problems and difficulties facing the development of some of the basic industries and strategic subsectors, that could have maximum impact on the total economy and on the required structural change and, therefore, deserve priority for development, will have been

identified. Initially, two field missions, one on engineering and metal industries and another on chemical industries, will be mounted to visit representative African countries to make comprehensive in-depth studies of actual situation and potentialities for achieving the objectives of the subprogramme.

The main outputs will be the reports of the field missions. Inter-governmental meetings of experts will have been convened to examine the findings and recommendations contained in the reports. These will have been followed by consultation meetings of government policy-makers and financing and other institutions which are expected to finalize the formulation of integrated policies, targets, programmes and strategies for the development of the basic industry sectors. In addition, the meetings are expected to give guidelines for follow-up action on the recommendations, particularly those on the projects identified by the missions at the national, multinational and subregional levels.

All activities leading to the establishment of the African Regional Centre for Industrial Design and Manufacturing will have been undertaken.

Training courses on project design, evaluation and planning will have been held for Government officials responsible for project preparation, planning and implementation.

Dissemination of information and data relevant to all aspects of the basic industries will be initiated to be continued throughout the remaining biennia.

(11) The biennium 1980-1981

During this biennium the strategy will basically concentrate on translating the recommendations of the consultation meetings on the field-mission reports into concrete projects. This would include provision of assistance to African Governments concerned in promoting such projects to potential investors; in the establishment of African multinational corporations; and in the creation and/or strengthening of other institutions necessary for the implementation of the sector programmes.

A number of studies on project design, technology, consultancy services, contract preparations, capital goods, skills, management, financing, organization and redeployment of industrial production will be initiated/undertaken. More specific investigations and prefeasibility studies will be carried out to further develop the linkages which enhance action-oriented co-operation among African countries at the subregional level.

Implementation of the above studies and activities would involve the holding of a number of meetings of government officials at the decision-making level. Such meetings may be in the form of working groups on national planning for the sector; on indigenous agents of production and state corporations; on the establishment of multinational enterprises; and on consultations and negotiation with foreign agents of investment.

In addition, seminars and workshops on planning and programming of multinational industries, on market surveys and forecasting, and on project preparation, evaluation and implementation will be organized for project officers and personnel of the African multinational corporations, government institutions (State corporations, development banks) and other potential public and private investors.

(iii) The biennium 1982-1983:

The main focus for this biennium will be to carry the approved projects further towards their implementation. Towards this end, assistance will be rendered to the African multinational corporations in activities preceding the implementation of physical facilities.

Feasibility studies will be undertaken in co-operation with financing institutions and interested investors. Studies on multinational procurement and contracting, bulk purchasing, subcontracting, guidelines for evaluating bids, etc., will be conducted. Other activities include preparing and evaluating bid documents, mobilizing finance, locating and negotiating with partners and identifying the requirements for technical staff and management.

Meetings of plenipotentiaries in connexion with multinational projects, preceded by meetings of African-experts, will be called with a view to considering and making final decisions on the implementation of projects whose feasibility studies justify their realization. Similar meetings will be convened with a view to establishing subregional and/or regional institutions at the subsectoral level.

A number of training programmes will be organized with emphasis on training of technical and managerial staff required for the particular industries to be established and for the preparation and evaluation of industrial contracts.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None

(e) Expected impact

It is expected that the above activities will result in forward and backward linkages that are inherent in the development of integrated basic industries and in enhancing the development of other industries and sectors by producing basic intermediates, such as spare parts, components, accessories, machine tools, agricultural and other implements and mining and transport equipment. All this would mean maximization of domestic value-added and higher employment.

In addition, there will be increased availability and dissemination of bankable projects and greater involvement of the African multinational corporations (to be created), regional and subregional development banks, other financing institutions and research institutes. More specifically, implementation of such projects is expected to lead to the rationalization and further development of existing industries, the conversion of national industries into viable components of multinational industries and the creation of new integrated industries at the national, multinational and sub-regional levels, taking into account complementarity and specialization.

Annex 3: Plan form 2

Major programme: XI. Industrial Development

Organizational unit: Economic Commission for Africa

Subprogramme 3: Agro-based and forest-based industries

(a) Objective

The objective of this subprogramme is to assist African Governments in the identification, formulation, evaluation, promotion and accelerated implementation of integrated national and multinational agro-based and forest-based industry projects; in identifying inter- and intra-subsectoral linkages; in marketing processed products; in the selection and development of technology; and in the establishment and strengthening of national and regional operational instruments.

(b) Problem addressed

There is no question that most African countries are not self-sufficient in their food requirements. Wastage due to lack of facilities for preservation, storage and packaging, the non-utilization of by-products, as well as the lack of bankable projects and/or inadequate project formulation and analysis, have led to increasing dependency on imports of processed food and wood products. There are also problems related to food quality, safety, testing and inspection. In many cases inadequate supporting services and institutions, such as marketing, training of skilled manpower, maintenance and shortage of raw materials, have resulted in underutilization of the production capacities already established. Indiscriminate exploitation of forest resources and unfavourable concessionary agreements have inhibited and continue to inhibit the development of forest resources and forest-based industries.

There is also a need for developing integrated agro-based and forest-based industries; planning and programming of these branches for determination of linkages with other industrial sectors and for improving the use of national resources for the development of these sectors.

(c) Legislative authority

Commission resolutions 256 (XII) and 319 (XIII), General Assembly resolutions 3201 (S-VI) and 3202 (S-VI), Lima Declaration and Plan of Action, March 1975.

(d) Strategy and output

(i) Situation at the end of 1979:

The strategy will initially focus on reducing dependency of the region on imports of food and wood products and on upgrading capabilities for formulation and implementation of productive projects in this field.

Considerable effort will have been made to continue reviewing, identifying, and selecting for implementation subsectoral programmes, such as cereals, oils and fats, vegetables and fruits, dairy products, meat and fish products, animal feed, sawmilled products and pulp and paper industries.

On the basis of sectoral reviews, Governmental and other expert meetings will have been organized to examine and formulate policy framework for the development of the subprogramme and to identify priority areas of the subsectors.

Also inventories of existing plants in agro-based and forest-based industries, as well as directories of research and training facilities will have been up-dated. Dissemination of such and other useful information and data will be continued.

(ii) The biennium 1980-1981.

The strategy will focus on the identification of projects, preparation of pre-feasibility studies and surveys; planning of the sector; establishment of mechanisms for implementation; studies on sectoral policy formulation with regard to complementarity and specialization; and the establishment of African multinational corporations, as well as the use of appropriate technologies.

In addition to assistance to ECA member States, technical working groups of Government experts will meet to consider problems and action proposals, and to examine the potential for complementarity and specialization among African countries and the intra-subsectoral as well as inter-sectoral linkages in regard to specific subsectors. Working groups will also be organized at various levels, including national planning for the sector; indigenous agents of production and state corporations; and establishment of multinational enterprises.

On the basis of project proposals emanating from the above meetings, a start will be made on the preparation of prefeasibility and feasibility studies. This will be followed by initiating negotiation meetings between the African multinational corporations and interested investors on the establishment of multinational agro-based and forest-based industries.

Training workshops on the preparation, evaluation and implementation of agro-based and forest-based industry projects are expected to be held.

A study on the selection, adaptation and use of appropriate technologies in this sector will be conducted.

Special attention will be devoted to the follow-up activities on projects within the framework of MULPOC, in particular the Ruzizi valley agro-industrial project, the fish processing project in lakes Tanganyika and Kivu; the integrated development of fisheries project in the Turkana river basin between Kenya and Ethiopia; and the creation of processing industries for rice, wheat, coffee, fruits, vegetables, oilseeds and fish in connexion with Zambia-Tanzania integrated rural development project.

(iii) The biennium 1982-1983

The strategy will concentrate on continuous activities aimed at reducing the region's dependency on food imports, on the redeployment of productive industries from developed countries to the African region and on the

harmonization of development objectives of the sector, as well as on the formulation of action proposals to further foster the linkages with other sectors and to strengthen the co-operation among developing countries.

Assistance on the preparation of feasibility studies will be continued on cereals, oils and fats, fruits and vegetables, meat and fish, leather and leather products, fibreboard and sawmilling, furniture and pulp and paper industries. An investigation will be carried out on the redeployment of industries in the sector.

Assistance will be provided in the identification and training of technical staff and management needed to establish and operate specific projects.

- (iv) Activities in strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None

(e) Expected impacts

It is expected that these activities will result in more coherent diversification of the industrial sector and rapid development of the agro-based and forest-based industries thus reducing the dependency of African countries on imported processed food and wood products and in transforming local raw materials into end-products instead of exporting them unprocessed.

The programme will also improve nutritional standards of rural population particularly in securing adequate nutrition for the children and the poor.

Utilization of agricultural by-products, resulting in minimizing waste of agricultural resources and in the diversification of industrial production, should contribute to significant increase in the productivity and employment creating capacity of the sector.

Annex 3: Plan form 2

Major programme: XI. Industrial Development

Organizational unit: Economic Commission for Africa

Subprogramme 4: Small-scale industries

(a) Objective

The objective of this subprogramme is to assist governments in the formulation of policies and programmes for the development of small-scale and rural industries; in developing and organizing industrial training programmes, workshops and seminars; in the integration of small-scale industries with medium, large and basic industries; and in the use of appropriate technology and the establishment of supporting institutions and services.

(b) Problem addressed

Industrialization in a large number of African countries is hampered by the small size of national markets and by lack of skill and technology and inadequacy of infrastructure, thus necessitating the promotion and development of small-scale industries, particularly in the least developed African countries. In these countries, therefore, great emphasis must be placed on small-scale and rural industries which should play key roles in the over-all economic growth, in greater utilization of local inputs and in reducing the exodus of people from rural to urban areas.

There is a need for introducing and adapting intermediate technology, using subcontracting, manpower training, establishing institutional supporting services, dispersing industrial establishments and fostering the dynamic growth of small-scale and rural industries.

(c) Legislative authority

Commission resolutions 218 (XII), 256 (XII), 267 (XII) and 319 (XIII) and Lima Declaration and Plan of Action, March 1975.

(d) Strategy and output

(1) The situation at the end of 1979

The strategy will consist mainly in promoting the establishment of institutional supporting services; in the identification, organization and development of small-scale and rural industries, in training of manpower; and in the dissemination of information.

Study visits to selected countries outside the region on the organization of small-scale industries within the framework of integrated rural development will have been organized for African participants responsible for small-scale industries. Studies on policies, institutions and machinery for promoting and establishing small-scale and rural industries and on the use of subcontracting for the development of these industries will have been carried out. A seminar on the use of subcontracting will have been organized.

(ii) The biennium 1980-1981

The strategy will focus on mobilizing assistance to promote manpower development and the establishment of appropriate institutional machinery to provide the necessary supporting services, especially information on markets and marketing channels, supply of raw materials and sources of finance, machinery and equipment.

Output will consist of identification of opportunities for small-scale and rural industries including case studies on industrial estates, co-operatives and extension services; use of subcontracting; preparation of model schemes and guidelines for the promotion of small-scale and rural industries, and the promotion of appropriate technology. A number of workshops and seminars on relevant aspects of small-scale and rural industries will be held and a study visit similar to the one above will be undertaken.

(iii) The biennium 1982-1983

The strategy will pinpoint the importance of integrating the small-scale and rural industries with medium and large industries. In view of the above, an analytical survey will be conducted to identify opportunities for relating small-scale and rural industries to medium, large and basic industries as a step towards improving and/or creating forward and backward intra- and inter-sectoral linkages. A meeting will be convened for the promotion of small-scale and rural industries based on the case studies conducted during 1980-1981. Furthermore, seminars and workshops will be organized on various aspects of small-scale and rural industries, in particular on institutional supporting services, credit facilities, and mobile units for demonstration, maintenance and testing.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None

(e) Expected impacts

This subprogramme should lay the foundation for a more rapid economic growth, particularly in the least developed countries. By providing employment and alternative opportunities for upgrading skills, especially in the rural areas, it would contribute to improved standards of living of the rural population and the reduction of the influx of rural people to urban areas, and secure an even geographical distribution of industries.

The creation of opportunities for farmers to produce more and varied agricultural commodities which are required as inputs for small-scale and rural industries, and the utilization of agricultural by-products, would mean higher income for farmers. This would in turn mean enlarged markets for the products from the small-scale and rural industries.

Annex 2: Plan form 1

Major programme: International Trade

Organizational unit: Economic Commission for Africa

A. ORGANIZATION

1. Intergovernmental review

The work of the secretariat in this programme is reviewed by the Conference of Ministers, the Executive Committee and the Technical Committee of Experts. Both the Conference and the Technical Committee meet once every two years. The last meeting of the Conference was in February/March 1977. This plan submission has not been approved by this body.

2. Secretariat

The secretariat unit responsible for this programme is the International Trade and Finance Division in which there were 25 professional staff on board as of 31 December 1977 of which 10 were supported from extrabudgetary sources. The Division had the following sections and units as of 31 December 1977:

Section	Professional staff		
	RB	XB	Total
Office of the Chief	2 ^{a/}	-	2
Intra-African Trade and Finance	3	5	8
Trade and Financial Relations with the Developed World	5	1	6
Trade and Financial Relations with the Third World	3	-	3
Africa Trade Centre	3	2	5
ECA/CTNC Joint Unit on Transnational Corporations	-	1	1
Total	16	9	25

^{a/} A P.5 post for the Senior Programme Manager who will be attached to the Office of the Chief is not yet filled.

3. Divergences between current administrative structure and proposed programme structure - Nil

4. Expected completion and consequent reorganization

(a) Expected completions

The following programme elements described in paragraphs 9.26 to 9.28 in the Proposed Programme Budget for the biennium 1978-1979 (A/32/6/Add.1) are expected to be completed:

(i) 1978-1979

1.1 (i); 1.1 (ii); 1.2 (i); 1.2 (ii), (iii), (iv), (v) and (vi);
1.3 (i), (ii); 2.1 and 2.2

(ii) 1980-1981

1.1 (i) and (ii); 1.2 (i), (ii), (iii) and (vi); 1.4 (i), (ii); 2.1 and 2.2

(b) Consequent reorganization - Nil

5. Other organizational matters - Nil

B. CO-ORDINATION

1. Formal co-ordination within the secretariat

Policy and Programme Co-ordination Office, Inter-Divisional Committee on Least Developed Countries, and Inter-Divisional Committee on ECA's Participation in Trade Fairs.

2. Formal co-ordination within the United Nations system

(a) UNCTAD/GATT International Trade Centre

With a view to establishing effective co-operation and co-ordination between the two organizations in the field of trade promotion in the member countries of ECA, ITC and ECA have agreed to:

- Co-ordinate their activities in order to avoid duplication and to give optimum effect to their endeavours in the region;
- Co-operate in the implementation of training events.

(b) Centre for Transnational Corporations

An agreement was signed between ECA and the Centre on Transnational Corporations, establishing the Joint ECA/CTNC Unit on Transnational Corporations. The Joint Unit is, within the over-all programme of work adopted by the Commission on Transnational Corporations and the Economic and Social Council, the focal point for the activities of the Centre on Transnational Corporations in Africa, especially in the fields of research, information and liaison with the governments of the region.

(a) ECA/UNIDO Industry Division; ECA/FAO Agriculture Division, Transport, Communications and Tourism Division; Statistics Division; Socio-Economic Research and Planning Division; Economic Co-operation Office; Policy and Programme Co-ordination Office; Natural Resources Division and Public Administration, Management and Manpower Division.

(c) International Monetary Fund concerning studies inter alia on clearing and payments systems and related units of account to facilitate payments and clearing operations.

(d) International Bank for Reconstruction and Development on studies inter alia on the establishment of development and mining banks and an aid system in Africa. It will be noted that ECA assists in the preparation for the holding of the annual meeting of the IMF/IBRD Working Group of African Governors, which takes place prior to the annual meetings of the World Bank Group.

The trend in the percentage allocation of resources to subprogrammes is expected to be approximately as shown in the following table:

[illegible]

Plan form 2.

Major programme: International Trade

Organizational unit: Economic Commission for Africa

Subprogramme: Intra-African trade and finance

(a) Objective

The objective of this subprogramme is to assist African countries to design, adopt and implement policies and measures aimed at fostering their co-operation in the trade, financial and monetary fields and to develop appropriate skills therein.

(b) Problem addressed

Due to well known historical reasons, the developed market economy countries account for more than 75 per cent of Africa's total trade, while intra-African trade currently represents only about 4 per cent thereof. In recent years there has doubtless been a general recognition of the urgent need in the African region substantially to expand intra-African trade at subregional, multinational and regional levels with a view in particular to lessening dependence on trade with developed market economies, with its attendant problems, and promoting a greater measure of self-reliance and economic co-operation. However, it has become quite clear for some time that only determined and sustained efforts by African countries themselves will assist in overcoming the various obstacles, that stand in the way of such an expansion, not the least of which are tariff and non-tariff barriers, lack of adequate trade information, deficiencies in transport and communications links, lack of adequate and worthwhile institutional arrangements, including payments and other financial and monetary arrangements as well as trained personnel.

(c) Legislative authority

The legislative authority for the subprogramme is Commission resolutions 30(III)*, 37(V)*, 131(VII)*, 262(XII), 300(XIII), 322(XIII), 327(XIII) and General Assembly resolution (S-VI).

(d) Strategy and output

(i) The situation at the end of 1979

Studies are expected to be completed mainly on trade liberalization possibilities and appropriate trade and payments institutional arrangements to facilitate intra-African trade negotiations at subregional levels within the framework of the various MULPOCs and in specific products including meat, edible fats and oils and beverages. A number of studies including those relating to the setting-up of a regional payments system, the strengthening of existing subregional ones and the establishment of multinational mining and industrial investment banks, subregional development banks and of

* Mandate more than five years old.

an intra-African development aid system will have started. The studies are intended for senior policy-makers and government technicians. Ministerial meeting of the Lusaka MULPOC to establish a preferential trade area will have been held. And both Ministers and officials of the countries covered by the Gisenyi, Yaounde, Tangiers and Niamey MULPOCs will have met to consider appropriate institutional arrangements and measures aimed at expanding trade between them. Multinational/regional workshops, including major African importing and exporting countries or countries with a potential for exports represented by government officials as well as by business institution will have been held to promote intra-African trade in a number of products including meat, edible fats and oils and beverages. Supporting papers containing specific proposals will naturally have been prepared prior to each meetings. Workshops will also be organized to consider the findings and recommendations of studies relating to the establishment of agricultural commodity exchanges and metal exchanges.

(ii) The biennium 1980-1981

Strategy consists of undertaking studies in problem areas organizing and servicing some eleven meetings, including five intra-African trade negotiation meetings at subregional, multinational and regional levels, organizing two symposia in conjunction with African trade fairs as well as training courses and seminars; disseminating information on intra-African trade possibilities and opportunities and providing advisory services to countries in the region; multinational/regional workshops including major African importing and exporting countries with a potential for exports represented by government officials as well as by business institutions, will also be held to promote intra-African trade in sugar, leather and some industrial raw materials. Workshops of purchasing officers of public utilities will also be convened to assist them in identifying and exploiting intra-African trade possibilities.

Output

1. Studies and draft agreements on institutional arrangements for trade liberalization between the countries covered by the various MULPOCs and on intra-African trade promotion in specific products will have been undertaken. Studies on the strengthening of the agricultural commodity exchanges and the metal exchanges will be carried out as a follow-up to the establishment of these exchanges. Studies on the development of an effective system of market research and product identification for intra-African trade; on intra-African trade in raw materials for basic industries; on problems of transit trade with special reference to land-locked and semi-land-locked countries; on identification of barriers and obstacles to intra-African trade, (including those arising from "triangular trade") as well as of measures for removing them will have been completed. In addition, studies aimed at assisting African countries to create and support multinational associations oriented towards the promotion of intra-African trade as well as at establishing export credit insurance and export credit financing schemes will be undertaken. Studies designed to monitor and co-ordinate the implementation of trade, economic co-operation, agreements and institutional arrangements on the establishment of an African common market; studies on an African regional

payments system and on the creation and development of new subregional payments and clearing institutions within the framework of financial and monetary co-operation among African countries will have been completed; on the establishment of multinational mining and industrial investment banks will have been initiated from the standpoint of inter-African monetary and financial co-operation; on the review of the international monetary and financial situation and assessment of its implications for African countries.

2. Collection and dissemination of information on intra-African trade possibilities and opportunities and publication of trade directories.
3. Meetings of customs experts on transit trade; of managers and heads of clearing and payments systems in the region; of a working group on the setting-up of multinational mining and industrial investment banks, of the Intergovernmental Committee of Experts of Trade and Development and of the Conference of Ministers of Commerce of OAU to consider the recommendations of the studies undertaken; of the Association of African Central Banks; Meeting of the Working Group of African Governors of the IMF/IBRD; of the African Re-insurance Corporation; and on the promoting, strengthening, establishment and development of subregional Institutes for Training and Research in International Business and Public Finance.
4. Symposia on intra-subregional and intra-regional trade for middle level and senior trade executives on subregional and all Africa bases in conjunction with African trade fairs and a regional symposium on national procurement and supplies policies and intra-African trade, and meetings of the African Procurement and Supplies Association.
5. Training courses and seminars on intra-African trade techniques, marketing and export promotion in the techniques and modalities of bilateral and regional trade negotiations among African countries; multinational/regional workshops including major African importing and exporting countries or countries with a potential for exports represented by government officials as well as business institutions on intra-African trade, and workshops for purchasing officers from public utilities.
6. Advisory services and missions on identification of barriers and obstacles to intra-African trade and measures for removing them on the creation, support and strengthening of multilateral associations and trade, clearing and payments institutions; on establishment of export credit insurance and export credit financing schemes and on manpower development in the fields of trade, financial and monetary co-operation.

(iii) The biennium 1982-1983

The strategy will consist of undertaking studies in the critical problem areas: organizing and servicing some ten meetings including six intra-African trade negotiation meetings at subregional, multinational and regional levels; organizing two symposia in conjunction with African trade fairs as well as training courses and seminars; disseminating information on intra-African trade possibilities and opportunities; and convening of multinational/regional workshops including major African importing and exporting countries or countries with a potential for exports represented by government officials as well as by business institutions on intra-African trade and workshops for purchasing officers from public utilities and providing advisory services to countries in the region.

Output

1. Studies on intra-African trade in raw materials for basic industries; on problems of transit trade, with special reference to land-locked and semi-land-locked countries on identification of barriers and obstacles to intra-African trade, including those arising from "triangular trade" and of measures for removing them and aimed at the creation and support of multinational associations oriented towards the promotion of intra-African trade as well as at establishing export credit insurance and export credit financing schemes; on the strengthening of African agricultural commodity exchanges and metal exchanges; on the establishment of an all-African association of agricultural commodity producers; on the setting-up of an African trade fairs organization; on the harmonization of customs nomenclature in Africa at the subregional and regional levels; on the updating of African trade directories at the subregional and regional levels; on the monitoring and co-ordination of the implementation of trade, economic co-operation agreements and institutional arrangements; on the establishment of an African common market; on the strengthening of African subregional and regional clearing and payments systems; on the establishment of multinational mining and industrial investment banks; on the development and adoption of a standard monetary unit or units of account for clearing and payments purposes; review of international monetary and financial situation and assessment of its implications for African countries; on the establishment of an African association of commercial banks; and on the establishment and development of African subregional and regional institutes for research, planning and training in management and international marketing.
2. Collection and dissemination of information on intra-African trade possibilities and opportunities and publication of trade directories.
3. Meeting of customs experts on transit trade; on the setting-up of an African trade fairs organization; on the harmonization of African customs nomenclatures; of the Association of African Central Banks; of African Governors of IMF/IBRD; of the managers and heads of African multinational clearing and payments institutions; on the establishment of multinational mining and industrial investment banks of the African Re-insurance Corporation. Meetings of African subregional and regional institutes for research, planning and training in management and international marketing, and of the OAU Intergovernmental Committee of Experts on Trade and Development and the Conference of Ministers of Commerce to consider the recommendations of the studies undertaken.
4. Training courses and workshops for representatives of purchasing department of public utilities with a view to assisting them in identifying and exploiting intra-African trade possibilities (in collaboration with Public Administration Management and Manpower Division and in connexion with the Project 9.504.26 (i) Multinational/regional workshops including major importing and exporting countries or countries with a potential for export represented by government officials as well as by business institutions on intra-African trade and workshops for purchasing officers from public utilities and providing advisory services to countries in the region.
5. Symposia on intra-subregional and intraregional trade for middle level and senior trade executives at the subregional and regional levels in conjunction with African trade fairs.

6. Advisory services and missions on the identification of barriers and obstacles to intra-African trade and measures for removing them; on the creation, support and strengthening of subregional and regional trade promotion and preferential areas as well as financial, monetary and clearing and payments institutions; on establishment of export credit insurance and export credit financing schemes; and on manpower development in the fields of trade, financial and monetary co-operation.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None

(e) Expected impact

No objective indications of the impact of this programme are possible, but it is expected that the implementation of the strategy will lead to substantial liberalization and expansion of intra-African trade. This is likely to occur both at intra-subregional level where the establishment of preferential trade areas and other arrangements is expected to open up new trade opportunities between the countries covered by the various MULPOCs, and at the inter-subregional level, where direct trade negotiations on specific products should take place. A number of obstacles to trade, such as lack of adequate information, tariff and non-tariff barriers, lack of adequate payment arrangements are expected to be, if not overcome, at least substantially alleviated in the process.

Plan form 2

Major programme: International Trade

Organizational unit: Economic Commission for Africa

Subprogramme: Trade with non-African countries

(a) Objective

The objective of this subprogramme is to assist African countries in improving significantly the conditions under which their trade with developed market economy countries presently takes place and in expanding their trade with other developing regions and socialist countries.

(b) Problems addressed

Africa's trade with the developed market economy countries gives rise to two main series of problems. The first series of problems arise from the sheer preponderance of these countries' share of Africa's external trade (i.e. to the extent that this entails a marked degree of dependence on exports to and imports from this particular group of countries which accounted respectively for 83.9 per cent and 79.9 per cent in 1976) and conversely a lack of insufficiency of trading relations with other developing regions and centrally planned economies.

The second kind of problems stem from the very conditions under which trade with developed market economy countries continues to take place, i.e. the less than remunerative level, with a few exceptions, of the unit prices of African commodity exports, the lack of stability thereof, the tariff and non-tariff barriers imposed on these exports, especially at the semi-processed and processed stages, the high prices of imports coming from this category of countries etc..

To assist in tackling these problems, it is essential not only that studies, advisory and training activities be undertaken, but also that assistance be given to member States in harmonizing their stands thereon at the regional level.

(c) Legislative authority

General Assembly resolutions 3202 (S-VI), 3362 (S-VII), Commission resolutions 260 (XII), 292 (XIII), 325 (XII), Colombo Programme for Economic Co-operation, Mexico Conference on Economic Co-operation among Developing Countries, and Declaration and Programme of Action on Afro-Arab Co-operation.

(d) Strategy and output

(i) The situation at the end of 1979

A major part of the subprogramme elements will have been implemented by the end of 1979 in respect of studies relating to commodities, trade preferences, joint procurement and export promotion, restructuring of trade institutional arrangements, improvement of trading conditions

with developed market economy countries and trade expansion with non-traditional trading partners such as the other developing regions and socialist countries. Work concerning multilateral trade negotiations is expected to be completed by the end of 1979 since the latter themselves are expected to come to a close by the end of 1978.

Advisory missions, seminars, meetings and expert working groups will have been convened to assist member States to monitor, strengthen and co-ordinate the implementation of trade and economic agreements and institutional arrangements. A project on the systematic dissemination of information on trade with non-African countries and the setting up of a Regional Trade Intelligence Service with a view in particular to the identification of the most advantageous sources of imports is expected to become operational in 1979.

The studies are intended for senior policy-makers and government technicians.

(ii) The biennium 1980-1981

The main elements which could form the central core of this subprogramme will consist of studies intended to assist in improving the conditions under which Africa's trade with the developed market economy countries takes place, and in expanding trade with other developing regions and centrally planned economies, convening of working groups, seminars and conferences with a view to assisting member States in deepening their understanding of the issues involved and harmonizing their views thereon; advisory assistance to member States in the elaboration and implementation of related policies and measures.

Output

The studies to be undertaken will relate to the establishment of joint import procurement policies and joint pooling of key imports; development of integrated commodity policies including exploitation, exploration, production, processing, and trade policies; development of trade with socialist countries; biennial review of progress in intergovernmental collective action in the field of international trade; establishment of an African association of state trade organizations; identification of barriers and obstacles to improvement and expansion of trade relations with other developing countries and measures for removing them; establishment of multinational import and export enterprises; establishment of trade information and joint market research system among developing countries.

Seminars and working groups will deal with the establishments of joint import procurement policies and joint pooling of key imports; the development of integrated commodity policies including exploitation, exploration, production, processing and trade policies; Africa's trade with socialist countries; in-service training programmes in trade promotion, marketing and export promotion. In addition, African Group's meetings will be held in conjunction with the Trade and Development Board of UNCTAD, in conjunction with institutions set up within the framework of the Lomé

Convention, meetings of the Group of 77 to be convened within the framework of the implementation of the Mexico Programme of Action on Economic Co-operation among developing countries, and UNCTAD's Committee on Economic Co-operation among developing countries.

Assistance to countries and territories will include advisory services and missions in the establishment of multinational import and export enterprises, development of personnel in the field of trade creation of regional and subregional training institutions offering programmes in international trade negotiations, international marketing, export promotion and documentation, monitoring and co-ordinating of the implementation of trade, economic co-operation, agreements and institutional arrangements.

(iii) The biennium 1982-1983

The main elements which could form the central core of this subprogramme will consist of studies intended to assist in improving the conditions under which Africa's trade with the developed market economy countries takes place, and in expanding trade with other developing regions and centrally planned economies, convening of working groups, seminars and conferences with a view to assisting member States in deepening their understanding of the issues involved and harmonizing their views thereon; advisory assistance to member States in the elaboration and implementation of related policies and measures.

Output

The studies will deal with possibilities of joint import procurement and joint pooling of key imports, the establishment of multinational import and export enterprises, development of integrated commodity policies including exploitation, exploration, production, processing and trade policies, identification of barriers and obstacles to improvement and expansion of trade relations with other developing countries and measures for removing them, African trade with socialist countries.

Seminars and working groups will deal with the following topics: African trade with socialist countries; development of integrated commodity policies including exploitation, exploration, production, processing and trade policies; in-service training of trade promotion officers; trade promotion on Africa's trade with other developing regions. In addition, the following meetings will be organized: African ministerial meetings in conjunction with the Trade and Development Board. Expert group meetings of the Group of 77 will also be held to examine issues relating to financial and monetary co-operation among developing countries.

Assistance to countries and territories will include advisory services and missions in the establishment of multinational import and export enterprises and in the establishment of state trading organizations; development of personnel in the field of trade; creation of regional and subregional training institutions offering programmes in international trade negotiations, international marketing, export promotion and documentation, monitoring and co-ordinating the implementation of trade, economic co-operation, agreements and institutional arrangements.

- (iv) Activities in the strategies that are considered likely to be of marginal usefulness and the legislation requiring them - None

(e) Expected impact

Successful implementation of this strategy should lead to:

- (i) A better understanding by member States of the issues involved in and the various implications for them of restructuring Africa's trade with developed market economy countries and of expanding trade relations with other developing regions and centrally planned economies.
- (ii) Harmonization of African stands on the above-mentioned issues as a preliminary step to participation in international negotiations and consultations thereon.
- (iii) Development of national, subregional and regional capabilities and skills to engage in international negotiations on these issues and safeguard African interests therein.
- (iv) Adoption of policy decisions in the form of bilateral, subregional and international agreements to bring substantial improvements to trade with developed market economy countries and expand trade with other developing regions and centrally planned economy countries.

Plan form 2

Major programme: International Trade

Organizational unit: Economic Commission for Africa

Subprogramme: International financial and monetary policies

(a) Objectives

This subprogramme aims at assisting member States to review and monitor the international monetary and financial situation and assess its implications for them, and to optimize their financial and monetary relations with the developed world and other developing regions.

(b) Problem addressed

There is no question that the international financial and monetary situation over the last few years, in particular since the breakdown of the Bretton Woods agreements has been characterized by a series of developments that have had and continue to have far-reaching implications for the trade and development of African countries. It is also quite clear that the international monetary reform exercise which took place recently has left a number of problems of fundamental importance to African countries unsolved. At the same time, African countries have been facing severe debt problems with the result that debt-servicing accounts for 30 per cent of the export earnings of some of them.

In the face of these problems stemming principally from trade and financial relations with the developed world, there is a growing awareness of the need, not only to optimize these relations but also to strengthen financial co-operation with other third world countries within the spirit of collective self-reliance among developing regions.

(c) Legislative authority

Commission resolutions 30 (III)*, 37 (V)* and 324 (XIII) General Assembly resolutions 3202 (S-VI), 3362 (S-VII), Colombo Action Programme for Economic Co-operation, Mexico Conference on Economic Co-operation among Developing Countries and Declaration and Programme of Action on Afro-Arab Co-operation.

(d) Strategy and output

(1) The situation at the end of 1979

The international monetary and financial situation will have been reviewed with a view to assessing its implications for African countries and its impact on their economies. Studies on financial and monetary co-operation between Africa and two other developing regions including possible linkages of clearing arrangements will have been undertaken. Stock is also expected to be taken of progress accomplished in intergovernmental collective action in the financial and monetary fields.

* Mandate more than five years old.

Seminars and meetings will have been held to deepen member States' understanding of the issues involved and to assist them in defining African positions thereon. The studies are intended for senior policy-makers and government technicians.

(ii) The biennium 1980-1981

Strategy will consist of keeping under constant review the international monetary and financial situation facing African countries and assisting member States in developing and strengthening financial and monetary co-operation with other developing countries and in safeguarding their interests therein.

Meetings will also be organized to assist member States in harmonizing their stands on the current international financial and monetary situation and on financial and monetary co-operation with other developing countries.

Output

Output will consist of:

- A review of the international monetary and financial situation including debt problems and assessment of its implications for African countries.
- Studies on monetary and financial co-operation among developing countries, including interregional payment arrangements; studies on monetary and financial co-operation among developing countries, including the creation of interregional monetary units.
- Meetings of the Association of African Central Banks, its subregional committees of African Governors of IMF/IBRD, of the Centre for African Monetary Studies, and intergovernmental meetings of experts to harmonize African stands on clearing and payment arrangements with other developing regions.
- The Group of 77's expert group meetings to examine issues relating to financial and monetary co-operation among developing countries.

(iii) The biennium 1982-1983

Strategy will consist of keeping under constant review the international monetary and financial situation facing African countries and assisting member States in developing and strengthening financial and monetary co-operation with other developing countries and in safeguarding their interests therein.

Meetings will also be organized to assist member States in harmonizing their stands on the current international financial and monetary situation and on financial and monetary co-operation with other developing countries.

Output

Output will consist of:

- A review of the international monetary and financial situation including debt problems and assessment of its implications for African countries;
- Studies on monetary and financial co-operation among developing countries; including interregional payment arrangements; studies on monetary and financial co-operation among developing countries, including the creation of interregional monetary units;
- Meetings of the Association of African Central Banks, its subregional committees of African Governors of IMF/IBRD, of the Centre for African Monetary Studies, and intergovernmental meetings of experts to harmonize African stands on clearing and payment arrangements with other developing regions;
- The Group of 77's expert group meetings to examine issues relating to financial and monetary co-operation among developing countries.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and legislation requiring them - None

(e) Expected impact

The strategy is expected to assist member States in:

- Deepening their understanding of the international financial and monetary situation against which African development efforts are being undertaken, of the possible repercussions thereof on their economies and in assisting member States in devising national, subregional and regional policies aimed at safeguarding their interests;
- In identifying and assessing possibilities in the field of financial and monetary co-operation between Africa and other developing regions, in adopting subregional or regional policies aimed at concretizing this co-operation in the form of inter-regional arrangements between African countries on the one hand, and Latin American and Arab countries on the other.

Major programme: XV. Natural Resources: Energy, Water, Minerals and Cartography

Organizational unit: Economic Commission for Africa

A. ORGANIZATION

1. Intergovernmental review

The work of the secretariat in this programme is reviewed by the Technical Committee of Experts, the Executive Committee and the Conference of Ministers. The Technical Committee and the Conference of Ministers meet every two years and the last meetings took place in February/March 1977. The Executive Committee meets at least once a year and the last meeting took place in October 1977. This plan submission has not been approved by these bodies.

2. Secretariat

The secretariat unit responsible for this programme is the Natural Resources Division in which there were 17 professional staff on board as of 31 December 1977 of which 7 were supported from extrabudgetary sources. The Division had the following units as of 31 December 1977.

Unit	Professional staff		
	RB*	XB	Total
Office of the Chief	1	-	1
Mineral Resources	3	-	3
Water Resources	3	1	4
Energy	2	2	4
Cartography Remote Sensing	2	2	4
Human Environment	1	0	1
Resource of the Sea	0	0	0
Science & Technology	4	2	6
	16	7	23

3. Divergences between current administrative structure and proposed programme structure

The organizational structure below the divisional level as indicated above includes Science and Technology, Environment and the Resources of the Sea. As is indicated in

* Established posts as per Manning table.

annex 1 of Mr. Debatin's memorandum, Science and Technology and Environment are major programmes, and Resources of the Sea could be regarded as falling within the domain of Ocean Economics and Technology. Recent decision foresees the relocation of the Environment Unit under the Cabinet Office of the Executive Secretary. Science and Technology, although a unit under the Natural Resources Division, will be treated as a programme in its own right in line with Mr. Debatin's classification. Treated thus, there should be no difficulties for programme formulation and implementation.

4. Expected completions and consequent reorganizations

(a) Expected completions

The following programme elements described in paragraphs 9.32 to 9.33 in the Proposed Programme Budget for the Biennium 1978-1979 (A/32/6) are expected to be completed.

(i) In 1978-1979: 1.3, 1.9, 2.1, 4.3, 4.5.

(ii) In 1980-1981: 1.2, 1.4, 1.6, 1.7, 2.2, 2.3, 2.5, 2.6, 2.7, 2.8, 4.2.

(b) Consequent reorganization

None

It is hoped that by 1979 the Resources of the Sea Unit will at least be basically manned so as to carry out its work programme.

B. CO-ORDINATION

1. Formal co-ordination within the secretariat

Formal co-ordination within the secretariat is carried out by the Policy and Programme Co-ordination Office, Inter-divisional Committee on Integrated Rural Development and Inter-divisional Committee on Least Developed Countries (LDC).

2. Formal co-ordination within the United Nations system

Co-ordination within the United Nations System is carried out by the United Nations Committee on Natural Resources, the ACC Sub-Committee on Water Resources and the ACC Sub-Committee on Outer Space Applications.

3. Units with which significant joint activities are expected during the period 1980-1983

We expect to carry out joint activities with the following units:

Socio-Economic Research and Planning Division
Joint ECA/UNIDO Industry Division
Joint ECA/FAO Agriculture Division
International Trade and Finance Division
Social Development Division

WMO

C. ALLOCATION OF RESOURCES TO SUBPROGRAMMES

be approximately as shown in the following table.

Table: Allocation of resources to subprogrammes (percentage)

[illegible]

Major programme: XV. Natural Resources

Organizational unit: Economic Commission for Africa

Subprogramme: Mineral resources

(a) Objective

The objective of this subprogramme is to facilitate the optimum development of the region's mineral wealth for the furtherance of economic and social development of the countries, securing full sovereignty of the countries over their mineral resources and promoting increased utilization in local industries.

(b) Problem addressed

In the majority of African countries the knowledge of the existing mineral resources is far from adequate and the national programmes of research and survey are not correlated at the subregional and regional level. Furthermore exploitation of mineral resources has not been fully integrated into economic development policies for the promotion of industrialization based on these resources. African mineral resources are generally exploited by foreign-based companies and exported with little local processing. Mining legislation does not always serve the national interest nor does it take into account the latest technical developments. The acquisition of mining and mineral processing technology is slow in most African countries and many Governments are unable to ensure an adequate machinery in the public sector of the extractive industry. Many countries are facing shortage of qualified manpower and depend on overseas institutions for institutions for research, specialized laboratory services and feasibility studies; there is strong demand by African geologists and mining engineers to be well informed and to have increased professional contacts and exchange of experience.

(c) Legislative authority

General Assembly resolutions 3016 (XXVII) paras. 1-6, 3201 (S-VI) para. 4 (e, h, j, p, q, r), 3202 (S-VI) section I (1), III-IV-V-VII-VIII, and ECA resolutions 223 (X), 238 (XI), 256 (XII) para. 1 (a-j), and 261 (XII) paras. 1-3.

(d) Strategy and output

(i) The situation at the end of 1979

By the end of 1979, the activities mentioned in paragraph 9.33 - Subprogramme 1(c) of the budget for the period 1978-1979 (A/32/6) will have resulted in the following:

- (a) An advisory group in the fields of economic geology, mining and mineral processing and legislation will have been established;
- (b) A critical appraisal of existing machinery and infrastructure dealing with mineral resources within the African countries will be submitted for consideration by member States together with concrete recommendation to strengthen their efficiency;

- (c) The East African Mineral Resources Development Centre will be operational;
 - (d) Preparatory activity for establishing multinational mineral resources development centres in Central and West African subregions will be completed;
 - (e) The First Regional Conference on the Development and Utilization of Mineral Resources will have defined a common strategy and guidelines for regional co-operation;
 - (f) A seminar and study tour for African mining engineers on new methods and techniques in mineral extraction will have been held; and
 - (g) Studies on selected mineral raw materials of importance for the development of basic metals and chemical industries will be continued in co-operation with the Industry Division.
- (ii) The biennium 1980-1981
- (a) During the biennium 1980-1981, the activity will be directed to obtain at regional and country level an adequate knowledge of the mineral resources potential, to strengthen the governments capabilities to deal effectively with the geological, technological and economic problems in the development and utilization of their mineral resources and to promote the multinational co-operation among the member States with a view to harmonizing their policies especially in the domains of mining laws and trade;
 - (b) Assistance will also be given in the establishment and subsequent operation to multinational institutions for on-the-job training, specialized services and research work designed to supplement national facilities for mineral development in East, Central and West African subregions;
 - (c) A survey of existing mining legislation in African countries and proposals for a model mining code will be completed;
 - (d) A mineral distribution map of Africa will be published;
 - (e) A seminar and study tour on modern methods and techniques in mineral processing will be organized for African specialists;
 - (f) Following a request of geologists from 20 African countries, annual meetings on recent developments in mineral exploration will be convened for African geologists annually in co-operation with ECWA, UNESCO and the Centre for Natural Resources, Energy and Transport;
 - (g) Studies on mineral raw materials for basic industries will be carried out in order to determine the feasibility of local processing and marketing.

(iii) The biennium 1982-1983

There will be no change in the strategy during the biennium 1982-1983 but emphasis will be given to integrate the geological and mining projects into the general economic development projects and to consolidate the achievements of the previous period.

Continuous support will be given to the multinational centres already established. New centres will be set up in the northern and possibly southern subregions.

A second regional conference on development and utilization of mineral resources will be held. Annual subregional meetings of experts in geology and mining will be organized to exchange experience and to strengthen co-operation.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness

None foreseen.

(e) Expected impact

The establishment of multinational mineral resources development centres and of a strong advisory team will assist the countries on the implementation of their priority programmes. The inventory of existing and potential mineral resources and the publication of the mineral distribution map of Africa will provide a better knowledge of the mineral resources at the national, subregional and regional level leading to improved co-operation in their exploitation and utilization and in the harmonization of the mineral development policies of the member States. The outcome of this subprogramme will also facilitate the successful implementation of the related project of the industrial development and trade sectors.

Major programme: XV. Natural Resources

Organizational unit: Economic Commission for Africa

Subprogramme: Energy

(a) Objective

The objective of this subprogramme is to encourage exploration, systematic planning and optimum development of all energy resources in Africa, to promote development of rural electrification, to stimulate development of non-conventional and new sources of energy and to establish multinational co-operation in the exploitation and use of energy resources in Africa and to co-ordinate their development policies.

(b) Problem addressed

Many of the African countries have not as yet undertaken a systematic and comprehensive survey and inventory of their energy resources which is an important step in laying down the foundation for the formulation of policies and plans for the development and utilization of indigenous resources. As a consequence they still suffer from lack of co-ordinated energy development policies and lack of ability to forecast energy needs, production and import requirements. Well over 70 per cent of Africa's population is in the rural areas, where the supply of energy is far from adequate. From this state of affairs arises an urgent need for an appraisal of energy requirements, supply situation, and readily available energy resources on the one hand and for an appraisal of institutional requirements for the development and supply of energy in the rural areas on the other.

For many African countries, the level of development of generating capacity, and power systems generally, is still at an initial stage. Generally, plants are often under-utilized and one of the possible explanations is that many of them do not form part of an interconnected system.

Skilled manpower in the field of energy resources exploitation and use is still inadequate.

The rising costs of imported energy and the disturbance occurring in the supply situation, raises severe problems in African economies which may be ameliorated by increased exploration and utilization of non-conventional and new sources of energy to supplement or even to replace some of the existing conventional sources of energy.

Above all, there is need for co-operation among member States in the development and more rational utilization of their energy resources on a multinational basis, securing at the same time sovereignty over their own energy resources.

(c) Legislative authority

General Assembly resolutions 3016(XXVII) para. 4-6, 3171(XXVIII) para. 1-7, 3177(XXVIII) para. 2-5, 3241(XXIX) para. 3, ECA resolutions 13(VII)* paras. 1-2, 43(IV)* paras. 1-4, 113(VI)* paras. 1-3, 143(VII)* paras. 1-4, 223(X)*, 225(X)* paras. 1-4, 305(XIII) paras. 1-4 and 309(XIII) paras. 1-3, 314(XIII) paras. 1-7 and 318(XIII) paras. 1-3, Revised Framework of Principles for the Implementation of the New International Economic Order in Africa (E/CN.14/ECO/90/Rev.3).

* Mandate more than five years old.

(d) Strategy and output

(i) The situation at the end of 1979 will be as follows:

- (a) Assistance will have been given to member States: in the formulation of integrated energy policies; in the evaluation, development, exploitation and use of energy resources in Africa; in the forecasting demand for electricity; in the standardization and formulation of appropriate standards for African countries; in manufacturing on a multinational basis of electrical equipment and in the small-scale production, distribution and expansion of use of electrical energy in rural areas; in the inter-connexion of neighbouring countries grids;
- (b) Inventory of energy resources will have been accomplished and the Energy Resources Atlas of Africa will be ready for distribution. Regular updating of maps on primary energy and electric energy in Africa will have been carried out;
- (c) Survey of existing facilities and future needs in Africa for education, training and research in the field of Fuels Science and Technology with special reference to Petroleum Derivatives will have been accomplished;
- (d) Assistance will have been given for the establishment of institutions for training of personnel at all levels in the field of electricity;
- (e) Studies of interconnection of grids will have been started;
- (f) A study dealing with multipurpose development of international waterways and the preparation of a model convention in this field will have been accomplished;
- (g) A comprehensive programme of assistance to governments in the field of non-conventional sources of energy will be under implementation;
- (h) A project on utilization of solar energy in Africa on a large scale will have been started. In this context, two seminars on solar energy in Africa will have been held, solar energy centres in Africa will have been reinforced, installation of observation and measurement stations on solar energy radiation in Africa will have been started and training of Africans in the field of solar energy will have been initiated. Also, a Regional Institution on Solar Energy in Africa will have been established;
- (i) Three demonstration centres for solar, wind and biogas equipment will have been established and a feasibility study on the establishment of a manufacturing demonstration centre and possibility of marketing for solar energy equipment in Africa will have been prepared;

- (j) An exhibition showing solar energy equipment will have been organized;
- (k) Establishment of Standing Committees for Energy in all African subregions, as well as of a Regional Energy Committee, will have been initiated;
- (l) A study on Solar Energy Direct and Diffuse Repartition in Africa will have been started.

(ii) The biennium 1980-1981

In order to enable member States to draw up an exhaustive inventory of their energy resources and to study the optimum conditions for the exploitation, transmission, distribution and use of these energy resources; in order to enable them to assess the requirements of the various categories of consumer and project future requirements in the energy field; in order to have all these and related activities co-ordinated; in order to assist them in the formulation of energy policies and programmes, the following activities will be undertaken:

- (a) Standing Committees for Energy in all African economic subregions, as well as a Regional Energy Committee will be established;
- (b) A study to lay down the basis for the establishment of an African Petroleum Organization will be accomplished;
- (c) Establishment of an African Institute for Fuels Science and Technology with special reference to Petroleum and Petroleum Derivatives will be initiated;
- (d) The Second African Conference on Hydrocarbons will be held;
- (e) Collection and dissemination of energy information will continue together with a periodic updating of the Energy Resources Inventory and of the Energy Resources Atlas of Africa;
- (f) Preparation for the Third African Meeting on Energy will start;
- (g) Studies on the interconnexion of national networks will continue;
- (h) A study on the organizational and operational aspects of electrical energy development will be carried out;
- (i) A survey of technical, social and economic factors affecting the development will be undertaken;
- (j) A study on geological correlations of sedimentary basins in Africa will be undertaken;
- (k) Activities concerning the development of non-conventional sources of energy will be considerably expanded. A project on the promotion of the utilization of solar energy in Africa, started in 1978 will be under implementation. In this connexion installation of equipment to measure solar radiation will be undertaken, eight new solar energy centres in Africa will be established and two seminars on solar energy will be held. In addition to solar energy, wind and biogas will be given priority consideration;

- (l) A preliminary study for the establishment of an African Institute of Nuclear Physics will be undertaken;
- (m) The study on Solar Energy Repartition in Africa, started in 1979, will be finished;
- (n) A study of conditions for setting up an African Bank will be carried out.

(iii) The biennium 1982-1983

When all African subregions will have their Standing Committees for Energy established and a Regional Committee on Energy in full operation, assistance will continue to be provided for the rational exploitation and utilization of energy resources in a framework of an integrated continental energy policy. Assistance will continue to be offered in the field of training. In order to achieve a more complete utilization of the existing generating plants in Africa technical and economic studies of interconnexion of the national networks of African countries on a multinational, subregional or regional basis, will continue. Emphasis will be given within the framework of integrated rural development to the utilization of non-conventional sources of energy. In order to ameliorate the existing energy situation in Africa and to supplement or even to replace some of the conventional sources of energy, a project on utilization of solar energy in Africa started in 1978 and continued during the biennium 1980-1981, will continue to be implemented. In this context, two new solar energy centres will be established and two annual seminars on solar energy will be held; establishment of observation and measurement stations for solar energy radiation will be accomplished. The implementation of this project, as well as the existence of two demonstration centres for solar, wind and biogas energy utilization, will play a significant role in the development of non-conventional sources of energy in Africa.

- (iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None foreseen.

(e) Expected impact

- With the establishment of subregional Standing Committees on Energy, the member States will be able to assess the requirements of the various categories of consumer and project future requirements in the energy field. They will be able to study the optimum conditions for the exploitation, transmission, distribution and use of energy from various sources and to define the legal and institutional framework for co-operation. Their activities will be co-ordinated by the established Regional Committee on Energy, which will assist them in formulating energy policies and programmes at the all-African level and in securing full sovereignty over their energy resources.
- The existence of institutions for training in the field of electricity, hydrocarbons and non-conventional sources of energy will cover at least 75 per cent of the requirements in technicians and other skilled manpower in these fields.

- The creation of an African Petroleum Organization will facilitate a closer co-operation among member States, be they petroleum producers or non-producers, and will facilitate elaboration of common policies regarding prices of petroleum and a regular supply of petroleum products for at least 80 per cent of their actual needs.
- Studies on interconnexion of electrical networks will facilitate a more complete utilization of the existing generating plants in Africa.
- By the utilization of non-conventional sources of energy, the energy balance of member States will be improved by at least 50 per cent. The implementation of the Solar Energy Project will have a major impact especially on the development of rural areas in Africa.

Major programme: XV. Natural Resources

Organization unit: Economic Commission for Africa

Subprogramme: Water resources

(a) Objective

The objective of this subprogramme is to promote the development and conservation of the region's water resources so as to lead to optimum economic and social progress.

(b) Problem addressed

Most African countries do not have adequate knowledge of their water resources endowment. The main reasons for these are:

1. Insufficiency of networks and equipment. In large parts of the region neither the hydrometeorological and hydrometric networks nor the networks for recording groundwater level fluctuations and quality are adequate. Furthermore, the shortage of drilling, pumping and laboratory equipment and of arrangements for the collection, processing, and retrieval of data are crucial shortcomings.
2. Scarcity of trained manpower. Although the volume of trained manpower in the region has considerably increased in the past few years most of the countries still depend mainly on overseas services for research and feasibility studies.
3. Organizational problems. In many African countries the effectiveness of the organizational structure that exists to deal with the various aspects of water development is not adequate and co-ordination even at the national level, is very often insufficient.

(c) Legislative authority

General Assembly resolutions 1401(XIV)* paras.a to d; 2386(XXIII)* paras.1 and 2; ECA resolution 308(XIII) paras.1-3, United Nations Water Conference resolutions

(d) Strategy and output

(i) The situation at the end of 1979

- (a) Studies of underground water resources will have been carried out in selected areas of the region;
- (b) Assistance will have been given to member States in the setting up of hydrological and hydrometeorological networks and in the preparation of hydrological and hydrogeological maps;
- (c) Advisory services will have been made available to assist in the drawing up of national water master plans;

* Mandate more than five years old.

- (d) A Regional African Water Conference as a follow-up to Mar del Plata Conference will have defined a strategy for the promotion of water development in the course of the next decade.

(ii) The biennium 1980-1981

The work programme for the biennium 1980-1981 will address itself to the problems of lack of adequate knowledge base due largely to inadequacies in observational networks. It will focus attention on the problems faced by a large majority of the African population that do not have access to reasonably safe water supplies and particularly to the problems of drought affected areas, and will emphasize approaches that lead to effective planning, policy making and legislation. Self-sufficiency through co-operation in lake and river basin development will be strengthened.

Assistance and advisory services will be provided to member States in various aspects of water resources development, particularly in:

- (a) Assessment of water availability (both surface and underground) use and demand paying particular attention to the establishment of observational networks, and establishment of laboratories for comprehensive water analysis in its application to various uses. To this end encouragement will be given to the establishment of data banks and in the development of integrated national data systems;
- (b) Preparations of long- and medium-term plans and specific water supply projects to take up community water supplies and waste water disposal.
- (c) Formulating a comprehensive programme for the development of water resources in drought affected areas in Africa. Assistance will also be given in drawing up a programme for flood control and hydrological forecasting;
- (d) Making a review of institutional arrangements at the national, subregional and regional levels to determine their adequacy in dealing with problems of planning, policy making and legislation and in improving them;
- (e) Carrying out manpower surveys leading to the establishment of subregional institutes for training specialized services and research;
- (f) Subregional and regional co-operation in the water resources development and utilization, particularly in strengthening existing institutions and in the creation of new ones in order to stimulate the integrated development of river and lake basins shared by more than one State.

(iii) The biennium 1982-1983

The above-mentioned advisory services and assistance will continue to be provided.

As a result of the advanced knowledge of ground-water resources of the national, subregional and regional levels gained during the previous biennium, the preparation of a hydrogeological map of Africa will have been started.

A further Regional Water Conference and annual subregional meeting of experts in water development will be held to exchange experience and to strengthen co-operation.

(iv) Activities in the strategy that are likely to be of marginal usefulness

None foreseen.

(e) Expected impact

By the end of 1983, a better knowledge base on the water resources availability will have been acquired. A higher percentage of the population will have obtained safe water within reasonable access, and will also have some waste water disposal system. Technological capacities will have been improved and better information on research and development will have been acquired.

On the basis of better data knowledge, some development projects will have been formulated both to serve the economic and social progress as well as to abate drought and flood disasters.

A major degree of progress will have been achieved in formulating water policies and legislation. There will have been a significant increase in manpower.

Major programme: XV. Natural Resources

Organizational unit: Economic Commission for Africa

Subprogramme: Cartography and remote sensing

(a) Objective

This subprogramme is designed to: (a) give assistance and advice to countries of the region in the provision of national cartographic services, with the capability to carry out tasks essential for development strategies, the development of existing regional or subregional centres for training and/or services in surveying and/or remote sensing, and the setting up of new specialized subregional or regional centres; (b) complete the cartographic inventory for Africa, including geodesy, geophysics and topical mapping, to publish this inventory in a series of indexed maps of the continent, thus identifying the cartographic work that remains to be done, to analyse the existing material to determine the methods and specifications adopted by the different countries and to recommend an optimum set of specifications for future work; (c) establish the African Remote Sensing Council which will operate satellite receiving stations and remote sensing training and user assistance centres, and to facilitate the use of remote sensing data and techniques for resource analysis and management.

(b) Problem addressed

Many projects continue to be carried out in Africa by foreign organizations and companies. However, the records existing in Africa are often incomplete or dispersed in unpublished or unindexed reports and several surveys lack a unified framework and do not follow common specifications. Similarly, the absence of institutions in Africa to manage African satellite receiving station leave Africa without the capability to attain basic remote sensing data in proper time, or not even at all.

These shortcomings have affected the usefulness of existing material, hindered the planning of national and regional development schemes, led to unnecessary repetitions of expensive surveys, and reduced the return from modern cartographic and remote sensing techniques. Also, the estimation of the required manpower and, hence, the type and size of the institutions needed to provide it, continues to be conjectural.

The training at centres outside the continent is not geared to managerial or production activities within the context of actual African problems. It also leads to high percentage of non-returnees.

(c) Legislative authority

General Assembly resolution 2221(XXI), para. 3; 2386(XXIII) para. 1, 2; 2915(XXVII), paras. 10, 28; 3016(XXVII), paras. 1, 5, 6; 3182(XXVIII), paras. 11, 17; 3388(XXX), paras. 6, 7, 8, 10, 12, 14. ECA resolutions, 143(VII), paras. 1-4; 164(VIII), paras. 1, 2, 3, 5; 238(XI), para. 40, (1), (iii) and (iv); 280(XI), paras. 2, 3, 4; 288(XII), paras. 2, 3, 6; 313(XIII), paras. 1-5. Resolutions of the First, Second and Third United Nations Regional Cartographic Conferences for Africa.

(d) Strategy and output

(i) The situation at the end of 1979

By the end of 1979 50 per cent of the cartographic inventory will have been completed, covering Morocco, Algeria, Tunisia, the Sahara, Mauritania, Senegal, Gambia, Guinea Bissau, Mali, Niger, Guinea, Upper Volta, Nigeria, Sierra Leone, Liberia, Ghana, Togo, Benin, Cameroon, Equatorial Guinea, Gabon, Congo, Zaire, Ethiopia, Kenya and Somalia. The Fourth Regional Cartographic Conference for Africa will have been convened. Active participation is also foreseen in subregional, regional and international conferences and seminars on cartographic topics, in particular the meetings of the African Association of Cartography, the Commission for Geodesy in Africa, the International Union of Geodesy and Geophysics and the meetings dealing with the application of remote sensing to cartography. Two of the five training centres in remote sensing will be in operation and two others will be in the process of being set-up. One African Remote Sensing Receiving Station will be in operation. Another will be in the process of being installed. About 25 per cent of the basic training needs in remote sensing application specialists at national levels will have been met. Over twenty participating countries will have resource analysis programmes, using remote sensing. The African Remote Sensing Council will have become operational. A number of seminars for decision makers and/or data users will have been held. Training programmes for 40 national co-ordinators and up to 100 application specialists will have been carried out.

The redocumentation of the holdings in the Map Documentation and Reference Centre at ECA will have been completed and a second edition of the catalogue published. The first edition of the Energy Resources Atlas for Africa will have been published.

(ii) The biennium 1980-1981

The work programme for the biennium 1980-1981 will concern itself with improving the knowledge base of what cartographic work has been carried out in Africa so that member States can decide individually and collectively what needs to be done to fill the gaps; and the countries will be assisted in being increasingly self-sufficient in the provision of training and specialized services in cartography as well as remote sensing. The cartographic inventory for Africa will be completed, the index maps published and the full report on the work ready for scrutiny by experts from member States and international bodies. The regional training and services centres will be assisted to become fully operational. A reassessment of manpower requirements will be made and four to six meetings dealing with cartography and remote sensing will be held. Total Africanization of the satellite receiving stations and remote sensing training centres will be carried out through the expansion of training at existing centres and also within the framework of technical co-operation among developing countries. Efforts will be directed towards making the fifth Training and User-Assistance Centre fully operational. Assistance will be provided in completing the installation of the second receiving station and to set up a third one.

(iii) The biennium 1982-1983

As a result of work carried out in the biennium 1980-1981 specialized areas will have been identified where manpower development require the setting up of new regional training institutions and/or in the expansion of existing ones. Multinational programmes of geodetic, geophysical and topical mapping to fill gaps disclosed by the cartographic inventory completed in the previous period will be launched.

Efforts will continue toward the achievement of co-ordination of procedures at the remote sensing receiving stations and the training centres. Support will be given to convene one remote sensing seminar on advanced topics.

The fifth United Nations Regional Cartographic Conference for Africa will be convened.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness - None indicated.

(e) Expected impact

Africa will have ready and up-to-date inventory of the existing cartographic data, a clear picture of what remains to be done and the appropriate specifications for carrying it out. Training facilities at all technical levels will have been set up in Africa, thus effectively reducing dependence on training institutions abroad. Regional cartographic centres will have been developed to cater for projects requiring advance technologies.

The need for national remote sensing co-ordinators will be entirely met. 50 per cent of the needs for African resources analysts and managers trained in remote sensing utilization will be covered. Remote Sensing procedures will be part of operational resource management practices in 35 per cent of the countries.

Plan form 2

Major programme: Natural Resources

Organizational Unit: Economic Commission for Africa

Subprogramme: Resources of the sea

(a) Objective

To promote the increased participation of the member States in the recovery, development and concentration of marine resources including those of coastal areas in order to contribute to economic and social development.

(b) Problem addressed

The existence of important mineral resources such as petroleum, metallic ores and industrial minerals as well as biological and other possibilities (e.g. energy) within the oceans and seas surrounding the African continent has been demonstrated.

With few exceptions, there seems to be a great lack of awareness in Africa of the growing importance of having national and multinational policies for the development of marine resources. Very few countries in Africa have adequate capabilities either in manpower or institutions, in Marine Science and Technology.

(c) Legislative authority

General assembly resolutions 2626(XXV) paras. 73-78 and 2692 paras. 3-8 and Commission resolutions 34(III), 143(VII) and 238(XI).

(d) Strategy and output

(i) The situation at the end of 1979

A special unit dealing with resources of the sea will have been established.

Assessment of priorities in member States regarding marine resources will have been carried out. Preparatory Assistance will have been given to member States bordering the Indian Ocean and the Red Sea in formulating and implementing subregional off-shore exploration programmes and establishing machineries for co-ordinating programmes and activities..

(ii) The biennium 1980-1981

The work programme in the biennium 1980-1981 will seek to lay a firm foundation for co-operative arrangements aimed at harmonizing policies, programmes and legislation and in co-operation with the Science and Technology Unit, to assist in the establishment of institutions for training, research, and the provision of services.

Co-ordinating machineries to harmonize the policies and programmes of member States will be established for the Atlantic Ocean, Red Sea, Indian Ocean and Mediterranean Sea.

In co-operation with the Science and Technology Unit assistance will be given to member States in establishing centres for Marine Science and Technology.

A review of national marine legislations and of the draft law of the Sea will be prepared and submitted for discussion to African experts in a special working meeting.

Symposia and Meetings of experts will be convened to analyse the results of off-shore exploration along the African coasts and propose a programme of studies and experiments on the utilization of renewable sources of ocean energy.

(iii) The biennium 1982-1983

Meetings of the Joint Co-ordinating Off-shore Prospecting Committees will be organized for each major area.

Feasibility studies on the exploitation of known marine resources will be undertaken and meetings of experts to discuss the co-operation among the member States will be organized.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness - None foreseen

(e) Expected impact

By the end of 1983 the African member States will have achieved a better knowledge of the marine resources of the adjacent seas and oceans of the continent. They will have become aware of the legal and technological aspects of the utilization of these resources and through appropriate co-ordinating machineries will have been enabled to co-operate in their exploitation.

Major programme: XX. Science and Technology

Organizational unit: Economic Commission for Africa

A. ORGANIZATION

1. Intergovernmental review

The work of the secretariat in this programme is reviewed by the Intergovernmental Committee of Experts on Science and Technology Development in Africa (CESTD) which meets every year and the Technical Committee of Experts and the ECA Conference of Ministers each of which meets every two years. The last meeting of the CESTD was held in January 1977 and the last meetings of the Technical Committee of Experts and the ECA Conference of Ministers were held in February/March 1977. This plan submission has not been approved by these bodies.

2. Secretariat

The secretariat Unit responsible for this programme is the ECA Science and Technology Unit located for administrative purposes within the Natural Resources Division. In the Unit there were four professional staff on board as of 31 December 1977 of which one was supported from extrabudgetary sources. The Unit had no branches as of 31 December 1977.

Branch/Section/Unit	Professional staff		
	RB*	XB	Total
Science and Technology Unit	4	1	5
Total	4	1	5

* as per manning table.

3. Divergences between current administrative structure and proposed programme structure - None

4. Expected completions and consequent reorganization

(a) Expected completions

The following programme elements described in paragraphs 9.43 to 9.44 in the proposed programme budget for biennium 1978-1979 (A/32/6) are expected to be completed.

In 1978-1979: 1.1, 1.2, 1.5, 3.2;

In 1980-1981: 1.3, 1.4, 1.6, 2.1, 2.2.

(b) Consequent reorganizations - None

5. Other organizational matters - None

[illegible]

Major programme: XX. Science and Technology

Organizational unit: Economic Commission for Africa

Subprogramme 1: Development of policies, machinery and capabilities for science and technology

(a) Objective

The objective of this subprogramme is to promote widespread recognition throughout the region of the role of science and technology in African development; to assist governments in formulating policies and developing institutions for the development of indigenous technology and for deriving the optimum benefits from imported technology; and to strengthen the capabilities of member States, singly and collectively, for applying science and technology to development.

(b) Problem addressed

In many African countries the impact of technology on economic development is not yet fully appreciated to the extent that technology components are not always integrated into national development plans. Because of this a number of countries have not established adequate institutions for the development of scientific and technological capabilities.

(c) Legislative authority

General Assembly resolutions 3201(S-VI) para. 4 (p), 3362(S-VII) Sec. III, and 3507(XXX) paras. 1, 3, 4, 5, 6; ECOSOC resolution 1900 (LVII) para. 10; UNCTAD resolution 87(IV) para. 7; ECA resolution 206(IX), para. 4.

(d) Strategy and output

(i) The situation at the end of 1979

The situation at the end of 1979 will be as follows:

- (a) Survey of governmental machinery for policy-making and planning in science and technology will have been published;
- (b) Seminar on methodologies and machinery for planning the science and technology component in national development plans will have been held. The Intergovernmental Committee of Experts on Science and Technology Development (CESTD) will have met twice;
- (c) The African Regional Centre for Technology and the African Regional Organization for Standardization (ARSO) will have become operational;
- (d) The African Regional Meeting for the United Nations Conference on Science and Technology for Development will have been held and action recommendations emanating from the meeting will have been presented for consideration by the ECA Conference of Ministers.

(ii) The biennium 1980-1981

Assistance will be provided to member States in:

- Designing measures and facilities for presenting R & D, technological innovation and diffusion with special reference to industrial development, agricultural transformation and integrated rural development;
- Establishing machinery and developing methodologies determining and planning the scientific and technological component of national development plans;
- The creation of an African informed public on science and technology and their application to development (1976-1981);
- Follow-up action arising out of the recommendations of the United Nations Conference on Science and Technology for Development.

Studies will be carried out in the following areas:

- Study of the role of public enterprises in promoting R & D, technological innovation and diffusion;
- Review, in selected African countries, of R & D institutions and facilities in relation to accelerated industrial growth, agricultural transformation and integrated rural development;
- Feasibility studies on the establishment of sectoral and regional technological information banks.

The following workshops and seminars will be carried out:

- Seminar on problems of, and factors affecting, the process of technological innovation and diffusion with special reference to the role of government.

(iii) The biennium 1982-1983

Assistance will continue to be provided to member States in establishing more policy-making and planning organs and research centres, laboratories, consultancy services in various fields of application of science and technology to development. Advisory assistance will also be offered to member States in planning science and technology components for incorporating them into national development plans.

- (iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None envisaged

(e) Expected impact

Science and technology activities within the countries will be better related to economic and social development goals.

Over half the member States will have established their national policy-making and planning machineries for science and technology development which will be capable of drawing up plans for science and technology development.

R & D institutions, national centres for the development, transfer and adaptation of technology, and consultancy services will be created in at least 20 African countries.

Sectoral and regional machineries for collection, analysis and dissemination of technological information will have been created.

Subprogramme 2 : The development of manpower for science and technology

(a) Objective

The objective of this subprogramme is to assist member States in the development of requisite scientific and technological manpower.

(b) Problem addressed

The majority of African countries are faced with a shortage of scientific and technical manpower and this constitutes a major obstacle to the governments' endeavours to fulfil their development objectives. The problem is both qualitative and quantitative and calls for improvements in the content of the education and training programmes and the provision of expanded facilities to produce the requisite number of skilled personnel and to reorient existing programmes and institutions making them more relevant to Africa's technological task.

(c) Legislative authority

United Nations General Assembly resolution 2318(XXII) operative paragraph 1*; ECOSOC resolution II55(XLI) part I, operative paragraph 2*; Commission resolution 158(VIII) operative paragraph 4*.

(d) Strategy and output

(i) The situation at the end of 1979

By the end of 1979 reappraisal of existing science and technical education and training will have been undertaken with a view to inculcate the ability for engineering design and technological innovation and adaptation of existing technologies, and acquisition of skills for management of technical enterprises; a study on the need and possible nature of institutes or centres for advanced training and mission oriented research in selected fields of science and technology (e.g., Marine Science and Technology) of economic importance will have been undertaken; promotional activities will be underway within African universities for provision of services to industry and also for promoting staff exchanges between universities and industry to enhance professional competence of technical teaching staff; and a preliminary study on the role of the technical entrepreneur in technological innovation will be prepared.

(ii) The biennium 1980-1981

Assistance to African universities in restructuring of the existing programmes for technical education with a view to increase production of design engineers, technologists and technical managers and other specialists needed will be provided in co-operation with UNESCO and the ECA Public Administration, Management and Manpower Division.

* Mandate more than five years old.

Subregional seminars will be organized on the role of the technical entrepreneur in technological invention, innovation and diffusion.

Assistance would be provided to African Governments and universities in the establishment of centres for advanced training and mission oriented research.

Subregional seminars and possibly a regional seminar would be convened to exchange experience on the university/industry co-operation and to work out new avenues through which such co-operation would be further enhanced for the benefit of the countries' development.

(iii) The biennium 1982-1983

Continuous support would be given to the centres for advanced training and research and to other programmes related to the improvement of quality and augmentation of subject offerings in the science and technical fields. University/industry co-operation would be established on a firmer basis; and action programmes would be initiated to promote the growth of technical entrepreneur cadres in ECA member States.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness - None envisaged

(e) Expected impact

It is envisaged that most existing African universities and technical institutions would have accepted the need to reorient their education programmes to the relevant technological needs of the region, and a significant number of them would have taken measures to review their curricula.

The vitalizing influence of industry to the activities of the universities and vice versa should be felt in a number of industrializing countries in Africa. This would lead to close co-operation between university and industry in such activities as research and development and teaching and better organization of students' practical activities within local industry. It is also expected that at least four subregional and regional centres for advanced training and mission oriented research will be established.

Subprogramme 3: Promotion of regional and interregional co-operation in science and technology

(a) Objective

To develop effective co-operation among ECA member States and to promote contacts between the science and engineering communities in African countries, so as to promote joint action and collaboration in research and training and in tackling problems of multi-national interest in science and technology. To encourage interregional co-operation within the context of Technical Co-operation among Developing Countries.

(b) Problem addressed

Many African countries are not able individually to implement significant R & D projects and to train scientific and technological manpower to meet their needs in various sectors of national economies because of the scarcity of available resources. Therefore it is necessary for them to join other countries in tackling these problems through the creation of multinational institutions.

(c) Legislative authority

ECOSOC resolution 1900(LVII), part II, paras. 6 and 7 ECA resolution 238(XI), para. 40 and 248(XI), part C, para. 1.

(d) Strategy and output

(i) The situation at the end of 1979

It is expected that the African Regional Centre for Technology, African Regional Organization for Standardization (ARSO) will have become operational, and will provide further possibilities for joint action. Preparatory activities for establishment of two subregional centres for marine science and technology would have been completed. The United Nations Conference on Science and Technology for Development will have been held and its recommendations will be taken into account in the review of the African Regional Plan for the Application of Science and Technology to Development. Some activities will have been carried out within the framework of technical co-operation amongst developing countries.

(ii) The biennium 1980-1981

Assistance will be provided to regional and/or subregional institutions and to member States in the establishment of new programmes for co-operation in science and technology. Studies will be undertaken to create new co-operating institutions in various fields. Ad hoc working groups will be convened for detailed elaboration of particular projects of regional and/or subregional value recommended by the United Nations Conference on Science and Technology for Development.

The outcome of the review of the African Regional Plan for the Application of Science and Technology to Development will be circulated to member States for their consideration.

Regional and at least two subregional meetings will be held to determine the areas of priorities and to select projects for implementation on a regional or subregional basis.

A study of mechanisms for dissemination of information and negotiations of preferential arrangements for transfer, adaptation and development of indigenous technology among developing regions will be undertaken.

A seminar on preferential arrangements within economic groupings on the transfer, development and use of technology will be organized.

Two subregional institutions for marine science and technology will have been established.

Plans for interregional co-operation in science and technology for 1980-1985 will be drawn up in collaboration with other regional economic commissions.

(iii) The biennium 1982-1983

The existing regional and/or subregional bodies will be developed into more authoritative organs capable of assisting African countries in developing regional co-operation in the related fields and on the experiences achieved by them, more concrete projects in science and technology of mutual benefit for several African countries will be elaborated and started.

Some of the above projects will be completed by the end of 1983.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None envisaged

(e) Expected impact

The revised version of the African Regional Plan for the Application of Science and Technology to Development will have been published and will provide guidance to member States in the selection of subregional and/or regional projects.

A programme for interregional co-operation will have been elaborated by 1981. This will facilitate the execution of interregional projects.

The existing institutions for regional and subregional co-operation in science and technology will be strengthened and the majority of African countries will participate in their activities.

In general it is expected that development of regional and interregional co-operation will bring in the experiences and resources of co-operating countries for achieving mutually beneficial results in economic development. The implementation of this subprogramme will help in particular, the least developed countries.

Major programme: VII. Human Environment

Organizational unit: Economic Commission for Africa

A. ORGANIZATION

1. Intergovernmental review

The work of the secretariat in this programme is reviewed by the Technical Committee of Experts, the Executive Committee and the ECA Conference of Ministers. The Technical Committee of Experts and the ECA Conference of Ministers meet every two years, the last meetings having been held in February/March 1977. The Executive Committee meets once every year, the last meeting having been held in October 1977. This plan submission has not been approved by these bodies.

2. Secretariat

The secretariat unit responsible for this programme is the Environment Unit located for administrative purposes within the Natural Resources Division. The Unit had one professional staff on board as of 31 December 1977.

3. Divergences between current administrative structure and proposed programme structure

It is proposed to form an environment co-ordinating unit within the Cabinet Office of the Executive Secretary composed of three professional staff which will replace the existing Human Environment Unit within the Natural Resources Division.

4. Expected completions and consequent reorganizations

(a) Expected completions

The following programme elements described on page 87 of document E/5941/Add.1 are expected to be completed.*

(i) In 1978-1979 - 9.478.01 - Assisting Governments to establish national environmental secretariats

(ii) In 1980-1981 - 9.478.03 - Preparation of reports on existing legislation for protection of human environment

(b) Consequent reorganizations - None

5. Other organizational matters

As is indicated in paragraph 3 above the present unit will form part of an expanded Environment Co-ordinating Unit and will be relocated to be under the Cabinet Office of the Executive Secretary.

* Document A/32/6, section 9, does not include "Environment" and therefore we have had to resort to E/5941/Add.1.

B. CO-ORDINATION

1. Formal co-ordination within the secretariat

The proposed Environment Co-ordination Unit will have the responsibility of co-ordinating all the environmental aspects of the work programmes in the different ECA divisions. It will in particular, work closely with the newly proposed unit for HABITAT, Policy and Programme Co-ordination Unit, Interdivisional Committee on Integrated Rural Development and Interdivisional Committee in Least Developed Countries.

2. Formal co-ordination within the United Nations system

This co-ordination will be between ECA and the United Nations Environmental Programme and all the Environment Co-ordination Board.

3. Units with which significant joint activities are expected during the period 1980-1983

- (i) Other regional economic commissions
- (ii) UNEP, UNESCO, FAO, UNCTAD, UNIDO, IAEA
- (iii) Proposed African Remote Sensing Council
- (iv) Proposed secretariat of HABITAT
- (v) United Nations Headquarters

C. ALLOCATION OF RESOURCES TO SUBPROGRAMMES

The trend in the percentage allocation of resources to subprogrammes is expected to be approximately as shown in the following table:

Table: Allocation of resources to subprogrammes (percentage)

Subprogramme	1978-1979			1980-1981			1982-1983		
	RB	XB	Total	RB	XB	Total	RB	XB	Total
Identification of major	70	-	70	60	-	60	50	-	50
environmental problems in Africa	20	-	20	30	-	30	30	-	30
and solutions thereto	10	-	10	10	-	10	20	-	20
	100	-	100	100	-	100	100	-	100

Major programme: VII. Human Environment

Organizational unit: Economic Commission for Africa

Subprogramme: Institutional building

(a) Objective

The objective of this subprogramme is to form national environmental organs which will deal with environmental problems, formulate policies and draw up legislation which will enable governments to handle pressing environmental problems at the national level.

(b) Problem addressed

Many African countries do not have adequate and co-ordinated machineries for dealing with environmental problems. With increased population pressure on existing resources and with efforts to promote national economic development serious environmental problems might arise whose solution will only be possible if strong institutional framework existed.

(c) Legislative authority

ECA resolutions 238(XI), para. 16; 239(XI) and 280(XII).

(d) Strategy and output

(i) The situation at the end of 1979

Efforts will be made to encourage as many African countries as possible to build the necessary institutional structure to safeguard the environment.

(ii) The biennium 1980-1981

Assistance and advisory services will continue to be given to those member States without national organs for safeguarding and improving the human environment.

(iii) The biennium 1982-1983

Follow-ups will be undertaken and advisory services given to ensure the viability and smooth management of national environment organs for the management of human environment.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None

(e) Expected impact

It is expected that at the end of the planned period at least 75 per cent of the member States will have viable environmental planning machineries to the extent that majority of the development plans will have explicit environmental considerations built into them.

Subprogramme: Pollution control

(a) Objective

The objective of this subprogramme is to enable the member States to control water pollution from biological sources or from industrialization.

(b) Problem addressed

Many African countries do not have safe drinking water due to pollution from biological sources. In addition increasing industrialization is already causing serious pollution problems in a number of African countries which will need to be monitored and adequately dealt with.

(c) Legislative authority

ECA resolutions 238(XI), para. 16; 239(XI), para. 2; and 280(XII).

(d) Strategy and output

(i) The situation at the end of 1979

It is expected that several African countries will have created national machineries which will draw up legislation to control pollution.

(ii) The biennium 1980-1981

Assistance will be given to member States to identify sources of pollution whether from industrial sources or from biological sources and in identifying major threats to African exports that may arise as a result of environmental concern.

(iii) The biennium 1982-1983

Continuing advisory services will be provided to assist member States in identifying sources of pollution.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None

(e) Expected impact

It is expected that at the end of the planned period several African countries will have become aware of all sources of pollution and devised legislation aimed at controlling the pollution.

Subprogramme: Environment education and manpower training

(a) Objective

The objective of this subprogramme is to train enough environmental managers to enable African countries to deal with their environmental problems.

(b) Problems addressed

In many African countries the educational structure is vertical rather than horizontal with the result that there are very few trained Africans who can look at the entire environmental spectrum. As environmental problems increase, such trained people will be in great need.

(c) Legislative authority

ECA resolutions 238(XI), para. 16; 239(XI) and 280(XII).

(d) Strategy and output

(i) The situation at the end of 1979

It is expected that several institutions will have devised new curricula to train the necessary environmentalists for Africa.

(ii) The biennium 1980-1981

Continuing advice will be given to draw up new curricula at the tertiary and secondary levels of education to train enough Africans who will manage the environment.

(iii) The biennium 1982-1983

Further training scheme will be devised according to experience gained in the previous biennium.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None

(e) Expected impact

With increased number of trained Africans to deal with environmental matters, it is expected that African governments will have enough specialists to assist them in managing the environment.

Plan form 1

Major programme: XVII Population

Organizational unit: Economic Commission for Africa

A. ORGANIZATION

1. Intergovernmental review

The work of the secretariat in this programme is reviewed by the Conference of Ministers which meets every two years. The last meeting was in February/March 1977. This plan submission has not been approved by this body. However, it is based on the work programme approved by the Conference of African Demographers.

2. Secretariat:

The secretariat unit responsible for this programme is the Population Division in which there were 9 professional staff on board as of 31 December 1977 of which 7 were supported from extrabudgetary sources. The Division has the following sections as of 31 December 1977.

Sections	Professional staff		
	RB	XB	Total
Office of the Chief	-	1	1
Fertility and Mortality Studies	-	3	3
Population, Planning and Policies Section	1	2	3
General Demography	1	1	2

3. Divergencies between current administrative structure and proposed programme structure - None

4. Expected completions and consequent reorganizations

(a) Expected completions

The following programme elements described in paragraphs 9.36; 9.37 in the Proposed Programme Budget for Biennium 1978-1979 (A/32/6) are expected to be completed:

(i) In 1978-1979: 1.4; 1.5; 1.8; 1.9; 1.10; 1.11; 1.12; 1.13; 2.1; 2.3; 2.4; 2.5; 2.6; 2.7; 2.9; 3.1; 3.2;

(ii) In 1980-1981: 1.2; 1.3; 1.6; 1.7.

(b) Consequent reorganizations - None

5. Other organizational matters - None

[illegible]

Plan form 2

Major programme: XVII. Population

Organizational unit: Economic Commission for Africa

Subprogramme 1: Relevant aspects of population policies and programmes within the framework of economic and social development

(a) Objective

The objective of this subprogramme is to create increased awareness of the short-term and long-term issues relating to different aspects of population structure, movements and changes among African Governments and assist them in the formulation and implementation of effective population policies and in the integration of the population aspects in the process of the planning for development.

The need for increased awareness of population issues and of the need for population policies has become more urgent in the light of the persistent high rate of growth of population in the region, the unlikelyhood of its slowing down sufficiently rapidly in the next few decades, the continuing shift of population structure in favour of the young and the associated issues of education, employment and production and the possible intensification of a drift from rural areas to a few large urban centres with serious economic and social consequences.

(b) Problem addressed

Although an increasing number of African countries are realizing gradually the relationship between population and economic and social development only a few of them have adopted official population policies appropriate to their development objectives. Others have also without clearly stated official policies accepted related measures on rural development and the integration of family planning as part of maternal and child health services.

(c) Legislative authority

The legislative authority for the subprogramme are Commission resolution 273 (XII), General Assembly resolution 2815 (XXVI)* and Economic and Social Council resolution 1672 (LII).

(d) Strategy and output

(i) The situation at the end of 1979:

The following activities will have been completed by the end of 1979:

- Study of the role of private international organizations in the implementation of family planning programmes and their impact in the region;
- Study of trends in the adoption of population policies and their implementation within the context of development planning in Africa;

* Mandate more than five years old.

- Study of the demographic effects of integrated rural development projects;
- Study of international migration policies and their effects on the movements of migrant labour in the Western and Southern African sub-regions;
- National seminar on the relationship between population and socio-economic development in 7 countries.

(ii) The biennium 1980-1981

Strategy

The strategy will consist of undertaking studies on different aspects of population policies within the countries of the region; the monitoring of policies and their implementation as part of development programmes; the organization of seminars and assistance to the countries in the formulation of policies.

As part of this strategy efforts will be made to expand the population information base by the intensification of work on the African Population Newsletter and the African Population Studies Series.

Output

It is expected that the following studies will be completed.

- Study of the international migration policies and their effects on the movement of migrant labour in Western and Southern African sub-regions (for countries not covered in the previous biennium);
- Comparative study of the administration and evaluation aspects of family planning programmes in Africa;
- Study of the demographic effectiveness of family planning in selected countries.

The following meetings/seminars would also be held during the biennium:

- Four national seminars on the role of population in economic and social development in four countries;
- A working group on the effectiveness of family planning programmes in Africa;
- For each year, four issues of the African Population Newsletter and one issue of the Population Studies Series will be published.

(iii) The biennium 1982-1983:

Strategy

The strategy will consist of conducting studies on all aspects of population policies and programmes; the monitoring of the adoption and implementation of population policies and programmes; the holding of national seminars on the relationships between population and economic and social development as well as one seminar, the organization of Conference of African Demographers, and the publication of relevant periodicals and newsletters.

Output

The Conference of African Demographers which will define clearly for the ECA and the African countries activities to be undertaken in the region during the next biennium, will be held. Four national seminars on the role of population in socio-economic development will be held in four countries. Regional co-ordination meetings will be held for United Nations agencies and non-United Nations Organizations. Assistance would have been given to more countries in the integration of population policies in development programmes and the implementation of these policies.

(iv) Activities of marginal usefulness - None

(e) Expected impact

It is expected that the activities envisaged during the plan period will help to give Governments the better realization of the relationship between population and socio-economic development and thus adopt broad-based population policies within the context of development planning as an aid to rapid socio-economic development.

Major programme: XVII. Population

Organizational unit: Economic Commission for Africa

Subprogramme 2: Population dynamics and economic and social development

(a) Objective

The objective of this subprogramme is to develop, test and apply techniques of demographic research in the context of African development; to study and evaluate factors accounting for demographic growth rates and structural changes as aids to the design of socio-economic policies and the planning for socio-economic development.

(b) Problem addressed

Due to the lack of adequate data and trained staff to do the relevant analysis of the demographic situation and trends, many African Governments have not been in a position to study the interrelationships between population growth and socio-economic development. Although in recent years there has been a recognition of the need to undertake such studies a lot still remains to be done because of the previous neglect.

(c) Legislative authority

The legislative authority for the subprogramme is Commission resolutions 230 (X)* and 273 (XII).

(d) Strategy and output

(i) The situation at the end of 1979

By the end of 1979 the following activities would have been undertaken:

- Evaluation, adjustment and analysis of demographic data and preparation of population projections for countries of the region;
- Study of the relationship of infant and childhood mortality to fertility levels and patterns in selected African countries;
- Study of mortality levels, trends, patterns and differentials in the four subregions;
- Study of international migration trends in selected countries;
- Macro case studies on the relationship between population and economic development for 25 countries of the region;
- Expert group on mortality levels and trends in Africa and their policy implications;

* Mandate more than five years old.

- Working group on fertility differentials and change in the seventies and prospect for the future;
- Seven national seminars on the relationship between population and development would have been completed.

(ii) The biennium 1980-1981

Strategy

The strategy will consist of specific studies on the relationship between population and socio-economic development and on specific aspects of the demographic situation and trends within the region.

Output

- Preparation of macro case studies on the relationship between population and socio-economic development for 10 selected countries;
- The analysis of recently concluded censuses in the region either on the request of the countries or on the initiative of the Division and the following other activities;
- Study of the demographic aspects of labour force in Africa;
- Study of trends in female labour force participation rates in Africa;
- Working group on mortality surveys and studies in Africa;
- The publication of the African Demographic Handbook.

(iii) The biennium 1982-1983

Strategy:

The strategy will be a continuation of the strategy of the previous biennium with emphasis on specific areas that had not been covered. Efforts will be made to cover especially the least developed countries which as a result of the lack of qualified personnel may not have been covered already in the preparation of the macro case studies on the relationship between population and socio-economic development. These studies will be more in-depth because as many more countries would have by that time obtained the data required for in-depth studies.

Output:

- The completion of macro case studies for 10 countries;
- Assistance to the countries in the analysis of their censuses and surveys and especially of censuses undertaken under the 1980 round of censuses;

- Comparative analysis of demographic trends within the region;
- Study of the demography of nomadic populations;
- Study of types, volume and trends in migratory movements in Africa.

(iv) Activities of marginal usefulness - None

(e) Expected impact

It is expected that the activities envisaged during the plan period will encourage Governments to develop their machinery for data collection and analysis in order to grasp better the relationship between population and economic and social development and thus adopt broad-based population policies covering all aspects of population which will facilitate more rapid economic and social development.

Major programme: XVII. Population

Organizational unit: Economic Commission for Africa

Subprogramme 3: Regional training and research

(a) Objective

The objective of this subprogramme is to assist the governments in the training of personnel for work in the field of population by encouraging them to make full use of the regional demographic training centres at Accra, Yaounde and Cairo and available national institutions and to avail themselves of the research facilities of the institutions. Each country should be able to train at least one demographer each year as recommended by the African Regional Post World Population Conference Consultation in Lusaka in 1975.

(b) Problem addressed

There is still an acute shortage of trained demographers in the region for data collection and analysis both at the higher and middle levels. The operation and use of the regional training centres should help to alleviate this problem.

(c) Legislative authority

The legislative authority for the subprogramme is Commission resolutions 230 (X)* and 273 (XII).

(d) Strategy and output

(i) The situation at the end of 1979

The two recently established institutions in Accra and Yaounde would have produced between them about 240 post-graduate trainees in population studies. The Cairo Demographic Centre would also be producing about 15 to 20 African trainees per year. They would also have run short-term and the job training courses for higher-and middle-level personnel. Assistance would have been given also to Governments in the development of national training institutions.

"A study of trends in the training and utilization of nationals for population in Africa" would have been completed and a "Training course on the techniques of fertility analysis" also organized by the secretariat.

(ii) The biennium 1980-1981

Strategy.

The strategy for the biennium will consist of assistance to the countries in the training of nationals at the regional demographic training institutes.

* Mandate more than five years old.

The backstopping of the research and training programmes of these institutes and support for national institutions would continue; and the organization of short-term training courses for national experts would also be used.

Output

It is expected by the end of the biennium the three institutes in the region would have produced between 80 and 100 post-graduate trainees in population studies. They will also organize short-term training courses and undertake advisory services in the area of demographic analysis in the countries they serve.

(iii) The biennium 1982-1983

Strategy

The strategy will be based on the results of the study of the trends in the training and utilization of nationals which is planned for 1979. The results of this may lead to a shift in the priorities of the institutes, perhaps to national research and the holding of short-term training courses on specialized topics for nationals working in the field of population.

Output

The output will be the production of sufficient number of persons to do research at the country level.

(iv) Activities of marginal usefulness - None

(e) Expected impact

It is expected that the implementation of the strategy for the plan period will enable each country to have at least one full fledged trained demographer by the end of the period and for many to have built up a group of qualified persons who will be able to increase the understanding of the relationship between population and socio-economic development and promote the greater use of demographic factors in development planning.

Plan form 1

Major programme: XVIII. Public Administration and Finance

Organizational unit: Economic Commission for Africa

A. ORGANIZATION

1. Intergovernmental review

The work of the secretariat in this programme is reviewed by the ECA Technical Committee of Experts and the Conference of Ministers which meet every two years. The last meetings of the Committee and the Conference were in February 1977. This plan submission has not been reviewed by both bodies.

2. Secretariat

The secretariat unit responsible for this programme is the Public Administration, Management and Manpower Division in which for the programme there were nine professional staff on board as of 31 December 1977 of which four were supported from extrabudgetary sources. The Division had the following Sections and Units as of 31 December 1977 (see also Education, Training, Labour and Management Programme):

Section/Unit	Professional Staff		
	RB	XB	Total
Office of the Chief of Division	1	-	1
Public Administration and Management Section	2	3	5
Budgeting and Financial Management Section	2	1	3
Total	5	4	9

3. Divergences between current administrative structure and proposed programme structure - None

4. Expected completions and consequent reorganizations:

(a) Expected completions

The following programme elements described in paragraphs 9.39 to 9.42 in the Proposed Programme Budget for biennium 1978-1979 (A/32/6) are expected to be completed:

(1) In 1978-1979

Projects : 1.1(ii) to (iv); 1.2(ii) and (iii); and 1.3(ii) and (iii).
Projects : 2.1; 2.2; and 2.3.

(ii) In 1980-1981

Projects 1.2(i); 1.3(i) and (iv); and 1.4(i), (iii), (v) to (viii).
Projects 2.4; 2.5 and 2.6.

(b) Consequent reorganizations - None

5. -- Other organizational matters - None

B. CO-ORDINATION

1. Formal co-ordination within the secretariat.

In training matters, activities under the programme are co-ordinated through an Interdivisional Committee on Training and Fellowships. Ad hoc co-ordination with the United Nations Division of Public Administration and Finance and with other ECA Divisions and Offices is effected through the Office of Chief of Division.

2. Formal co-ordination within the United Nations system

No formal arrangements exist for co-ordinating programme activities with other bodies within the United Nations system. There is, however, a formal co-ordination arrangement with the African Centre for Training and Research in Administration, which is supported by UNDP.

3. Units with which significant joint activities are expected during the period 1980-1983

United Nations Division of Public Administration and Finance; and Joint ECA/UNIDO Industry Division, International Trade and Finance Division, and Socio-economic Research and Planning Division of ECA.

C. ALLOCATION OF RESOURCES TO SUBPROGRAMMES

The trend in the percentage allocation of resources to subprogrammes is expected to be approximately as shown in the following table:

Table: Allocation of resources to subprogrammes (percentage)

[illegible]

Plan form 2

Major programme: XVIII. Public Administration and Finance

Organizational unit: Economic Commission for Africa

Subprogramme: Institutional, administrative and managerial capabilities for development

(a) Objective

The objective of this subprogramme is to assist member States in developing and operating effective and efficient institutional administrative and managerial capabilities for economic and social development through promoting improvements in government policy measures, administrative structures and management practices, including the management of public enterprises and public purchasing and stores services and the training of personnel.

(b) Problems addressed

The subprogramme addresses itself to the following principal problems: the lack of experienced and competent administrators and managers in several functional areas; the need for professionalization of the public services; structural problems and inadequacies in certain key ministries, parastatal bodies and local government institutions in relation to new development functions; adherence to outdated, long and cumbersome administrative procedures and the need to adopt more effective and efficient management practices in methods of work; and other managerial problems of public enterprises; the problem of unfavourable attitudes in the lower and other ranks of the public service, and parastatal organizations affecting performance results; socio-political constraints to administrative and managerial effectiveness and the need for public servants code of conduct; the impoverishment and ineffectiveness of local authorities in relation to the development role expected of them; the management problems relating to government purchasing and supplies services. A serious general problem is the growing decline in morale, sense of commitment and performance standards, and the "brain drain" in African public services.

(c) Legislative authority

Commission resolutions 172 (VIII)*, 202 (IX)*, 274 (XII) and 307 (XIII); Economic and Social Council resolutions 1977 (LIX) paragraph 1, 2018 (LXI) paragraph 2(b) and 2018 (LXI); and General Assembly resolutions 3201 (S-VI) and 3202 (S-VI).

(d) Strategy and output

(1) The situation at the end of 1979

Studies and subregional meetings planned on governmental structures and organizations are expected to sensitize African Governments and provide guidelines for results-oriented reforms of critical ministries and agencies concerned with development administration. This will be complemented by action in personnel development and motivation and attention to measures

* Mandate older than 5 years.

to arrest the tendency to decline in administrative effectiveness. The studies and consultation meetings on public enterprises would begin a chain of ideas on new possibilities in the role of public enterprises in pioneering the establishment of African multinational enterprises. In the field of public purchasing and supplies management a regional organization would have been inaugurated with adequate support from member States to take a lead in promoting professionalism, management efficiency and intra-African co-operation in public procurement and supplies services. In public finance policy guidelines would have been advised to member Governments on ways to combat tax evasion, increase public revenue, monitor and control expenditure through appropriate financial reporting system, while an increased number of member States would have adopted an effective method of programme/performance budgeting harmonizing the budget and the development plan.

(11) The biennium 1980-1981

Strategy

The main focus of the subprogramme will be the improvement of the effectiveness and adequacy of governmental machinery for public action and leadership in national development effort, and on enhancing the capability and productivity of the personnel who administer the machinery. Accordingly, studies and seminars will draw attention to fundamental problems and structural weaknesses in African public services. Policy guidelines for administrative reforms, management improvement and personnel training and motivation would constitute important elements in the programme strategy.

Major output

Five projects are concerned with studies. Two studies will examine the feasibility of using the "holding company" and group consultancy arrangements for the efficient management of public enterprises. Two studies on public enterprises will examine alternative mechanisms to the use of public enterprises and needed reforms to make public enterprises more effective and productive. The effectiveness of governmental machinery for development policy formulation and review constitutes another study. A comparative study on the structure, functions, operations and staffing manual on standard procedures and practices in public procurement and supply management will be updated. Specific studies on the fundamental problems of African public services will deal with professionalization, socio-political leadership problem in developing a committed public service and the issue of "brain drain" in the public service.

Eight projects deal with meetings, training workshops and seminars. These are: four subregional workshops on central and local government structures; two subregional workshops on regional development administration and project management for 50 local government officials; three regional and subregional orientation seminars for senior administrators and managers (financial management; managerial problems identification, appraisal and resolution; project implementation, management and evaluation); two training courses in financial

administration for 20-24 officials of African international and inter-governmental organizations; four national and subregional training workshops for 100 procurement and supplies officers; two study tours on administrative reforms and management improvements for 20-25 senior officials; the General Meeting of the African Purchasing and Supplies Organization; and the organization of individual attachment training in project management.

(iii) The biennium 1982-1983

Strategy

Programme strategy will be largely a continuation of that of the preceding biennium. Promoting reforms in governmental structures will concentrate on more critical ministries and agencies of development and on African intergovernmental organizations for fostering economic co-operation. In public enterprise the thrust will be on organizing negotiating meetings for the establishment of joint enterprises in common user products and services. Training of personnel and provision of advisory services, especially for improvements in work methods, use of modern management techniques and in human resources management in public services and in parastatal enterprises will continue to receive special emphasis. In the field of purchasing and supply management, further action in programme development will increasingly be made in close collaboration with the regional organization established for the purpose of promoting purchasing and supplies management effectiveness in Africa.

Main output

Six study projects are planned for implementation. One concerns country case studies on organizational, institutional and other problems in public procurement and supply management. A study will be initiated on the organizational and managerial problems of African intergovernmental institutions. Two study projects relating to the public service will review reforms and innovative developments and fundamental problems in African public services as well as evaluate policies and practices in the development, utilization and management of human resources in the public service. Studies on public enterprises will deal with their role in fostering indigenous entrepreneurship, the use of joint public/private arrangements in entrepreneurial ventures and reform measures ensuring greater operational effectiveness and efficiency in African public enterprises.

Eight projects deal with meetings, training workshops and seminars. These include three regional or subregional orientation seminars for senior administrators and managers in specific problem areas (financial management; staff development, utilization and motivation; project implementation, management and evaluation). Two training courses in financial management for 20-24 finance officers of African inter-governmental and international organizations will be organized as well as clinical workshops for Finance Officers, Managers in parastatal organizations and public enterprises. In the field of procurement

and supplies management, four subregional workshops for 100 procurement officers, the General Meeting of the African Purchasing and Supplies Organization and a regional symposium on procurement for policy-makers will be organized. Two study tours on administrative reforms and management improvements for 16-20 senior officials, subregional and national workshops on reforms in governmental structures and two subregional seminars on fundamental problems in the operational effectiveness of African civil services will also be organized.

Attachment training programmes in project management and two training workshops on the management of public enterprises are also envisaged for implementation. In addition, two to four subregional negotiating meetings on co-operation among public enterprises (transport, agriculture, housing) in initiating joint ventures will be organized.

- (iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None

(e) Expected impact

The cumulative effect of the implementation of planned activities under the subprogramme is expected to result in a marked improvement in the capability of governmental machinery and institutions as well as in the attitude of the personnel for dealing with development management. Specifically, it is expected that the activities of the subprogramme will help to produce more trained, competent and devoted administrators and managers as well as improved techniques and methods of managerial and administrative practices.

With respect to public procurement and supplies management, it is expected that the adoption of improved methods and use of professionally motivated officers would save member States several million dollars annually in foreign exchange and would promote intra-African trade. The negotiating meetings on co-operation among public enterprises would have resulted in positive action for the establishment of a number of African multinational enterprises in a number of common user products and services.

Plan form 2

Major programme: XVIII. Public Administration and Finance

Organizational unit: Economic Commission for Africa

Subprogramme: Development and management of budgetary and taxation systems

(a) Objective

The objective of this subprogramme is to assist member States in developing and managing their budgetary and taxation systems in a manner to contribute more effectively to public revenue and ensure a more efficient allocation and use of resources for national development in relation to national over-all development objectives and strategy.

(b) Problems addressed

In most African countries, government budgets are still structured and based on objects of expenditure aimed at fulfilling public accountability rather than being used as instruments of plan implementation. Their taxation systems do not produce all the revenues possible and at the same time ensure development incentives, primarily because existing tax systems and their administration are not properly rationalized and strengthened. Efficient management of public funds, in particular the control of expenditures in the public service and in public enterprises has continued to be problematic and elusive. A basic weakness in public finance administration is the chronic shortage of trained and experienced staff to operate African budgetary and taxation systems efficiently and productively. This weakness has been accentuated by the inadequacy of local institutional facilities for training and professional qualifications in accountancy, finance and related disciplines.

(c) Legislative authority

Commission resolutions 168 (VIII)*, 207 (X)* paragraph 2 and 218 (X) paragraph 8; and ECOSOC resolutions 1977 (LIX) and 2018 (LXI) paragraph 1.

(d) Strategy and output

(i) The situation at the end of 1979

By the end of 1979 it is envisaged that a good number of African States would have adopted programme/performance budgeting techniques in their budget management and many more African finance officers would have been trained in the use of this technique, while further problems in the wider use of the technique would have been identified. New methods of revenue development would have been adopted especially through the use of presumptive tax assessment for low income self-employed persons and the use of more effective measures to combat tax evasion. More promotional action would still be necessary to intensify and expand the use of these new techniques and extend them to increasing number of member States.

* Mandate more than five years old.

A study for the further refinement of a practical system of financial reporting and public expenditure control would have been initiated with case studies based on French-speaking African States. A new course for finance officers of African international and intergovernmental organizations would have been started and many more Africans would have been trained in budget/plan management and in tax policy and administration.

(ii) The biennium 1980-1981

Strategy

The main strategy of the subprogramme is the identification of problems and operational constraints through studies, seminars and consultative services and assistance to member States in resolving these problems by providing advisory services in the problem areas and training nationals to acquire needed capability for policy formulation and management of budgetary and taxation systems. Studies will be undertaken to provide policy guidelines and practical methods for increasing public revenue and ensuring a more effective management of the budget in relation to planned development goals and targets.

Major output

Fiscal advisory services, on request, will be rendered to finance ministries of member States. One study each on budgetary improvement and tax rationalization will be undertaken. The reports of these studies will be reviewed by middle-level budget and finance officers at budget, taxation and finance seminars and in training workshops to be organized during the biennium. The studies, when finalized, will be circulated to Ministries of Finance and Planning and domestic financial institutions to serve as guidelines in the improvement and strengthening of budgetary and taxation systems and management of financial institutions.

Of the four studies planned, three will deal with improvements in budgetary systems and financial management. A study will be undertaken to identify urgent training needs of various categories of public finance officers and the adequacy of local training facilities to meet identified needs. The training programme will include four national and one sub-regional workshops in tax policies and administration involving some 125 participants; two training courses in financial administration; one workshop on programme/performance budgeting for West Africa and a Regional Conference for African Finance Officers.

(iii) The biennium 1982-1983

Strategy

Intensified action aimed at widespread use of programme/performance budgeting and more effective harmonization of the plan and the budget in public finance and development plan implementation. With regard to revenue increasing attention will be devoted to identifying leakages in taxation system and practical ways to eliminate such leakages and

make the system more productive. Similar leakages or wastage in public spending will be identified and measures devised for reducing or eliminating wastage in the use of public funds. Advisory missions and the training of budget officers and tax administrators will continue to receive high priority.

Main output

Further fiscal advisory services, on request, will be rendered to member States while studies will be undertaken and reports issued on budgetary and taxation management. Seven studies are planned. Of these three more studies will be undertaken in respect of budget and financial management (use of efficiency audit; accounting and auditing practices and budget control; budget and plan co-ordination). Three other studies will deal with tax reform planning, rationalization of individual tax system and innovative developments in tax policies. One study will evaluate the organization, operation and management of selected domestic financial and credit institutions. Two seminars will deal with tax incentives and a convention on double taxation agreements with developed countries. A regional conference of African Finance Officers and two training workshops on taxation will be organized. Two training courses in financial administration and two subregional workshops on phases of installing programme/performance budgeting are also planned for implementation.

(iv) Activities of marginal usefulness - None

(e) Expected impact

It is expected that by 1983 the majority of African countries would have taken steps to change the structure and design of their budgets from one based primarily on objects of expenditure to programme/performance budgeting which could be used as an instrument of plan implementation. In the area of taxation systems it is expected that steps would have been taken to rationalize individual taxes to conform to national objectives which would lead to improvements in the efficiency and productivity of existing tax systems. The training of personnel would have considerably enhanced the performance capacity and effectiveness of administrative and institutional machinery for public finance management. The increased capability to collect revenues due to the public and to manage public funds more effectively would contribute to a more healthy public finance situation and would lead to improved financial self-reliance in national development effort. The use of efficiency audit, effective monitoring and control of public expenditure are also expected to contribute to a healthier public finance situation.

Annex 2: Plan form 1

Major programme: XXI. Social Development and Humanitarian Affairs

Organizational unit: Economic Commission for Africa

A. ORGANIZATION

1. Intergovernmental review

The work of the secretariat in this programme is reviewed by the ECA Conference of Ministers which meets every two years. The last meeting was in February/March 1977. This plan submission has not been approved by this body.

The work programme is also reported to the Conference of African Ministers of Social Affairs (every two years) and the Conference on the Implementation of Plans of Action for the Integration of Women in Development (every three years). The last meeting of these two bodies was held in January 1977 and September/October 1977, respectively.

2. Secretariat

The secretariat unit responsible for this programme is the Social Development Division in which there were 22 professional staff on board as of 31 December 1977, of which 11 were supported from extrabudgetary sources. The Division had the following Sections as of 31 December 1977:

Sections	Professional staff		
	PB	XB	Total
1. Office of the Chief of Division	1	-	1
2. Social Policy, Planning and Research	2	-	2
3. Integrated Rural Development	4	2	6
4. Youth and Social Welfare	3	-	3
5. Training and Research Centre for Women	1	9	10
Total	11	11	22

3. Divergences between current administrative structure and proposed programme structure

The current administrative structure became effective on 1 August 1976. It provides for four sections, whereas the proposed programme structure consists of only the following three subprogramme components: Integrated Rural Development; Youth and Social Welfare; and Integration of Women in Development. This apparent divergence, however, should present no difficulty in the formulation and implementation of the programme, since activities of the Social Policy, Planning and Research Section affect, involve and are included in all the three subprogrammes.

4. Expected completions and consequent reorganizations

(a) Expected completions

The following programme elements described in paragraphs 9.46 to 9.47 in the proposed Programme Budget for Biennium 1978-1979 (A/32/6) are expected to be completed:

(i) In 1978-1979

1.1. Social policy, planning and research

1.1 (ii), (iii), (iv), (viii), (ix).

1.2. Integrated rural development

1.2 (i), (ii), (iii), (iv), (v), (vi).

2. Participation of youth in national development

2.1, 2.2, 2.6, 2.8.

3. Integration of women in development

3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.8, 3.9, 3.10, 3.12, 3.13, 3.14, 3.16.

(ii) In 1980-1981

1.2. Integrated rural development

1.2 (ii), (iii), (vii).

2. Participation of youth in national development

2.3, 2.4, 2.5, 2.7.

3. Integration of women in development

3.1, 3.2, 3.3, 3.4, 3.6, 3.7, 3.10, 3.13, 3.14.

(b) Consequent reorganizations

(i) In anticipation of the establishment of the Regional Centre for Advanced Training and Research in Social Development, a new administrative unit will be set up, in 1978, to undertake preparatory work and to liaise with the host Government and the Centre.

(ii) An African Regional Co-ordinating Committee for the Integration of Women in Development, as resolved by the First African Regional Conference on Implementation of Plans of Action (Nouakchott, Mauritania, 1977), will be established in 1978. Five subregional co-ordinating committees are also expected to be established, in conjunction with the Commission's five Multinational Programming and Operational Centres (MULPOCs) currently being established at the subregional level.

5. Other organizational matters - None

B. CO-ORDINATION

1. Formal co-ordination within the secretariat

(a) An Inter-Divisional Working Group on Integrated Rural Development was established, by administrative directive, in March 1977. The Group is responsible for supervising the formulation of policies, strategies, programmes and projects, in the field of integrated rural development, and ensuring their due co-ordination for concerted action in implementation, as well for evaluation of performance and the respective inputs of contributing units of the secretariat. The Social Development Division is responsible for convening and servicing the meetings of the Group.

(b) Co-ordination of activities is also expected to be undertaken through periodical meetings of a newly-created Inter-Divisional Committee on the Less Developed Countries. The Socio-Economic Research and Planning Division is responsible for convening and servicing the meetings of the Committee.

(c) In mid-1976, a Rural Technology Inter-Divisional Group was established to monitor and co-ordinate the relevant programme activities of the Natural Resources Division (Chairman and convener), Social Development Division, Joint ECA/UNIDO Industry Division and Joint ECA/FAO Agriculture Division.

2. Formal co-ordination within the United Nations system

(a) In response to Commission resolution 197 (IX), the Regional Interagency Committee on Rural Development was established on permanent basis, in 1969. It comprises regional representatives of ECA, FAO, ILO, UNESCO, UNHCR, UNICEF, WHO, UNDP and the Organization of African Unity (OAU). From 1978, it will meet once annually.

(b) As part of a Headquarters, New York /Regional Commissions network programme for women, linkages are being established by the provision of a Regional Adviser's post to ECA, funded from the Voluntary Fund for the United Nations Decade for Women. The two-way communication channels of the network will keep ECA informed of programme policies and available resources at Headquarters level, while ensuring regular feedback on field programmes, needs and experiences.

(c) Following a preliminary Interagency Meeting in September/October 1977 at Nouakchott, a formal Interagency Group, at the regional level, to co-ordinate the activities of the United Nations system in the area of integration of women in development, is to be instituted in March 1978.

3. Units with which significant joint activities are expected during the period 1980-1983

(a) During the period 1980-1983, joint activities, for the Division as a whole, will be undertaken as follows:

- (1) Review of social trends and major social development problems, with the Socio-Economic Research and Planning Division;

- (b) In regard to the African Training and Research Centre for Women, in particular, significant joint activities will be as follows:

- ### C. ALLOCATION OF RESOURCES TO SUBPROGRAMMES

Table: Allocation of resources to subprogrammes (percentage)

[illegible]

Annex 3: Plan form 2

Major programme: XXI. Social Development and Humanitarian Affairs

Organizational unit: Economic Commission for Africa

Subprogramme 1: Integrated rural development

(a) Objective

The objective of this subprogramme is to assist Governments in the development and improvement of rural life and institutions, and to encourage them to adopt the multi-disciplinary and interdisciplinary approach to their rural development programmes.

(b) Problem addressed

The contribution of the rural sector to GDP in African countries is only 30 per cent, whereas it provides a livelihood for almost 90 per cent of the population of the continent. Thus it is characterized as having a low level of productivity and as being a poor producer of revenue. The lack of investment in rural areas together with a badly conceived educational policy leads to a substantial exodus from rural areas, and this aggravates unemployment in the urban areas. In order to improve the standard of living of the peasant farmer and to guarantee incentives for production and innovations, it is essential to improve his capabilities to expand output in response to dynamic demand and thus to increase his real and money incomes. A comprehensive programme aimed at research into rural socio-economic structures and at the effective utilization of the findings of this research in planning and project design is essential to correct the deficiencies of macro-planning. At the national level it will be necessary to intensify studies on ways of making innovations readily adaptable to conditions and attitudes of rural communities; ways of harnessing traditional values and institutions with a view to promoting socio-economic change; ways of increasing popular participation and expanding basic infrastructure and services; and ways of improving urban-rural communications and developing rural industry and technology appropriate for rural conditions. Work on these issues will focus on relationships between rural development and national policies and strategy. information and planning, policies for infrastructure development, improvement of administration and management systems at the local, national and regional levels.

(c) Legislative authority

Commission resolutions 197(IX)*, 238(XI), and 321(XIII).

(d) Strategy and output

(i) The situation at the end of 1979

The guidelines provided by ECA's Conferences of Ministers and by other international initiatives in the field of rural development will constitute the basis for elaborating the multidisciplinary programme in integrated rural development.

* Mandate more than five years old.

The country case studies and comparative evaluation of the policy, planning, organization and management of rural development programmes will be completed in mid-1978 with the production of monographs which will serve as the main working paper for a regional workshop for senior policy-makers at the end of 1978. The workshop is intended to offer the possibility of exchanging experiences in the field of policy, planning, organization, administration and financing of integrated rural development programmes in the region. It is also intended to enable participants to evaluate integrated rural development projects so far implemented within member States in view of policy adjustments and comprehensive planning. By the end of 1979 reports or monographs will have been issued on a total of four workshops/seminars, for senior policy-makers, government technicians, experts in individual capacity and representatives of non-governmental organizations, as the case may be.

The survey on methods in identification, testing, promotion and securing acceptance of improved social and material technology and innovative systems, as well as the workshop on the application of village technology, will have been integrated, for more efficiency, with the study of needs, suitability, acceptability and adaptability of village technologies, which is a component of the programme of integration of women in rural development.

The voluntary agencies' activities will have been action-oriented through the promotion of national machineries for co-ordination of governmental and non-governmental activities, particularly in the rural areas.

(11) The biennium 1980-1981

The guidelines of the Inter-Divisional Working Group on Integrated Rural Development, the recommendations of the Regional United Nations Inter-agency Committee on Rural Development, and the lessons gained from the activities completed by the end of 1979 will serve as a basis for elaborating and implementing the programme of work for the biennium 1980-1981.

Studies relating to rural development projects sponsored in the region by international voluntary agencies which entail co-operation and necessitate co-ordination of efforts will comprise: initiating contacts with national mass media; constituting multidisciplinary interagency teams to undertake feasibility studies and carry out evaluations; and considering the national rural development training needs, etc.

The survey of methods in identification and promotion of improved social and material technology will continue.

New activities (studies, pilot projects and meetings) will concern the vital problems of popular participation in rural development programmes, and the development of rural institutions for credit, co-operatives and employment. A report will be published on the study on popular participation, and the meetings on the development of rural institutions will result in the publication of monographs. The study on employment in the rural sector will also result in the production of a report. These monographs and reports are expected to provide guidelines for policy in the member States.

Responsibility for these activities is allocated among various Divisions within the Commission and particularly the Divisions of Agriculture, Natural Resources and Public Administration, Management and Manpower, with which work will be undertaken very closely.

(iii) The biennium 1982-1983

The strategy will be largely the same as during the biennium 1980-1981 with the modifications required according to experience gained between 1979 and 1981.

The activities described in the biennium 1980-1981 - relating to development of rural institutions - will continue, while a new activity will be launched consisting of a study of inter-State institutions for rural development programmes, such as river basin and lake development schemes, etc. Reports and monographs will be published to promote and strengthen subregional and regional co-operation,

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None

(e) Expected impact

Objective indicators of the impact of this subprogramme cannot readily be assessed; but it is expected that, by the end of 1983, the following results will be achieved, depending upon the extent of governmental support:

- (i) The integrated approach will have been adopted by an increasing number of member States in the formulation and implementation of their rural development programmes;
- (ii) Awareness of the importance of voluntary agencies' activities will have facilitated more co-ordination at the national and international levels, and increased their efficiency in the planning and implementation of rural development programmes;
- (iii) Structural changes in rural development will be facilitated by a more dynamic participation of local population and a concerted development of rural institutions at national and regional levels;
- (iv) The standard of living of the peasant farmer should show some signs of improvement in terms of his real and money income, as rural development will mean self-reliance and integration of urban and rural population in a number of African countries.

Subprogramme 2: Youth and social welfare

(a) Objectives

The objectives of this subprogramme, which embraces the elements of social policy, research and planning in the social sector; and family, child and youth welfare services, are:

- (i) To analyse social factors and problems as they relate to economic development in Africa, with a view to assessing their implications for policy planning and action in promoting social, institutional and technological change;
- (ii) To assist member States to strengthen their national social policies; to integrate them with national development policies; and to promote and develop social welfare programmes;
- (iii) To assist member Governments in promoting and developing youth policies and programmes, particularly those aimed at increasing employment opportunities; and in promoting the co-ordination of youth organizations and associations for development;
- (iv) To contribute to the Commission's "Survey of Economic and Social Conditions in Africa" and the United Nations reports on the world social situation.

(b) Problem addressed

- (i) In their endeavours to change living standards, shift traditional values, introduce new methods and techniques of production and accelerate economic progress, African Governments are encountering many social and human problems which require better understanding and new strategies. Sociological and institutional factors are often the critical determinants of the success or failure of development programmes. Traditional and cultural mores may contribute to or put a brake on the development process. It is, therefore, necessary to acquire more empirical knowledge on these non-quantifiable factors which are critical in the design of development plans and policies that adequately reflect the social aspects as integral part of the unified approach to development planning.
- (ii) Economic development so vitally necessary in all African countries cannot be treated as an independent question divorced from its social bearings. Development of a society is social development, a process in which economic and non-economic elements interact organically with each other. Social aspects in the development process are not being accorded the priority they deserve. The disparity in income and development between urban and rural communities; lack of, or inadequate communication between urban leaders and the rural masses; lack of knowledge or will to develop on the part of the subservient rural peasant; inhibitions derived from the structure of society; binding

cultural constraints; are some of the major constraints to development. Urgent measures are required to counteract these inhibiting effects on the economic development and the welfare of society.

- (iii) Youth in the African region constitute more than half the total population. This fact combined with a high rate of population growth, presents to many African Governments a situation where a growing member of young people are every year joining the labour market in search of jobs that do not exist. This phenomenon has urgent social, economic and political implications which are taxing the capacity of many an African Government to deal with. Lack of skills, basic social facilities, and the problems of unemployment among young people are a common feature of all African countries. These demand urgent action.

(c) Legislative authority

- (i) General Assembly resolution 2469 (XXIII); Commission terms of reference; Commission resolutions 36 (III)* 88 (V)* and recommendations of the twenty second session of the Social Development Commission.
- (ii) General Assembly resolutions 2497 (XXIV) and 3022 (XXVII), Commission resolution 170 (VIII)*; and Policy Statement of ECA on youth work, 1966*.

(d) Strategy and output

(i) The situation at the end of 1979

By the end of 1979, the problems being created by over-urbanization and rural-urban integrated development will have been somewhat addressed and guidelines refashioned for the formulation of social policies to deal with the related problems. The end of 1979 should also see the establishment of the Centre for Research and Training in Social Development. Preliminary study of sociological institution will have been undertaken which would provide the groundwork for the more in-depth study proposed for the medium-term 1980-1983. Studies of basic social and economic factors and infrastructures for the successful implementation of family planning programmes in rural and urban communities, and the elaboration of the African Plan of Action for Family Welfare and Development; an evaluation of specific determinants of the Africa Plan of Action for Family Welfare and Development; and the Regional Symposium on family and child and the social welfare aspects of family planning and better family living, will have been completed.

(ii) The biennium 1980-1981

During the biennium 1980-1981, follow-up action will be taken for the full realization of the social policies and strategies formulated in 1979. Emphasis will be given to some quantitative aspects of socio-economic planning: This would be undertaken with a view to establishing

* Mandate more than 5 years old.

some definitive relationships between the distribution of income, economic growth and general welfare. Such relationships would be used in the formulation of policies and strategies directed at the improvement of the standard of living of the population.

Follow-up action and implementation of recommendations of the Regional Symposium and the subregional Training Seminar on Youth Leadership, will be carried out in collaboration with other United Nations agencies. Efforts will also be made to foster and encourage self-help welfare programmes and assisting governments, acting individually or in groups, to establish or expand youth training institutions and welfare services; and to devote more resources to training youth in technical skills and crafts, with a view to increasing employment opportunities. Advisory services will be rendered, on request, to member Governments on planning, organization, implementation and appraisal of national welfare programmes within the over-all development policy.

In regard to youth, a survey of youth policies, programmes and training requirements in Africa; a study of family, child and youth welfare services in Africa; and a subregional training seminar on youth leadership and development will have been completed.

(iii) The biennium 1982-1983

As a complement to the work on income inequality, the focus will be on an in-depth analysis of the positive and negative effects of existing sociological and institutional factors as critical determinants of the level of success or failure of development programmes. In this regard, an empirical study will be undertaken of the socio-economic consequences of certain natural disasters such as drought with a view inter alia to determining the relationships between the severity of such disasters and the nature and structure of existing sociological and industrial factors.

Studies, meetings, expert working groups and symposia, will continue to be held to review progress in the field of social welfare as a development strategy, and the integration of youth in national development. Advisory services will continue to be rendered on request, to governments in promoting and developing youth policies and programmes particularly those aimed at increasing employment opportunities.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - Nil

(e) Expected impact

Following on the achievement at the end of 1979, the medium-term programme as proposed is expected to go a long way in rationalizing the policies and strategies of development by according the social aspects of planning its critical role in over-all development planning. For example, it is expected that the much-needed body of relevant knowledge and information on the social indicators for development planning, the traditional institutions and cultural attitudes, problems of income inequality will be adequately available as indispensable tools in the unified and integrated approach to policies of development and general welfare.

On the assumption that most of the projects will get implemented, this subprogramme should assist governments in mitigating the social and human problems resulting from modernization of agriculture, rapid urbanization and industrialization; particularly, those concerning youth, family, mother and child, the handicapped and the aged.

Subprogramme 3: Integration of women in development

(a) Objective

The objective of this subprogramme is to assist member States to improve the skills and opportunities for women, as an essential human resource for development, particularly in the rural areas; to integrate women more effectively into the development effort of their respective countries; and to assist Governments in establishing national and subregional machineries in the promotion of this objective.

(b) Problem addressed

Women are not equitably represented in education, training, employment nor do they have sufficient access to the other tools of development. This situation represents an obstacle to balanced African development which demands the full use of available human resources. For example, women's major roles in production, food processing and marketing of food, and their special role in family welfare are often overlooked. Three major problem areas have been identified:

- (i) Lack of a machinery to undertake studies, evaluate Government policies and incorporate plans and programmes for women within the national plan;
- (ii) Lack of sufficient formal or non-formal training of women - due largely to the present dearth of trainers for productive and/or income-generating skills in such subjects as agriculture, nutrition, child-care, marketing, co-operatives, handicrafts, small-scale business and village technology, and in scientific and technological fields; and
- (iii) Insufficient collection and dissemination of data and information on the roles of African women.

(c) Legislative authority

The authority for these activities is to be found in General Assembly resolutions 3520 (XXX) and 3523 (XXX); the Economic and Social Council resolutions 961F (XXVI)*, 1209 (XLII)* and 1408 (XLVI)*; and Commission resolution 269 (XII).

(d) Strategy and output

(i) The situation at the end of 1979

By end of 1979, a series of itinerant national training workshops for middle-level trainers and middle- and high-level Government personnel in health, nutrition, improvement of rural living standards, food storage

* Mandate more than 5 years old.

and preservation, upgrading of low paid workers, production and marketing of handicrafts, small business organization, specific needs of women in liberation movements, project planning and implementation, and other topics will have been held as requested by governments. A number of long-term training for middle-level workers within existing training centres in the region will have been established; the seminars indicated for representatives of government, national women's organizations, parastatal and private organizations, on the establishment of national machineries will have been held; and training materials, manuals and reports on workshops, studies and seminars will have been issued and distributed, as appropriate, to trainers, government technicians and field experts. Pilot projects indicated in village technologies will have been implemented, together with socio-economic research towards their adoption and use.

The activities of the African Women's Volunteer Task Force are expected to be enlarged; the activities of the Handicrafts and Small-Scale Industries Unit will have been initiated; the Africa Regional Co-ordinating Committee for the Integration of Women in Development should be in operation as well as the Women and Development Committees of the Multinational Programming and Operational Centres (MULPOCs); and the second Regional Conference on Plans of Action for the Integration of Women in Development (1979) will have been held. Also, the first African Regional Meeting of the United Nations Interagency Committee on Women and Development will have been held.

(ii) The biennium 1980-1981

In order to achieve a more equitable access by women to the tools and rewards of development and to focus on priority projects to reach this goal, the African Training and Research Centre for Women (ATRCW) will refine its accumulated knowledge with advice from representatives of the region, and undertake or promote activities as follows:

- (1) Undertake activities at the regional, subregional and national levels upon the advice of the Africa Regional Co-ordinating Committee for the Integration of Women in Development, and in co-operation with the Regional United Nations Interagency Committee on Women and Development;
- (2) Conduct seminars and follow-ups on national machineries in approximately five countries per year; regional seminars for policy makers to exchange experiences; research on agriculture, employment, non-formal education and training, indicators, legal situation of women; pilot projects in village technology and rural day care; and assist governments in an advisory capacity on planning, programme implementation and evaluation for the integration of women in development;
- (3) establish a Communication Unit to disseminate information by preparing training materials, publishing manuals on mass and grassroots communication, social research and other topics; prepare slide-tapes and other audio-visual materials for use by trainers and media directed at women in rural areas; and act as an information clearing house for the region on integration of women in development; and

- (4) Undertake training workshops in agricultural production, small-scale industries and handicrafts, village technologies and other topics as requested by governments; send Task Force volunteers in response to country requests; and conduct long-term training in conjunction with existing training centres in the region.

(iii) The biennium 1982-1983

It is foreseen that, as this biennium approaches, the African Regional Co-ordinating Committee, with its subregional Committees of the Multinational Programming and Operational Centres (MULPOCs), will assist in directing the work of the African Training and Research Centre for Women (ATRCW), so that women's consideration in all planning and programming at regional, subregional and national levels will be well under way, as integral parts of all development activities. The following elements of the subprogramme will be expanded:

- (1) Workshops to train women in technological skills and techniques of the establishment of small-scale industries, combining activities of African Women's Volunteer Task Force and Handicrafts and Small-Scale Industries Unit;
- (2) Utilization of results of agricultural research, research in village technology, and pilot projects, for the benefit of seminars for national, subregional and regional planners and trainers in integrated rural development; and
- (3) Training workshops on specific topics for the utility of on-going national machineries: management skills, project implementation, legislative impact, planning techniques; and expert group meetings and workshops for organizers of non-formal training programmes for school leavers; and expansion of pilot projects. The third Regional Conference on Plans of Action for the Integration of Women in Development will be held (1982), stressing relation of women to intra-African co-operation in basic small-scale industrial development and promotion of trade for export.

(e) Expected impact

The progressive accumulated result of the above activities will, it is hoped, enable women to participate more effectively in the development process of their countries and the region as a whole, specifically by:

- (i) Increasing the number of women earning incomes, particularly through self-employment and co-operatives;
- (ii) Increasing the efficiency of women's food production, marketing, preservation and storage, thus contributing to raising levels of food production for the region as a whole;
- (iii) Increasing the number of national machineries to oversee the integration of women in national development planning;

- (iv) Making available greater quantity and quality of data on women in the region for use by development planners at all levels to enable better planning for the increased participation of women in development;
- (v) Upgrading professional competence and improved management skills for trainers and planners working with rural women;
- (vi) Increasing co-ordination, more efficient use of resources and greater accessibility of member States to the United Nations system through the African Regional Co-ordinating Committee; and
- (vii) Ameliorating the living standards in the rural areas through greater awareness of improved technology for farm and home, nutrition, and better family living.

No specific indicators can be stated at this time, in part because of the present lack of indicators of the integration of women in development. The African Training and Research Centre for Women (ATRCW) is currently working to alleviate this defect; however, it is hoped that the base-line studies now being undertaken can be used by 1983 as a point of comparison to show specific indicators of amelioration and achievement.

Plan form 1

Major programme: XVII. Statistics

Organizational unit: Economic Commission for Africa

A. ORGANIZATION

1. Intergovernmental review

The work of the secretariat in this programme is reviewed by the Conference of Ministers which meets every two years. The last meeting was in February/March 1977. This plan submission has not been approved by the body. However, it is based on the work programme approved by the Conference of African Statisticians and is co-ordinated with the medium-term plan of the United Nations Statistical Office.

2. Secretariat

The secretariat unit responsible for this programme is the Statistics Division in which there were 17 professional staff as of 31 December 1977 of whom five were supported from extrabudgetary sources. The Division had the following sections/units as of 31 December 1977:

	Professional staff		
	RB	XB	Total
Office of the Chief	1	-	1
General Economic Statistics Section	6	1	7
Demographic and Social Statistics Section	2	-	2
African Census Programme	-	4	4
Data Bank	3	-	3
Total	12	5	17

3. Divergences between current administrative structure and proposed programme structure - None

4. Expected completions and consequent reorganizations

(a) Expected completions (see proposed programme budget 1978-1979, paragraph 9.50)

(i) In 1978-1979

1.1 (i) & (ii); 1.2 (ii); 1.3 (iii), (iv), (v) (vii).

(ii) In 1980-1981

1.1 (i) (twelfth session); 1.2 (viii).

(b) Consequent reorganizations - None

5. Other organizational matters - None

B. CO-ORDINATION

1. Formal co-ordination within the secretariat

The work programme of the Statistics Division is co-ordinated with those of the other Divisions of ECA through the Policy and Programme Co-ordination Office. Also the Division will be represented on the Inter-Divisional Committee on Integrated Rural Development and on the Inter-Divisional Committee on Least Developed Countries.

2. Formal co-ordination within the United Nations system

(a) General

The ECA Statistics Division works in day-to-day collaboration with the United Nations Statistical Office and most projects are organized on a joint or complementary basis. There are also close links with IBRD, IMF and the statistics divisions of United Nations specialized agencies.

(b) External trade statistics

The United Nations Statistical Office receives from certain African countries machine readable material which are copied and converted to a standard format and copies of the resulting machine printouts are sent to ECA. ECA receives from other African countries relevant annual reports the contents of which are processed and copied to the United Nations Statistical Office in the form of machine listings as well as on punched cards. There is no duplication in the material published by the two organizations. In addition there is an exchange agreement between UNCTAD and ECA as regards the external trade statistics of African countries. Improvement in the methodology of African trade statistics is a joint concern of ECA and the United Nations Statistical Office.

(c) National accounts and financial statistics

ECA provides annual machine printouts of information on the gross domestic product of all countries of the region to the United Nations Statistical Office, the Centre for Development Planning, Projections and Policies, FAO, IMF, IBRD and UNCTAD. ECA receives copies of the completed annual questionnaires on national accounts in respect of African countries from the United Nations Statistical Office. In addition, ECA receives the following:

- (i) From FAO, machine printouts in respect of these countries' food and agricultural products;
- (ii) From IMF, copies of all their statistical publications;
- (iii) From IBRD, machine printouts and copies of their tables on external debt. These materials provide invaluable help to ECA with its work on national accounts and financial statistics.

(d) Censuses and surveys

Support to the 1970 round of African population censuses was provided by the African Census Programme organized as a joint effort of the ECA Statistics Division, the United Nations Statistical Office, the Department of Technical Co-operation and other Headquarters agencies. Work is continuing into the 1980 round of censuses.

The African Household Survey Capability Programme is being organized on a similar collaborative basis and, as a result of ECOSOC resolution 2055 (LXII), will be a component of the global national Household Survey Capability Programme. Joint efforts include the development of new methodology for integrated programmes of surveys and support to individual country projects.

(e) Other statistics

ECA receives from the United Nations Statistical Office copies of the completed annual questionnaires on industry, transport, energy and social and demographic statistics in respect of African countries. The Statistics Division assists in ensuring country response to these questionnaires.

(f) A representative of the United Nations Statistical Office is always present at ECA statistical meetings.

3. Units with which significant joint activities are expected during the period 1980-1983

It is expected that ECA will work closely with the following:

(a) United Nations Statistical Office: joint activities will continue along the lines indicated above;

(b) ECWA, in the development of a regional information network, with ECWA concentrating on the Arabic countries of the region; and

(c) UNCTAD, in the harmonization of the trade statistics of the Economic Community of the West African States;

Also the Statistics Division will continue to collaborate with the other Divisions of ECA in the creation of a statistical data base. There are specific projects involving the Socio-Economic Research and Planning Division, the Joint ECA/UNIDO Industry Division, the International Trade and Finance Division, the Public Administration Management and Manpower Division, the Social Development Division, the Population Centre, and the Transport, Communication and Tourism Division.

C. ALLOCATION OF RESOURCES TO THE SUBPROGRAMMES

The trend in the percentage allocation of resources to subprogrammes is expected to be approximately as shown in the following table:

Table: Allocation of resources to subprogrammes (percentage)

[illegible]

Plan form 2

Major programme: XII. Statistics

Organizational unit: Economic Commission for Africa

Subprogramme 1: National statistical services

(a) Objective

The objective of this subprogramme is to encourage the use of and demand for improved statistics for public purposes and to help develop the various national statistical services in the region to meet the growing data requirements for policy-making. The subprogramme supports the technical assistance activities organized by the Department of Technical Co-operation under the substantive guidance of the United Nations Statistical Office.

(b) Problem addressed

External trade and agricultural statistics are produced by a majority of countries of the region. Fewer countries publish data on national accounts, industry, population, employment and social activities. In most countries of the region household sector statistics are at an early stage of development and there is no quantitative means of assessing the impact of development efforts on levels of living, etc.

Even in the case of published statistics considerable room exists for their improvement (in terms of coverage, regularity, and reliability). One reason for these deficiencies appears to be the presently inadequate role of statistical information in policy making, planning, economic and social development, administration and business.

A consequence of this weakness is the relatively low priority given to statistical services in development plans and the consequent paucity of resources allocated to their development.

Another consequence is that many qualified local staff leave the national statistical services after gaining a few years experience or join other sectors directly after training.

There is therefore pressing need to:

- (i) Devise methods of encouraging the use of and demand for statistical information for public purposes;
- (ii) Improving the supply and quality of statistics through the development of statistical infrastructures, particularly national survey capabilities;
- (iii) Suggesting and encouraging the adaption of policies which will arrest the migration of qualified staff as well as enlarge the supply through training programmes to meet growing national requirements.

(c) Legislative authority

General Assembly resolutions 407 (v)*; 2211 (XXI) para. 4; 2276 (XXII) para. 3*; Commission resolutions 231 (X) para. 2 or 3*; 272 (XII) para. 2; Economic and Social Council resolution 2054 (LXII); 2055 (LXII) para. 5; 2124 (LXIII) para. 4; report of the Conference of African Statisticians (E/CN.14/CAS.10/21); Conference of African Ministers of Industry resolution 8 (IV) para. 4.

(d) Strategy and Output

(i) The situation at the end of 1979

- Studies will have been undertaken and reports issued on public debt statistics, the evaluation of data from censuses of population and housing, civil registration, the status of the United Nations System of National Accounts and the uses of national accounts data in African countries so as to provide guidance in these areas to the countries of the region.
- The African Household Survey Capability Programme and the Statistical Training Programme for Africa will have been launched.
- Working groups will have met and made recommendations on price statistics, the methodology for the 1980 round of population and housing censuses in Africa and on the organization and methodology of household survey programmes.
- An initial seminar on distribution statistics will have been convened and a training workshop on population censuses for the English language group of countries mounted.
- The eleventh session of the Conference of African Statisticians will have taken place and the resulting report issued.

(ii) The biennium 1980-1981

The strategy will concentrate mainly on encouraging the demand for and use of statistical information for public purposes as well as providing some guidance to national statistical personnel in demographic, social and economic statistics so as to improve the supply and quality of statistics in these fields. It will also seek to enlarge the supply of statistical personnel through training programmes to meet the growing national requirements.

Output

Output will consist of the following:

- Assistance to countries

ECA plans to extend the scope of the African Household Survey Capability Programme and to concentrate on assisting countries with the development

* Mandate more than five years old.

of basic data-collection activities. Assistance will be given particularly to the 1980 round of population censuses and the development of basic industrial, transport, price and social statistics, which are in fact priority areas arising from the "Revised Framework of Principles for the Implementation of the New International Economic Order in Africa, 1976-1986" (E/CN.14/ECO/90/Rev.3).

To this end it is planned to provide technical assistance to countries in the conduct of censuses and surveys, in the planning and content of integrated national household survey programmes and in the training of statisticians. Also assistance will be given to countries in applying the international recommendations relating to the various fields of demographic, social and economic statistics and in improving the coverage and timeliness of these data by means of working groups, seminars, workshops, methodological studies and related country visits.

Meetings

Working Groups are planned for 1980 on civil registration, transport statistics and the coverage and content error evaluation of censuses, and, for 1981, on industrial statistics and on the framework for the integration of social and demographic statistics. In addition, workshops are envisaged for 1981 in connection with the African Household Survey Capability Programme and the Statistical Training Programme for Africa. The resulting reports as well as the outputs from other activities will be reviewed by the Conference of African Statisticians at its twelfth session in 1981.

Statistical studies

The statistical studies planned for the biennium are the following: for 1980, "Measurement of road transport movements", "Scope and quality of demographic and social statistics" and "Evaluation of coverage and content errors of censuses" and for 1981, a "Review of Statistical organization problems in the region", "Inventory of electronic data processing equipment, related staff resources and applications in the region", and "Concepts, definitions and classifications for selected demographic and social statistics fields".

Dissemination of information

Other outputs planned for the biennium are the continued publication of the "Statistical Newsletter" and in 1981 the biennials, Directory of African Statisticians and the Bibliography of African Statistical Publication.

(iii) The biennium 1982-1983

The strategy for the biennium will continue to concentrate on promoting demand for and use of statistical information for public purposes, improving the supply and quality of statistics at the national level and satisfying national statistical staff requirements. However it will

also provide for effective participation in operational activities by the Conference of African Statisticians which at its tenth session agreed to undertake direct responsibility for certain aspects of statistical development.

Output

Output will consist of:

- Periodic reports in statistical training organization problems in the region;
- Periodic summaries and evaluation of electronic data processing equipment, related staff resources and applications in the region;
- Assistance to countries in connexion with the African Household Survey Capability Programme, the Statistical Training Programme for Africa and in the application of international recommendations in the fields of demographic, social and economic statistics;
- Working groups on data processing and migration statistics as well as a training workshop on population censuses in 1982, a training seminar on tourism in 1983, and also in 1983 the thirteenth session of the Conference of African Statisticians;
- Publication of the periodical "Statistical Newsletter" and, in 1983, the biennials, Directory of African Statisticians and the Bibliography of African Statistical Publications.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None

(v) Expected impact

Successful implementation of these strategies should lead to increased appreciation by policy-makers, planners, etc., of the role of statistical information for public purposes. It will also lead to the creation of stronger national statistical offices in most countries of the region, significant improvement in the range and quality of available statistics needed for national development planning and other purposes as well as in their dissemination and the availability of permanent field survey capabilities in 30 national statistical offices. In addition there would be some improvement in the capability of ECA to provide a more reliable and varied amount of data on the economic and social situation of the countries of the region for use by these same countries and the international community.

Plan form 2

Major programme: XXII. Statistics

Organizational unit: Economic Commission for Africa

Subprogramme 2: Regional framework of statistical information

(a) Objective

The objective of this programme is to develop a regional framework of statistical information and to provide a comprehensive statistical basis for analysing the African economic and social situation. The regional framework is organized as a component of the United Nations data system.

(b) Problem addressed

The African region comprises a large number of countries most of which are economically small. For concerted action of the kind envisaged in the new international economic order it is necessary to have a centralized set of up-to-date national statistics covering the whole region and specialized groupings.

(c) Legislative authority

General assembly resolutions 2211 (XXI)* para. 4, 2276 (XXII) para. 2*, 2687 (XXII) paras. 4 and 5*; Commission resolutions 231 (X) paras. 4 and 5*, 237 (XII) para. 2; Economic and Social Council resolutions 2052 (LXII) para. 3, 2061 (LXII) para. 2; report of the Conference of African Statisticians (E/CN.14/CAS.10/21); Conference of African Ministers of Industry resolution 8 (IV), para. 4.

(d) Strategy and output

(i) The situation at the end of 1979

It is expected that at the end of 1979 most existing compilation and dissemination activities at the regional level will have been computerized and stored in a systematic fashion so that there will be speedy access to the data for specialized purposes. Computerized data bases will have been set up for statistics on external trade, national accounts, industry, transport and communication, tourism, distribution, prices, finance, agriculture and in the demographic and social fields.

(ii) The biennium 1980-1981

The implementation of the strategy and programme set out under Subprogramme 1 should make it easier for ECA to demonstrate the advantages of national data bases as major components of a regional data base, and efforts will therefore be directed towards the development of data bases at these two levels.

* Mandate more than five years old.

Output

Output will comprise:

- The periodicals, African Statistical Yearbook, Foreign Trade Statistics for Africa (series A, B and C), Statistical Information Bulletin for Africa and the annual African Economic Indicators.
- Studies on air transport and public sector statistics in 1980 and, in 1981, on African merchant shipping fleets and input-output statistics.
- Computer printouts and, on request, data in machine-readable form.

(iii) The biennium 1982-1983

The strategy will continue to be applied and intensified.

Output

Output will consist of the following:

- The periodicals, African Statistical Yearbook, Foreign Trade Statistics for Africa (series A, B and C), Statistical Information Bulletin for Africa and the annual African Economic Indicators.
- Computer printouts, and statistical information reproduced on magnetic tapes and microfiche.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None

(v) Expected impact

Systematic organization of data at the African regional level will facilitate improvements in the co-ordinated provision of basic information thus enabling the ECA secretariat and other agencies to make a closer examination of the problems of the region. Also ECA member countries will have access to up-to-date statistical information at national, regional and subregional levels on the economic and social situation in Africa.

Annex 2: Plan form 1

Major programme: **XIV, Transport, Communications and Tourism**

Organizational unit: **Economic Commission for Africa**

A. ORGANIZATION

1. Intergovernmental review

The work of the secretariat in this programme is reviewed by the Technical Committee of Experts, the Executive Committee and the ECA Conference of Ministers. The Technical Committee of Experts and the ECA Conference of Ministers meet every two years. The last meetings of these two bodies were held in February/March 1977. The Executive Committee meets once every year. This plan submission has not been approved by any of these bodies.

2. Secretariat

The secretariat unit responsible for this programme is the Transport, Communications and Tourism Division in which there were nine professional staff on board as of 31 December 1977 of which two were supported from extrabudgetary sources. The Division had the following sections/units as of 31 December 1977:

Branch/Section/Unit	Professional staff		
	RB	XB	Total
Transport	4	1	5
Trans-African Highways Programme.	1	-	1
Tourism	-	1	1
Communications	1	-	1
Chief of Division	1	-	1
Total	7	2	9

3. Divergences between current administrative structure and proposed programme structure: None

4. Expected completions and consequent reorganizations

(a) Expected completions

The following programme elements described in paragraphs 9.52 to 9.53 in the proposed programme budget for biennium 1978-1979 (A/32/6) are expected to be completed:

(1) In 1978-1979

Subprogramme 1: Institution building and planning

Programme elements: 1.5; 1.2; 1.3; 1.4; 1.6

Subprogramme 2: Intra-African transport links

Programme elements: 2.1 (i); 2.2 (vii)

Subprogramme 3: Maritime and coastal shipping

Programme elements: 3.1

Subprogramme 4: Development of tourism

Programme elements: 4.1; 4.3; 4.5

Subprogramme 5: Communications

Programme elements: 5.1 (i); 5.1 (iv); 5.2 (i); 5.2 (ii)

(ii) In 1980-1981

Subprogramme 1: Institution building and planning

Programme elements: 1.1

Subprogramme 2: Intra-African transport links

Programme elements: 2.1 (ii); 2.1 (iii)

Subprogramme 3: Maritime and coastal shipping

Programme elements: 3.2

Subprogramme 4: Development tourism

Programme elements: 4.2; 4.4; 4.6

Subprogramme 5: Communications

Programme elements: 5.1 (ii); 5.1 (iii); 5.1 (v); 5.2 (iii)

(b) Consequent reorganizations

No significant administrative reorganization is expected in the period 1980-1983 as a number of projects approved under the medium-term plan 1976-1981 as well as those to be authorized for the 1980-1983 plan period will fully occupy the approved staff.

5. Other organizational matters

There is a formal co-operation agreement with the Intergovernmental Maritime Consultative Organization of maritime and coastal shipping projects. A similar agreement with the Universal Postal Union on postal communication development is under consideration. As a result of the proposed decentralization of the Transport Programme of the Economic and Social Affairs Department and transfer of such programme to the regional commissions as well as the activities connected with the Transport and Communications Decade in Africa, there may arise the need for restructuring the Division.

B. CO-ORDINATION

1. Formal co-ordination within the secretariat

There are interdivisional committees on integrated rural development and the least developed countries.

2. Formal co-ordination within the United Nations system

Transport: There is a formal agreement on co-operation with IMCO on maritime and coastal shipping projects. This agreement allows for harmonization of work programmes and joint projects under an operational joint unit based at ECA headquarters.

Communications

(i) A co-ordinating committee for the implementation of the ~~pan-African~~ telecommunications network project has been established. The other member organizations serving with ECA on the Committee are the International Telecommunication Union (ITU), the Organization of African Unity and the African Development Bank.

(ii) A working committee on which ECA, the United Nations Educational, Scientific and Cultural Organization, ITU and OAU serve is expected to be in operation before and during the plan period to plan and co-ordinate studies, an experiment and other activities connected with the regional project on satellite communication. The activities of the Committee will be based within ECA.

3. Units with which significant joint activities are expected during the period 1980-1983

Although no formal agreements exist, joint activities are expected to be undertaken during the plan period with a number of United Nations agencies especially the following:

(a) The Universal Postal Union (UPU): in organizing a joint meeting on routing of mail and harmonization of African postal tariffs and a seminar on postal structures development;

(b) The International Civil Aviation Organization (ICAO) in developing policies which could aid greater co-operation of African countries in air transport services;

(c) United Nations Conference on Trade and Development (UNCTAD) and the Intergovernmental Maritime Consultative Organization (IMCO) in providing assistance on general transport problems such as ratification of or accession to the proposed United Nations International Convention for safe Multimodal Transport Containers and the United Nations Customs Convention on Containers and on the economic, legal and organizational implications of the proposed system of International Intermodal Transport operations (IIT);

(d) The United Nations Environmental Programme in undertaking studies on environment protection and tourism development.

- (e) Other United Nations regional economic commission.

It is also expected to collaborate with a number of units including the following units within the secretariat of the Economic Commission for Africa:

- (a) International Trade and Finance Division in general transport related trade problems in Africa and in a preliminary investigation into airfreight aspects of trade development between African and other countries;
- (b) Statistics Division in a number of projects such as the establishment of subregional transport data banks; organization of seminars on tourism statistics, studies on the establishment of shipping investigating units, etc;
- (c) Natural Resources Division in study on economic, technical and operational aspects of bulk carriers and tankers fleets for the transportation of raw and semi-processed materials;
- (d) Joint ECA/FAO Division in the development of the African fishing industry including requirements for the type, safety and loading of vessels and preservation and distribution of fish and, in transportation of food products;
- (e) Joint ECA/UNIDO Division in studies of existing facilities for manpower development in transport systems analysis and design, transport economics and management and automotive technology; as well as transportation of industrial input and products, and manufacture of automotive and communication equipment;
- (f) Social Development Division in integrated rural development and mass communication projects; and
- (g) Public Administration, Management and Manpower Division in manpower development projects for the administration of public enterprises within the transport and communication sectors.

C. ALLOCATION OF RESOURCES TO SUBPROGRAMMES

The trend in the percentage of allocation of resources to subprogrammes is expected to be approximately as shown in the following table:

Table: Allocation of resources to subprogrammes (percentage)

[illegible]

Plan form 2

Major programme: Transport

Organizational unit: Economic Commission for Africa

Subprogramme 1: Institutional building and planning

(a) Objective

The objective of the programme is to assist African Governments and especially the disadvantaged ones such as the least developed, land-locked and island, in the development of an integrated and co-ordinated transport network at the national and international levels for easy movement of persons and goods. The areas of assistance would include design, development, implementation, manpower and institutional arrangements at the national and multinational levels.

(b) Problems addressed

Many countries of the region do not have rational transport policies based on the over-all needs of their economic development and therefore do not take sufficient account in their transport development policies of the need for economic integration of the continent based on subregional or regional development potentialities. There are also no permanent institutions in many subregions of the continent responsible for planning, development and co-ordination of multinational transport. Specific problems exist in each of the subsectors in most of the subregions: railway - lack of uniform standards on most of the railways; inland waterways - lack of adequate facilities and low cost crafts; air transport - lack of co-operation among the many small inviable national airlines in scheduling, utilization of equipment and facilities and the absence of airfreight services and multinational airlines in the region; international roads - the absence of good international road connexions among countries of the region and the existence of various standards and regulations; and General - the lack of facilitation among countries of the region.

(c) Legislative authority

ECOSOC resolutions 935 (XXV), 1082 (XXXIX), 1202 (XLII), 1804 (LV), 2097 (LXIII); Commission resolutions 161 (VIII), 195 (IX), 198 (IX), 263 (XII), 277 (XII) and 291 (XIII).

(d) Strategy and output:

(i) The situation at the end of 1979:

To enable member countries to be aware of the urgent need and advantages for co-operation in critical areas of transport development in the region, seminars will be conducted on: automotive repairs and maintenance; rural roads construction and maintenance; and port management and operations. An expert working group would also be organized on standardization of transport equipment and assistance will be given in the establishment of multinational transport institutions.

The following activities would have been carried out by the end of 1979: seminar on automotive repair and maintenance; general assistance in transport development to multinational transport institutions such as UAR, AFCAC and AFRAA; seminars on rural roads; expert working group on standardization of transport equipment and seminar on port management and operations.

(ii) The biennium 1980-1981

Assistance would be given to the permanent regional intergovernmental machinery in policy and planning regarding combined transport arrangements; assistance will continue to be given to the permanent body for subregional transport policy and co-ordination in Central Africa and studies will be carried out for the establishment of similar ones in the other subregions; studies would be carried out on the establishment of subregional shipping investigation units; subregional transport data banks; and on the economic, technological and operational aspects of bulk carriers and tankers.

By the end of the biennium, transport data banks would have been established in most African subregions, as well as permanent machinery for co-ordination of transport policies at the subregional level. Feasibility studies would have been issued and discussed with member countries and preparations well advanced for establishing shipping investigation units in the subregions as well as bulk carrier and tanker services in the region.

(iii) The biennium 1982-1983

Feasibility studies of multinational airfreight services and rural roads planning, financing and upkeep would be carried out. A review would be made of the progress made by the intergovernmental bodies in all collective actions in the transport sector. A workshop would be organized on bulk cargo, freight-booking and vessel chartering. A seminar would be held on the technology of material handling in Africa and an expert working group would be convened on the special transit and facilitation problems between land-locked countries and their maritime States.

It is expected that a multinational airfreight services would be operational in Africa. A report on new techniques in rural road planning, financing and maintenance would have been issued to member countries and freight-booking and chartering services would have been established in some subregions. A report would be issued on facilitation arrangements between the maritime and land-locked States which would reduce the transport costs to the latter.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None

(e) Expected impact

As a direct result of the activities outlined above it is expected that the first stage of a fully co-ordinated and integrated transport network would be established in the African region. Specifically, the following institutions and/or organizational arrangements aimed at free and easy movement throughout the continent would be operational:

- (i) Multinational training institutes for specialists in most transport modes;
- (ii) Subregional bodies responsible for planning, development, and co-ordination of the trans-African highways and other transport modes in the subregions/region;
- (iii) Harmonized standards and regulations of the international roads;
- (iv) Interconnexion of some compatible existing railways;
- (v) Multinational shipping companies, port associations and users' consultative councils; and
- (vi) Harmonized and co-ordinated activities of multinational airfreight services and national airlines.

Subprogramme 2: Intra-African links

1. Civil aviation

(a) Objective

To assist countries and subregions, in collaboration with International Trade and Finance Division in preliminary investigation into airfreight aspects of trade development between African and other countries including in particular: (i) evaluation of airfreight potential on selected interregional and intercontinental routes; (ii) investigation and encouragement of forming multinational airlines in Africa; and (iii) investigation of methods of more efficient utilization of air capacity and ground facilities.

(b) Problems addressed

In spite of the existence of several African national airlines, air connexion among African countries remains poor and the volume of intra-African airfreight is dismal compared to available capacity, and there is no co-operation among these national airlines for effective utilization of equipment and ground facilities. It is an objective of the secretariat in collaboration with other agencies (International Civil Aviation Organization, African Civil Aviation Commission, etc.) to develop policies which would lead to the rational development and greater co-operation by African countries in air transport services.

(c) Legislative authority

See previous subprogramme.

(d) Strategy and output

(i) The situation at the end of 1979

By the end of 1979 most, if not all, of the ~~feasibility studies necessary~~ to determine direction of trade, interregional and international air-freight potential, establishment of a multinational airline, and effective methods of pooling services and facilities would have been carried out. Thus during the mid-term plan period (1980-1983) efforts would be directed at completing any remaining feasibility studies and assisting in the implementation of projects recommended in the studies.

(ii) The biennium 1980-1981

Efforts would be devoted to the completion of feasibility studies of:

- Interregional and international airfreight potential;
- Establishment of multinational airlines; and
- Suitable and acceptable methods of pooling air transport facilities and services. Commencement of implementing conclusions of some of the above-mentioned studies.

(iii) The biennium 1982-1983

Continued assistance in the implementation of projects and programmes.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None

(e) Expected impact

At the end of the mid-term plan period, during which most of the programme outlined above would have been implemented, it is expected that air transport would have improved to the extent that easy movement of persons and goods within and outside Africa would be possible; increased volume of interregional and international air-freight would have been achieved; and development of multinational airlines and pooling of facilities and services for increased operational efficiency and competition with overseas airlines would be achieved.

2. International roads and road transport

(a) Objective

The objective of this section of the subprogramme is to promote the development of international roads and road transport and to improve techniques of highway planning, design, construction and maintenance as part of a regional system of intermodal linkages.

(b) Problems addressed

Many African countries have no viable highway links with their adjacent States. This is best illustrated by the fact that if each of the 42 independent countries in Africa (other than Lesotho which is totally surrounded by South Africa, and the island countries of Cape Verde, Comoros, Madagascar, Mauritius, Sao Tome and Principe and Seychelles) had one road link with each of its neighbours, there would be a total of 84 inter-State road links in Africa. However, at present, only 25 are of all-weather standard, 53 consist of dry-weather tracks and partially improved earth roads while the remaining six do not yet exist at all.

To improve economic co-operation among African countries and, in particular their trade, it is essential to link adjoining States by at least one all-weather road. It is this goal which the secretariat will continue to pursue through the policy of Trans-African Highways supplemented by feeder roads and through the removal or easement of legal and administrative barriers to travel and trade on these highways.

The greater portion of the proposed African Highway Network has already been constructed on the basis of the national priorities of the countries concerned. Accordingly, the implementation phase is envisaged to consist of linking up existing roads with a view to reducing the cost and shortening the construction time of all-weather inter-country road links.

(c) Legislative authority

Commission resolutions 103 (VI)2, 226 (X)3, 275 (XII)1, 276(XII) and 298 (XIII)6.

(d) Strategy and output

(i) The situation at the end of 1979

There will be sections of the major Trans-African Highways (Mombasa-Lagos, Dakar-Ndjamena, Lagos-Nouakchott, Cairo-Gaborone and Tripoli-Kinshasa) and their feeder roads whose construction has not yet commenced.

It is expected that the implementation of the Trans-West African Highway Network (Dakar-Ndjamena and Lagos-Nouakchott Highways and their feeder links) would have been handed over by the end of 1979 to the Economic Community of West African States (ECOWAS).

(ii) The biennium 1980-1981

Strategy

The secretariat will continue to co-ordinate actions and stimulate co-operation among African States concerned as well as with and among co-operating industrialized countries and financing agencies. Autonomous authorities will be established to implement the further phases of the Trans-African Highways which could not be adequately handled by the ECA secretariat.

Impact

By 1980, the authorities for the Lagos-Mombasa Highway and the Trans-West African Highway Network would have been operating under the supervision and control of the appropriate subregional conferences of ministers.

(iii) The biennium 1982-1983

Strategy

The secretariat will continue to co-ordinate actions for the establishment and functioning of the appropriate highway authorities.

Impact

By 1982 the Cairo-Gaborone Highway Authority would have been operating under the appropriate subregional authorities, and by 1983 the Tripoli-Kinshasa Highway Authority would have been established.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None

(e) Expected impact

It is expected that by 1983, the African countries would be directly responsible for all aspects of multinational highway development, operations and maintenance and that 70 per cent of the countries concerned would have implemented the pan-African highways network and that most of the legal and administrative barriers to travel and trade on these highways would have been removed or eased. The provision - at the national, subregional and regional level - of such dependable and adequate road transport system should enhance the expansion of intra-African trade and the development of better relations and economic co-operation among the African countries.

Subprogramme 3: Maritime and coastal shipping

(a) Objective

The objective is to assist Governments in developing maritime and coastal shipping and inland waterways and other modes of transport providing access to the sea for landlocked and semi-landlocked countries. All these with the aim of achieving the following:

- The reduction of transportation share within the over-all commodity cost;
- The promotion of the earnings of African developing countries from maritime transport and the reduction of the outflow of foreign exchange from those countries arising from maritime transport;
- The achievement by the merchant marines of African developing countries of an increasing and substantial participation in the carriage of cargo generated by the foreign trade of those countries;
- The expansion of intra-African trade by creation and development of African coastal shipping.

(b) Problems addressed

In spite of the efforts of African countries to expand their merchant marines, their share in the world merchant fleet has remained at the very low level of 0.7 per cent in 1976. At the same time developing Africa's share in the world international sea-borne trade in 1975 amounted to 11.2 per cent of goods loaded and 2.5 per cent of goods unloaded. Operational conditions for African nationally owned merchant marines have not been favourable. Some shipping lines of developing African countries have been admitted into liner conferences, but they have experienced difficulties in obtaining a sufficient number of sailings and in obtaining high-rate paying cargoes. The capacity of African inland waterways was not increased substantially and the utilization of African inland water transport has not been developed adequately.

Development of existing and new ports is either in progress or in planning stage in most African countries. The long-term solution of Africa's ports can only be to increase the facilities available and to improve the efficiency of port operations and management. Both these measures necessitate the investment of capital which is currently not available everywhere.

Freight rates in African trades have greatly increased in the recent past. The increases have been arbitrary and unilateral. These wide-spread and frequent increases have had serious adverse repercussions on the exports and balance of payments of African countries.

The arrangements to establish consultation machinery in Africa have so far been inadequate and in many instances ineffective because of the dilatory tactics employed by liner conferences.

Lack of adequately trained African sea-going and shore personnel is a constraint to the development of African merchant marines.

(c) Legislative authority

Commission resolutions 277 (XII), 281 (XIII) and 293 (XIII).

(d) Strategy and output

(i) The situation at the end of 1979

ECA in co-operation with UNCTAD and other agencies would have assisted member States of the Commission in preliminary investigations into transport aspects of trade development among developing regions including in particular the transport characteristics of commodities, the design and type of vessels required for use by African shipping lines serving her present and potential trading partners in the following trades:

- Assistance would have been provided to land-locked and semi-landlocked countries in facilitating their access to the sea;
- Study on the feasibility of establishing facilities for education and training in shipping economics and management will be undertaken;

- ECA would have assisted African developing countries in port development including technical services concerning pilotage such as minimum requirements for qualifications and experience of candidates for pilotage services; regional survey and assistance to navigational aids; training port labour supervisory staff; setting up subregional marine pollution control centres, and economic aspects connected therewith (in collaboration with the Intergovernmental Maritime Consultative Organization).
- Seminar on Port Management and Operations would have taken place in the Union of Soviet Socialist Republic.

(ii) The biennium 1980-1981

Assistance in the development of national and multinational shipping lines including coastal and island shipping.

Studies will be undertaken on establishment of shipping investigation units in West, Central, East and North Africa.

Study of the economic, technological and operational aspects of bulk carriers and tanker fleets for the transportation of raw and semi-processed materials with particular reference to the third world trade will be undertaken.

Assistance will be provided in development of the African fishing industry including requirements for the type, stability, safety, standardization and loading of vessels and presentation and distribution of fish (in collaboration with the Intergovernmental Maritime Consultative Organization and the Food and Agriculture Organization).

(iii) The biennium 1982-1983

Workshop on cargo bulking, freight-booking and chartering will be organized.

Studies will be undertaken in Eastern and Central Africa on further development of inland water transport and the improvement of waterways including reviews of the status of intergovernmental machinery, international agreements, river shipping operations, skimmer systems, administrative arrangements and manpower.

Studies on economic and technological aspects of ship design, ship-building and ship-repair facilities in Africa will be undertaken in conjunction with the Intergovernmental Maritime Consultative Organization and relevant United Nations specialized agencies.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None

(e) Expected impact

The earnings of African developing countries from maritime transport will be increased substantially and the outflow maritime transport will be reduced.

The merchant marines of African developing countries will have increasing and substantial participation in the carriage of cargoes generated by the foreign trade of those countries.

Intra-African trade will get further impetus resulted from the establishment and operational activities of African national and multinational coastal shipping lines.

Intermodal movement of persons and goods will be much facilitated by the development and operational improvements of African inland water transport.

Subprogramme 4: Tourism

(a) Objective

The objective of this subprogramme is to assist and guide ECA member countries in tourism development in conformity with the principles of the resolution on the New International Economic Order in Africa and in particular to improve the terms of trade in the tourist field to the benefit of the developing African countries.

(b) Problem addressed

Tourism development in African countries took place mostly without objective assessment of its social costs and benefits. As a consequence, a range of incentives have been granted to hotel developers, which cannot be justified on economic ground and which have in addition contributed to the excess hotel capacity especially in holiday tourism.

This excess capacity combined with other handicaps vis-à-vis the highly concentrated tourist trade in the developed overseas tourist generating countries has resulted in terms of trade which are clearly prejudicial to the interests of the African tourist receiving countries.

The aim of ECA's work in this field is to redress or at least to alleviate this unfavourable situation for its member countries.

(c) Legislative authority

Commission resolution 204 (IX)

(d) Strategy and output

(i) The situation at the end of 1979

The programme elements to be carried out during 1978 and 1979 will have clarified the essential issues of tourism development in African countries and thus helped the ECA member countries in adopting sound tourism development policies and in adopting similar attitudes in business transactions with their partners from developed industrial countries.

This will allow to switch the ECA activity in the tourism field to more specific and often technical problems concerning tourism development as outlined under (ii) and (iii).

(ii) The biennium 1980-1981

Assistance to countries and groups of countries:

Advisory services upon request of member States or group of States in preparation of tourism development programmes and specific tourism projects, in organizing professional training, in the introduction of tourism statistics, in the elaboration of marketing and tourism publicity programmes in overseas markets etc.

- Collection and distribution of essential information on tourism development and the volume, structure and routes of the tourist flows both in Africa, and to the competing tourist destinations; publication of the Annual Tourism Bulletins.

Studies

Study of the implications for tourism of the completion of the main Transafrican highways;

Study of Hotel management in Africa and assessment of management contracts with foreign hotel management firms;

Incentives for tourism investors, and their costs for society.

Seminars, working groups

Organization of subregional seminars on tourism statistics including sample surveys among outgoing tourists (in co-operation with the ECA Division of Statistics);

Seminar of tourism projects elaboration and appraisal (in co-operation with the World Bank);

(iii) The biennium 1982-1983

Assistance to countries and group of countries (like in biennium 1980-1981).

Studies

Environment protection and tourism development (in co-operation with Natural Resources Division, and UNEP);

Area planning for tourism development in Africa;

New tendencies in air transport in Africa, and their implications on intercontinental tourism;

Intra-African tourism (by subregion),

Social aspects of rapid tourism development and how to reduce some of its harmful side effects.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None

(e) Expected impact

The proposed activity of ECA in the field of tourism should have the following impact on tourism in Africa:

- The Government administrations of ECA member countries will have a clear and objective picture of the main issues involved in tourism development.
- The responsible officials for tourism and the planning agencies will thus be able to assess objectively the pros and cons of tourism development. There will be no futile attempts to attract large scale overseas holiday tourism in countries which have no favourable conditions for it, it will help countries favoured in that respect to maximize the economic benefits deriving from tourism, and it will help all countries in creating condition for business visitors and for domestic and regional holiday tourism.
- This will allow planning and implementation of tourism development taking into consideration the social-costs and benefits of tourism development as a whole and of individual projects.
- Both hotel development and marketing of tourist product in Africa will be carried on a sound economic basis, which will eliminate or greatly reduce the present handicaps of African tourist enterprises vis-à-vis overseas business partners.
- At the same time tourism officers whatever their scope of activity will be helped to acquire the technical and business know-how to cope successfully with their respective tasks.

Subprogramme 5: Improvement and development of communications

(a) Objective

The objective of this subprogramme is to assist member States of the Commission to speed up the development of telecommunication services in their countries to levels of availability, use and operational efficiency within the average range of international norms, at rates commensurate with the state of their economies and social conditions and to take on gradually, on a co-operative basis, the responsibility for the conception, planning for and implementation of intraregional services as well as of telecommunications equipment manufacturing.

(b) Problem addressed

Telecommunication needs of the region are increasing rapidly with growing economic, social and political activities. The lack of adequate facilities and services is therefore a constraint on effective and orderly development and increasingly frustrating to citizens of the countries of the region, government officials and businessmen included.

The average telephone density, a development indicator for telecommunication (telephone/telegraph/telex), in the region is 1.1 telephones per 100 of the population as compared to the world average of 9.6. Since 1962, the region's percentage share of the world's telephones has declined from 1.4 per cent to 1.2 per cent in 1976. For the past 15 years, the ratio of the region's to the world's average density of telephones has also fallen from 16.3 per cent to 11.4 per cent. The inadequacy of basic physical facilities in the region is reflected in the ratio of the number of telephones to the number of principal lines of 2 to 1; when it should be of the order of 1.5 to 1.

In broadcasting a similar problem exists. The number of radio receivers per 100 of population is of the order of 7; the world average is 30. The availability of service which is indicated by the number of radio transmitters is equally poor: one transmitter serves on the average 600,000 people as compared to an average of 150,000 in the rest of the world. The strength of signals and programming alternatives are commensurately inadequate. The picture for television is even worse.

With postal services, their availability and development may be indicated by the ratio of the number of inhabitants per post office; in the region the average is 27,500. This is worse than the world's averages of 19,600 for all 'developing' countries and 2,980 for 'developed' countries. The actual physical distribution of post offices in the region, which is poor in the rural areas, shows the African region to be the least equipped; there is one post office to every 2,270 square kilometres, as against one to every 1,120 square kilometres in other 'developing' countries and one to every 54 square kilometres in 'developed' countries.

Unless modern, adequate and economic communication services are available to all countries of the region, the achievement of their economic, social and cultural growth objectives will prove difficult if not impossible.

(c) Legislative authority

Commission resolutions: 278 (XII); 279 (XII); 281 (XII); 310 (XIII) and 291 (XIII).

(d) Strategy and output

(1) The situation at the end of 1979:

- (a) ECA in co-operation with other members of the co-ordinating committee for the implementation of the Pan-African Telecommunication Network (PANAFTEL), namely the Organization of African Unity (OAU), the International Telecommunication Union (ITU) and the African Development Bank (ADB) would have assisted member States of the Commission in constructing about 60 per cent of the route

length of the first stage of the Network (which comprises 24,000 kms of route) and 18 international switching centres. Arrangements would also have been well advanced for assisting member States to secure aid for the technical and economic feasibility studies of the second stage of the Network which comprises some 35,000 kms of route.

- (b) Two joint studies on the use of radio broadcasting for accelerating development in rural Africa and on manpower requirements for telecommunication development would also have been completed.
- (c) A sectoral study on communications as part of a transport and communications study in the west African subregion, requested by the Economic Community of West African States would have been completed.
- (d) The sectoral studies on communication as part of the major study on the Transport and Communication Decade in Africa, to be undertaken by ECA, would have been initiated.

The two sectoral studies - (c) and (d) are expected to lead to the formulation and subsequent design of specific development projects in both the transport and communication sectors.

- (e) A workshop and regional seminar, respectively on (i) administrative and financial management of postal services and (ii) on the World Administrative Radio Conference (1979) would have been conducted for policy makers and senior government officials of the region working respectively in postal services and telecommunication organizations in the region.

(ii) The biennium 1980-1981:

- (a) Arrangements for designing and possibly implementing some of the projects recommended by the Telecommunications Manpower Study (1978/1979) would be initiated.
- (b) The major study on satellite communications system(s) for the region may be initiated jointly by ECA, OAU, ITU and UNESCO.
- (c) It is expected that the co-ordinating committee for the implementation of PANAFTEL would have succeeded in assisting member countries concerned, in securing adequate financing to enable completion of about 75 per cent of the total route length for the first stage of the Network.
- (d) A regional Seminar on postal tariff harmonization is planned for senior government officials of postal services organizations of the region.
- (e) Follow-up action will be taken on the Transport and Communications Decade in Africa Study.

(iii) The biennium 1982-1983

It is expected that:

- (a) The design and implementation of projects identified in the Transport and Communications Decade in Africa Study will commence;
- (b) most of the projects under the Telecommunications Manpower Study would be completed;
- (c) The joint study on satellite communication including the practical experiment on broadcasting called for in Commission resolution 310 (XIII) would have been completed and evaluated; and a report for policy makers and national communications policy organs of governments of the region issued;
- (d) The first stage of the PANAFTEL Network would have been 90 per cent completed and the feasibility studies for the second stage (comprising some 35,000 kms of route) completed;
- (e) support will be given to the Joint ECA/UNIDO Industry Division in its work programme for establishing telecommunications equipment manufacturing industries in the region.

(iv) Activities in the strategy that are considered likely to be of marginal usefulness and the legislation requiring them - None

(e) Expected impact

Improved efficiency and nation- and region-wide availability of essential communication services: this should be reflected in the ability of a large portion of the citizens of the countries of the region to communicate with little difficulty over almost the whole region and to have reasonable access to sources of information, new ideas, skills and technologies which in turn should lead to greater understanding at the national and international levels and facilitate economic co-operation and increased intra-African trade.