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ECONOMIC COMMISSION FOR AFRICA

First Meeting of the Conference of Ministers  
Responsible for Human Resources Planning,  
Development and Utilization

Monrovia (Liberia), 5-8 October 1981

PROGRAMME OF WORK AND PRIORITIES, 1982 - 1983

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PROGRAMME OF WORK AND PRIORITIES, 1982 - 1983

9.260.00 EDUCATION AND TRAINING

9.261.00 Education and training for development

Origin: Commission resolutions 82 (V), 110 (VI), 125 (VII), 172 (VII), 195 (IX), 202 (IX), 306 (XIII), 318 (XIII), 349 (XIV), 370 (XIV) and 389 (XV); General Assembly resolutions 3201 (S-VI) and 3202 (S-VI); and Recommendations of the Conference of Ministers of Education of African member States, Lagos, February 1976.

Subprogramme aim: To assist member States in reviewing their education and training policies, legislations and structures and reorienting their education training systems practice and content. Developing the delivery capability of training institutions and the administrative machineries for effective execution of education and training programmes. Reviewing institutional arrangements for localization of examinations, qualifications, certification and accreditation for professional practice;

Work content:

I. GENERAL PROGRAMME

9.261.01 (a) Technical advisory services to countries and territories (1982-1983)

- (i) In the formulation of training policies, legislation and establishment of personnel training, administrative and advisory machineries;
- (ii) In the development and retention of training/staff development officers as well as career planning and counselling personnel.
- (iii) In the review and appraisal of education and training systems' performance
- (iv) In the appraisal of education and training curricular, methods and media in two participating countries;
- (v) In the development and utilization of non-formal education and distance teaching techniques for integrated rural development;
- (vi) In the development and enhancement of training institutional delivery capacity in relation to national manpower supply and demand situation;
- (vii) In the development and localization of institutional arrangements for examining, certifying and accreditation for practice, and a viable system in the development of occupational testing, career planning, guidance and counselling service;

(viii) In the development and operation of viable and effective training fund;

(ix) In the establishment of the Higher Technical Training and Research Institute, Nairobi.

## II. REGIONAL PROGRAMME

### (b) Studies:

9.261.02 Report to member States on adequacy and capacity of educational/training institutions in meeting the increased demand for educational opportunities and maximum utilization of existing resources (1982-1983);

9.261.03 Report to member States on experiences in institutional arrangements for localization of examinations, qualifications, certifications and accreditation for practice in selected fields (1982);

9.261.04 Report to participating member States on the developmental and growth constraints of the Graduate Schools of Business and International Finance, Accra, Nairobi, and Morocco (1982);

9.261.05 Report to member States on analysis of the nature, scope, substance and adequacy of national training policies and legislations (1982-1983);

9.261.06 Report to member States on:

(i) the performance improvement needs of training administrative machineries, training institutions, the advisory committees as well as that of training/staff development personnel;

(ii) the needs in occupational testing, career planning guidance and counselling service as well as the staff therein (1982-1983);

9.261.07 Report to member States on the scope, impact and constraints in the mobilization and administration of Training Fund (1982);

9.261.08 Report to member States on constraints and option strategies for linking colleges of technology as well as management and administrative development institutions with industrial and service rendering establishments for the acquisition of work related experience and training (1982);

### (c) Collection and dissemination of information:

9.261.20 Monograph on innovative educational development (1982);

9.261.21 Training Information Notice (Quarterly);

9.261.22 Compendium of Training Facilities in Africa (1982).

- (d) Conferences, meetings, seminars, training courses and expert working groups (1982-1983);
- 9.261.26 National workshops for instructors in pre- and in-service training institutions (two annually);
- 9.261.27 Subregional trainers workshops for training and staff development officials in parastatal and ministerial agencies (two annually);
- 9.261.28 National workshops for personnel of ministerial/sectoral training advisory committees and boards (one annually);
- 9.261.29 Subregional seminars of Heads of Institutes of Administration and Development Management (1982);
- 9.261.30 Annual subregional workshop for management and accountancy teachers;
- 9.261.31 Subregional workshops for trainers in development administration (1982);
- 9.261.32 National/subregional workshop for occupational testing, career planning, guidance and counselling personnel (1982);
- 9.261.33 Biennial conference of ministers responsible for human resource planning, development and utilization preceded by committee of experts and Conference of African Association for Training and Development (1983);
- 9.261.34 Individual/group training programmes for exposure to industrial production and service rendering activities (one annually);
- 9.261.35 National/subregional workshops for trainers of extension and communications as well as extension media personnel (1982);
- 9.261.36 National seminars on maximizing the use of teaching/learning facilities for increasing intakes and linking the teaching and research activities of institutions of higher learning with production and service rendering activities of centres of socio-economic activity (1982-1983);
- 9.261.37 Subregional conference on localization of institutional arrangements for examining, certification and accreditation for practice in selected fields of professional practice (one Anglophone and one Francophone) (1982);
- 9.261.38 National workshops in the use of distance teaching media/techniques (1982);
- 9.261.39 Regional symposium on the role of distance teaching techniques and the development of network distance teaching institutions (1983);
- 9.261.40 Conversion and establishment for the development of Mireka and Garoua Wild Life Management and Conservation Institutes (1982).

(e) Grants and fellowships (1982-1983) :

9.261.41 Annual award of fellowships for pre-service studies in selected professional fields of priority needs: (i) agriculture - 52 awards; (ii) vocational and technical - 57 awards and (iii) management - 26 awards;

9.261.42 Annual award of fellowships for in-service study for production and service rendering experience and exposure; (i) training development - 98 awards; (ii) management capability development - 83 awards; (iii) science, vocational and technical - 59 awards and (iv) agriculture - 25 awards.

III. SUBREGIONAL PROGRAMME (MULPOCs)

Central African MULPOC (Yaoundé)

(d) Conferences, meetings, seminars, training courses and expert working groups (1982-1983)

9.261.43 Meetings of experts and ministers on co-operation in development and utilizing multinational agronomy training and research institutes (1982);

Economic Community of the Great Lakes Countries MULPOC (Gisenyi)

(d) Conferences, meetings, seminars, training courses and expert working groups (1982-1983);

9.261.44 Meetings of experts and ministers to examine reports on and decide on the manner of co-operation in developing and using the multinational technical training institute (1982);

Eastern and Southern African MULPOC (Lusaka)

(d) Conferences, meetings, seminars, training courses and expert working groups (1982-1983);

9.261.45 Meetings on the establishment and development of a multinational maritime college for Eastern and Southern Africa (1982).

Related programmes: Close collaboration with Commonwealth Secretariat, UNESCO and other agencies with training programmes in Africa as well as with relevant ECA Divisions.

**9.440.00 LABOUR, MANAGEMENT AND EMPLOYMENT****B. PLANNING FOR DEVELOPMENT AND UTILIZATION OF HUMAN RESOURCES****9.441.00 Manpower and employment planning policies**

**Origin:** Commission resolutions 110 (VI), 125 (VIII), 129 (VII), 173 (VIII), 195 (IX), 305 (XIII), 319 (XIII), 348 (XIV), 339 (XV), General Assembly resolutions 3201 (S-VI) and 3202 (S-VI) and African Declaration on Co-operation, Development and Economic Independence of May 1973 relating to human resource.

**Subprogramme aim:** To assist member States in reviewing and formulating policies and legislative guidelines on human resources development and utilization as well as appraising the effectiveness of the machinery for efficient operation of human resources planning activities. Surveying for manpower planning, data collection and analysis for effective development of manpower plans. Assessing the adequacy of education and training institutions in meeting the manpower development requirements.

**Work content:****I. GENERAL PROGRAMME****9.441.01 (a) Technical advisory services to countries and territories (1982-1983);**

(i) In the review of the nature, scope and substance of human resource development and utilization policies, legislations, related administrative machineries and the personnel situation;

(ii) In the development of viable machinery for efficient human resource development, placement and effective utilization;

(iii) In the development and maintenance of up-to-date base for human resource planning and subsequent formulation of the human resource policies.

**II. REGIONAL PROGRAMME****(b) Studies:**

**9.441.02** Report to member States on adequacy, nature, scope and substance of human resource policies, legislations, as well as the effectiveness of human resource planning machineries (1982-1983);

**9.441.03** Report to member States on the human resource implication of the identified natural resource base and the prevailing socio-economic activities (1982);

**9.441.04** Report to member States and workshop participants on the development of public and private entrepreneurship capabilities (1983).

(c) Collection and dissemination of information:

9.441.20 Annual publication of sectoral manpower profiles.

(d) Conferences, meetings, seminars, training courses and expert working groups (1982-1983);

9.441.26 Subregional workshops on programming for the development and utilization of human resource in selected sectors: (i) chemical (1982); (ii) building materials and construction industry (1982) and (iii) agriculture and agro-industry (1983);

9.441.27 Biennial conference of ministers responsible for human resource planning development and utilization (preceded by a meeting of expert officials responsible for human resource planning, development, utilization and management), (1983).

III. SUBREGIONAL PROGRAMME (MULPOCs)

Central African MULPOC (Yaoundé)

(b) Studies:

9.441.04 Report to member States on identification of African experts with scientific and technical capabilities and subsequent establishment of an expert, manpower resource pool.

Eastern and Southern African MULPOC (Lusaka)

9.441.01 (a) Technical advisory services to countries and territories (1982-1983):

- In the development of co-operation among national and subregional consultancy services.

(b) Studies:

9.441.05 Report to the Southern African Labour Commission on progress in the execution of the project related to migrant labour force.

9.442.00 Employment planning for human resource utilization

Origin: Commission resolutions 110 (VI), 125 (VII), 129 (VII), 173 (VIII) and 195 (IX); General Assembly resolutions 3201 (S-VI) and 3202 (S-VI) and African Declaration on Co-operation, Development and Economic Independence of May 1973 relating to human resources.

Subprogramme aim: To assist member States in the review of their employment policies and legislations as a basis for implementing their commitment to intra-African co-operation in the collaborative use of human resource; facilitating the identification, return and use of their migrant and skilled manpower under the TCDC; the appraisal and subsequent development of viable machinery for employment planning and human resource utilization, management and occupational skills planning development machinery, the development and

maintenance of an effective system for employment planning and employee placement data collection; planning for and effective integration of migrant workers in their national economies; developing entrepreneurial capability and capacity for generating employment; and identifying highly qualified personnel and experts for the development and utilization of indigenous consultancy capabilities;

Work content:

I. GENERAL PROGRAMME

9.442.01 (a) Technical and advisory services to countries and territories (1982-1983)

(i) In the review of nature, scope and substance of national employment policies, legislations, administrative machineries and personnel needs for effective employment planning;

(ii) In the development of practical measures for intra-African co-operation in the rehabilitation of migrant workers and the return and utilization of African experts living abroad for short- and long-term assignment under the TCDC or reverse transfer of technology principles.

II. REGIONAL PROGRAMME

(b) Studies:

9.442.02 Report to member States on human resource movement, flow patterns, characteristics and policy measures for the return, integration and employment of skilled Africans living abroad and the migrant workers (1982) (third quarter 1983);

9.442.03 Report to member States on strategies and measures for enhancing labour absorption capacity and capability/potential of entrepreneurial, agricultural and labour intensive activities (1982) - (third quarter 1983);

9.442.04 Report to member States on experiences and experiments in methods and techniques of task analysis for accelerated skill development and adult learning (1982-1983) - (third quarter 1983).

(c) Collection and dissemination of information:

9.442.20 Directory of African Specialists and Consulting Organizations (1983);

9.442.21 Monographs on innovative employment generation practices (1983).

(d) Conferences, meetings, seminars, training courses and expert working groups (1982-1983):

9.442.26 Two national workshops for employment planners and placement personnel on employment promotion, collection, treatment and utilization of employment planning data (1982-1983);



- 9.442.27 Two national workshops on employment generation for agents of production and distributors (entrepreneurs) (1982-1983);
- 9.442.28 Subregional meeting for the establishment of university based consultancy consortium (1982);
- 9.442.29 Subregional meeting for the establishment of consultancy companies/ organizations (1983).

### III. SUBREGIONAL PROGRAMME (MULPOCs)

#### Central African MULPOC (Yaoundé)

##### (b) Studies:

- 9.442.05 Report to member States on African experts with scientific and technical capabilities and subsequent establishment of an expert, manpower resource pool.

#### Eastern and Southern African MULPOC (Lusaka)

- 9.442.01 (a) Technical advisory services to countries and territories (1982-1983):
- In promotion of co-operation among national and subregional consultancy services.

##### (b) Studies:

- 9.442.06 Report to member States on progress on the execution of the project related to migrant labour force.

## 9.500.00 PUBLIC ADMINISTRATION AND FINANCE

9.501.00 Institutional, administrative and managerial capabilities for development

Origin: Commission resolutions 172 (VIII), 202 (IX), 274 (XIII), 307 (XIII), 332 (XIV) and 343 (XIV); General Assembly resolutions 3201 (S-VI), 3202 (S-VI) and A/35/3/Rev.1; ECOSOC resolution 1977 (LIX) and 2018 (LXI).

Subprogramme aim: To assist member States in developing effective and efficient institutional, administrative and managerial capabilities for development administration. Accordingly, review governmental policies and measures, administrative structures and institutional arrangements for development administration as well as provide guidelines for their reform and strengthening and for the efficient management and operation of public enterprises and institutions.

Work content:

## I. GENERAL PROGRAMME

## 9.501.01 (a) Technical advisory services to countries and territories (1982-1983):

(i) In appraising policies, programmes, administrative structures and procedures for improved effectiveness and productivity;

(ii) In establishing an African Institute for Public Policy Analysis and Perspective Studies;

(iii) In the establishment of African multinational enterprises and co-operation among African public enterprises;

(iv) In promoting the establishment and development of national and regional associations of public procurement and supply management officers;

(v) In developing capability for effective management of public procurement and supply services.

## II. REGIONAL PROGRAMME

## (b) Studies:

9.501.02 Report to member States on the organizational and managerial problems of African intergovernmental organizations (first quarter 1983);

9.501.03 Two evaluation reports to member States on the effectiveness and adequacy of governmental machinery for development policy formulation and review consequential to the challenge, strategy and targets of the Lagos Plan of Action (1982-1983) - (last quarter 1983).

9.501.04 Report to member States and workshop participants on ways to make public enterprises effective and utilize their potentials in the implementation of the Lagos Plan of Action (1982)

(d) Conferences, meetings, seminars, training courses and expert working groups (1982-1983);

9.501.26 Two subregional seminars on reforms in governmental structures (second quarter 1982 and 1983 respectively);

9.501.27 One national and one multinational workshop on the management of public enterprises (1982);

9.501.28 Four national training workshops annually in the techniques of procurement and supply management (1982-1983);

9.501.29 One regional workshop for officials and managers responsible for public enterprises on ways to make public enterprises more effective and play larger role in the implementation of LPA (1983).

Related programmes: Close collaboration with United Nations Division of Public Administration and Finance, International Union of Local Authorities, African Centre for Training and Research in Administration, African Association for Public Administration and Management, and with relevant ECA Divisions.

9.510.00 Development and Management of budgetary and taxation systems

Origin: Commission resolutions 168 (VIII), 207 (X) and 218 (X) and ECOSOC resolution 2018 (LXI).

Subprogramme aim: To assist member States in developing effective public finance management systems and capability, and in particular promote improvements in budgetary management and financial control, tax policy, administration and government accounting and auditing.

Work content:

#### I. GENERAL PROGRAMME

9.510.01 (a) Technical advisory services to countries and territories (1982-1983):

(i) In providing advisory services on policies, procedures and administrative arrangements for the improvement of budgetary and financial management, including tax administration and reform.

(ii) Initiating studies and providing consultancy and advisory services to governments and their agencies on the effective operation and management of financial institutions;

(iii) In organizing training programmes for budgetary, financial and tax administration officials.

(b) Studies

9.510.02 Report to two African Governments on the feasibility of introducing and operating efficiency audit systems in the use of public resources (1982-1983);

9.510.03 Report to member States of the West African subregion on measures to ensure the harmonization of tax systems at the subregional level in order to facilitate economic co-operation and investment (1983).

(d) Conferences, meetings, seminars, training courses and expert working groups (1982-1983);

9.510.26 Four national training workshops on tax policy, legislation and administration and budgetary management for government budget and tax officials (1982-1983);

9.510.27 Servicing the first General Assembly Meeting of the Association of African Tax Administration (AATA) (1982).

III. SUBREGIONAL PROGRAMME (MULPOCs)

North African MULPOC (Tangiers)

(d) Conferences, meetings, seminars, training courses and expert working groups;

9.501.28 One subregional workshop for budget officials of the North African Subregion to review progress and problems in adopting programme budgeting techniques in the subregion (1983).

Related programmes: Close collaboration with the United Nations Division of Public Administration and Finance, African Centre for Training and Research in Administration and relevant Divisions of ECA.