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INTRODUCTION TO A POSSIBLE QUESTIONNAIRE

Introduction

1. This document refers, in broad outline, to the steps taken by ECA, within its terms of reference, to give effect to resolutions adopted at various Commission sessions. It is therefore intended primarily to give the Executive Committee some idea of the sort of document that might be forwarded to individual States, and to provide a basis for eliciting the information Governments might care to give on the steps they have taken to implement the resolutions. A further document will be prepared later, giving the actual wording of resolutions and a detailed statement of what the secretariat has done by way of implementation. Governments will then be invited to examine the record of performance and say whether it conforms to their wishes and requirements. The recommendation from the Executive Committee to the Conference of Ministers at the Commission's tenth session will "authorize the ECA secretariat to:

- (a) Make arrangements with member States to obtain reports on the steps taken to give effect to the Commission's recommendations and to recommendations on matters falling within its competence, made by the Economic and Social Council and the General Assembly;
- (b) Make suitable arrangements for consultation with non-governmental organizations which are concerned with matters within the competence of the Commission;
- (c) Make arrangements for member States to transmit regularly to the Executive Secretary for purposes of information, subject to such limitation as security and constitutional considerations may require, statistical and other information of a

technical nature requested by the Commission relating to economic, social and educational conditions in member States;

- (d) Make arrangements for visits of staff of the BCA secretariat to member States by arrangement with the competent authority to assist member States, where necessary, in the preparation of the information or reports required by the secretariat for formulating a more realistic programme of work and priorities."^{1/}

The idea is not to draw up a strict questionnaire but to put out feelers to determine whether the activities of the secretariat square with the wishes of individual Governments, and the steps they have taken to implement the resolutions of the Commission.

General remarks

2. The African States, which in most cases were based on the administrative pattern drawn up by the colonizing powers, inevitably had to face problems which called for an institution that would meet the needs of the new international community in the making. Hence the establishment of the Economic Commission for Africa whose objectives might be summed up as follows:

- (a) Initiate and participate in measures for facilitating concerted action for the economic development of Africa, including its social aspects,

^{1/} Paragraph 69 of the Report of the third Meeting of the Executive Committee.

with a view to raising the level of economic activity and levels of living in Africa, and for maintaining and strengthening the economic relations of countries and territories of Africa, both among themselves and with other countries of the world;

- (b) Make or sponsor such investigations and studies of economic and technological problems and developments within the territories of Africa as the Commission deems appropriate, and disseminate the results of such investigations and studies;
- (c) Undertake or sponsor the collection, evaluation and dissemination of such economic, technological and statistical information as the Commission deems appropriate;
- (d) Perform, within the available resources of its secretariat, such advisory services as the countries and territories of the region may desire, provided that such services do not overlap with those rendered by other bodies of the United Nations or by the specialized agencies;
- (e) Assist the Council at its request in discharging its functions within the region in connexion with any economic problems, including problems in the field of technical assistance;
- (f) Assist in the formulation and development of co-ordinated policies as a basis for practical action in promoting economic and technological development in the region;

- (g) In carrying out the above functions, deal as appropriate with the social aspects of economic development and the inter-relationship of economic and social factors.

Apart from these organic services, regional advisers were assigned to ECA and their role, which is essentially operational, is to keep in touch with individual countries, determine their priorities, and formulate programmes of assistance in accordance with the types of service United Nations bodies can provide. In addition to advisory services, Regional Adviser staff co-operate in the implementation of ECA's work programme.

3. The Commission lost no time in setting up an African centre where problems of a specifically African character could be stated, tabulated and cast in a conceptual mould, etc. Through contacts established by its institutions for concerted action, the Commission has made it possible to devise a policy which, though essentially African, is related to the experience of the rest of the world, and its evolutionary trends.

Practical achievements have been recorded in a number of fields through various types of activity which went beyond the limits of national boundaries, and could be undertaken only by an international institution embracing the whole continent. In this way, inter-governmental, regional and sub-regional organizations were established for intra-African co-operation. ECA has succeeded, to some extent, in passing on to individual African countries the experience of all the others, organizing concerted programming, selling the idea to newly independent African States, determining lines of action, formulating an African development policy and strategy, and collecting a whole series of

documentation, lessons and experience which should minimize effort and cost.

However, a set of new factors have emerged since 1958 when the initial working programmes were established, and these have modified the factors upon which ECA's action was based.

4. The essential factors to be taken into consideration are as follows:

(a) Disseminating the idea of planning and programming. West African States have worked out plans and programmes for development and growth. Whatever their content or intrinsic value, these documents represent the political objectives of States expressed in economic terms. They are in fact documents which define the national political economic options, and must be carried into effect, since they are designed to mould the nation, lay down the typical lines of its development and determine its future.

(b) Various groupings, Entente States, were established often in obedience to political imperatives and introduced new factors which had to be taken into account when preparing the ECA work programme.

(c) How to meet the rapid growth in the requirements of African States. The needs of the African States are different in quality from those which led to the establishment of ECA and the definition of its work programme. In particular, the area of studies, surveys, research, etc, was fairly well strengthened by plan preparation and development programmes. But the present need is apparently for more operational activities.

(d) A number of criticisms have been levelled against the way in which development has proceeded. There have been bottlenecks, and a certain amount of vagueness in economic

methods and techniques, etc. These have pinpointed the need for modifying the approach to development problems. It follows therefore, that there must be a change in ECA's operational methods and techniques.

(e) Technical assistance (bilateral, multilateral, inter-State) has evolved, and since it has to meet new requirements, has become more complex. For ECA, as for all the agencies and governments which make use of the Commission, the present situation raises a serious problem of co-ordination, adaptation of operational methods and techniques, and the use of new techniques, etc. If these lines of action are not adopted, there will be a drop in productivity and activities will no longer square with the objective requirements of the individual States.

5. In view of its mission, and the growing needs of Africa, the present status of development in the region, the general system of technical assistance and the present circumstances governing it, ECA should be in a position to:

- (a) Serve as an information bank for Africa, in other words, a bureau for the study of development in the region capable of providing every conceivable type of information about development problems, and of dealing with all questions affecting African States;
- (b) Help in planning the development policies of the ecological and political zones of the Continent; determining strategies and formulating plans, programmes, projects and lines of action, etc. which will take account of the genuine needs of groups of countries or a region. Its final aim is to help in planning the future of the region, in the context of intra-African co-operation.

- (c) Evaluating technical assistance provided for Africa and serving as the "laboratory" for such assistance.

6. Operationally, ECA should:

- Be in a position to make available to governments all information on new problems which might arise, and so avoid the repetition of mistakes when dealing with problems for which a solution has already been found or results obtained; it should also make available to governments information on the use of new methods and techniques;
- Help in the formulation of multinational plans and in encouraging the establishment of inter-governmental machinery for co-operation, assistance, training, etc.
- Assist governments, if necessary, (individually or collectively) in formulating integrated development plans and assistance programmes, in other words, plans and programmes which will take account of the various national, international, bilateral and multilateral assistance programmes, etc. This might include:
 - (a) Analysing developments and their implications, and adapting to international economic processes.
 - (b) Carrying out studies and making recommendations regarding types of assistance necessary, determining contributions that are useful and capable of absorption.
 - (c) Exploring sources of assistance and aid resources.

(d) Preparing co-ordinated assistance schemes and projects.

(d) Providing various advisory services which will complete certain projects without being too rigid and link them one with another, evaluate results and indicate follow-up action.

The role of governments and the help ECA could give them would be greatly facilitated by the implementation of ECOSOC resolution 1262 (XLIII) which sees the need for the co-ordination of all technical assistance activities at the national level, through a central authority.

7. To give a correct interpretation to the objective requirements of Africa as a whole and of individual African States, ECA makes use of the following:

- Resolutions and recommendations of the General Assembly, ECOSOC and the Commission;
- National plans and programmes for the development or growth of individual States;
- Its economic and social documentation (statistics, reports, studies, surveys, analysis, etc.).

On the basis of these factors, it can easily determine:

- Requirements that are still to be met
- The requirements that can be met by its service.
- In this context, the needs which ought to be met, bearing in mind priorities, prospects of assistance and various imperatives.

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THE PRINCIPAL ACTIVITIES OF ECA

8. Industrial development and the use of natural resources

This programme is one of the major guidelines for the activities of ECA. An examination of the relevant resolutions show that in this area of activity there is a three-point programme covering:

1. Industrialization
2. Natural resources
3. The housing industry

9. Industrialization

From resolutions adopted by representatives of African governments, ECA has been assigned four tasks:

1.1 Industrial development promotion (studies, research, surveys, assistance in connexion with the framing of national industrial policies, analysis of feasibility studies etc.).

Resolutions: 153(VIII), 200(IX), 203(IX)

(a) The secretariat has worked out the necessary studies covering all issues relating to industrial development promotion including financing problems. Governments have been supplied with the necessary information and the advisory services requested. It might perhaps be worthwhile undertaking more detailed studies.

(b) Individual governments have worked out national industrialization policies, and it would be useful if the secretariat could be kept informed of such policies, their development and implementation as well as difficulties encountered, and how to eliminate them in orienting promotion

studies. Special attention should be paid to the following:

- Development of small-scale industries
- Utilization of local resources
- Processing of agricultural products (agro-industrial complexes)
- Use of advanced technology (access to technological information and how to pass it on)

1.2 Multinational co-ordination of industrial development

Resolutions: 86(VI), 100(VI), 142(VII), 163(VIII)
176(VIII), 203(IX)

This is a problem of vital importance to the African region. If a rational solution could be found, it would give drive to the whole field of African economy and to the economy of individual States as well.

(a) With this in mind, the secretariat has analysed sections of multinational industrialization policies within the framework of its major objective of intra-African economic co-operation. Special attention has been paid to problems of financing "regional" investment costs and the cost of feasibility studies etc. It may perhaps be necessary in future to specify certain aspects of these studies. However, as far as essentials are concerned, they provide a sufficient basis to enable governments to make rational options.

(b) There is no doubt that the national industrialisation policies of individual governments reflect their concern for the multinational approach to location of industries, especially heavy industry. It would be advisable

to spell out industrial co-ordination more clearly in the economic and political documents of individual countries. It is hoped that progress has been made in standardizing multi-national industrial codes.

1.3 Standardization of industrial sectors

Resolution: 140(VII)

(a) The secretariat has provided governments with services designed to promote the harmonization of the industrial sectors, including legislation. It is important to determine the status of achievement in this field.

(b) To speed up harmonization, governments have carried out their own studies on the harmonization of tools, products and standardization of raw materials, and through the specialized services of the secretariat or other organizations have tried to secure agreements on the problem of harmonization.

1.4 Staffing institutions for industrial development and intra-African co-ordination

Resolutions: 153(VIII), 156(VIII)

(a) The secretariat has made a contribution (by way of studies and proposals) to the concept of new types of national and international industrial development institutions, such as, multinational industrial promotion centres, a regional advisory centre for small-scale industry, national centres for small-scale industry, sub-regional documentation and industrial promotion centres.

(b) Governments have studied the possibility of setting up these establishments, and have looked into problems

still awaiting solution. It will be very necessary to record the number of national organizations set up to implement industrial policy.

10. Natural resources

One of the obstacles to development in Africa is the inadequate exploitation of natural resources. There are many reasons for this: scarcity, difficult and costly prospecting, poor operational activities, uneven distribution etc. From the resolutions adopted by representatives of African governments, it is clear that a three-pronged approach to this problem is intended:

2.1 Studies, surveys, data collection and provision of advisory services to individual countries
(inventory, prospecting, development, management).

Resolutions: 13(II), 34(III), 143(VII)

(a) The secretariat has made an attempt to collect documentation, and to carry out studies and surveys for the information of governments. It has also met requests for advisory services (in energy, water resources and mines).

(b) Governments prepared an inventory of their resources; produced prospecting plans and programmes; and prepared development plans etc.

2.2 Co-ordinated activities for natural resources development (geology, mines, gas, petroleum, energy, water resources)

Resolutions: 13(II), 33(III), 113(VI)

(a) The secretariat has endeavoured to supply governments with the information required for co-ordinated

action in making use of natural resources, and has given advice as and when requested.

(b) Governments worked out national and multinational policies particularly in meteorological services, river basin, sources of energy and water resources development, etc.

2.3 Staffing national and intra-African institutions for national resources development

Resolutions: 43(IV), 113(VI), 164(VIII), 205(IX)

(a) To implement the co-ordinated activities provided for in resolutions 13(II), 33(III), 113(VI), the secretariat carried out a study and suggested the establishment of various organizations such as the Standing Committee on Natural Resources and Industrialization (43-44), the Institute for prospecting, evaluating and carrying out the necessary investigations on mineral resources (505-9), A Solar Energy Experimental Centre (113-6).

(b) Governments have improved the organization of national services and have contributed on a co-ordinated basis to the establishment of certain organizations. It would be useful to know the status of these activities.

11. The housing industry

Resolutions: 48(IV), 53(IV), 157(VIII), 209(IX)

The problem of urbanization and housing in Africa is a problem of major importance because of the rapid growth of towns; this is related to infrastructure and the employment market.

(a) In this connexion, the secretariat has tried to collect the necessary data for the information of

governments (typical plans, the rational use of local materials, building and maintenance costs, pilot projects, standardization, problems of pollution, etc.).

(b) Various kinds of activities have been undertaken by governments as far as the building industry is concerned. It is necessary to make a status check and a more systematic collection of experience gained, to enable individual countries to benefit from the experience of other countries.

12. Development of transport and communications infrastructure

The improvement and modernization of transport and communications infrastructure is one of the conditions for the economic development of Africa and intra-African co-operation.

(a) The secretariat has undertaken a series of studies on the co-ordinated development of transport and communications infrastructure; the planning of the infrastructures of transport and communications networks in national and multinational plans; harmonization of procedures, equipment, legislation; the establishment of co-ordinating machinery (The World Weather Watch System; Permanent Transport Committees; Regional Centre for Science and Technology; An African Transport Institute).

Resolutions: 32(III), 35(III), 60(IV), 61(IV),
89(V), 103(VI), 106(VI), 114(VI),
147(VII), 148(VII), 149(VII),
159(VIII), 161(VIII), 162(VIII),
196(IX), 198(IX), 203(IX)

It has also carried out or promoted a large number of sectoral studies in this field.

(b) Governments have been informed of these studies for planning regional co-ordinated communication, transport and telecommunication networks.

13. Development of the rural economy

The development of the rural sector is basic to the future of Africa, both because of its direct impact on growth and as far as linkage effects are concerned (industrialization, foreign trade balance, urbanization, regional balance etc.). A great deal of research has been undertaken in this field, and it can now be said that the essential factors are known, although further action-oriented studies are necessary. Action by ECA should therefore be concerned with information and the search for methods of eliminating imbalances at the regional or sub-regional level. According to the resolutions adopted, ECA has been given a twelve-point programme:

1. Analysing the factors governing rural development and co-ordinating studies, surveys, research: 112(VI), 141(VII), 152(VIII).
2. Equipping the rural economy with appropriate institutions: 112(VI).
3. Co-ordinating research to increase productivity, adapt production to requirements etc.: 112(VI), 141(VII), 152(VIII).
4. Techno-economic analysis of investments: 141(VI).
5. Utilizing local rural commodities (industrialization and food industries).
6. Equipment for producers: 152(VIII).

7. Marketing and price stabilization: 112(VI), 152(VIII), 201(IX).
8. Financing rural development: 112(VI), 152(VIII).
9. Land reforms: 108(VI), 141(VII), 152(VIII).
10. Integrating the rural and national economy: 116(VI), 203(IX).
11. Establishing an Institute of agricultural economy: 141(VII).
12. Special activities (combining farming with livestock breeding - livestock breeding - fertilizers - silviculture - resources in fish - cereals - threats to agriculture - desalination of water, etc.): 14(III), 56(IV), 89(V), 99(VI), 141(VII), 201(IX).

(a) The secretariat has tried to collect useful information on all the problems referred to above (data collection, study tours). This information was circulated to member countries after processing (1-2-4-7-8-9-12).

Item 3 (equipping the rural economy) was dealt with through studies carried out by the Human Resources Division and through activities under assistance for administrative reforms (Public Administration Section).

Items 5 and 6 (utilizing commodities, providing equipment for producers) were treated as part of industrial development, especially in the case of the development of small-scale industry.

Item 10 (integrating the rural and national economy) was dealt with as part of the planning advisory services of ECA.

The secretariat also prepared the project referred to in Item 11.

The documents collected and distributed were useful in clarifying government options and governments made use of the advisory services of ECA/FAO, planning services and the services of the Public Administration Section etc.

(b) Governments. There are important problems still awaiting solution. These stem directly from the options of individual governments as regards:

- The introduction of technical innovation in the general practice of rural farming;
- "Animating" the rural areas and adapting socio-economic structures to market production and national integration;
- Conversion of products to meet national requirements and co-ordinating rural policies (the green pool) especially for the export market, and administrative reforms;
- Administrative reforms.

14. Economic co-operation

Economic co-operation is the strategic aspect of the activities of ECA for economic development in the Africa region. Five guiding principles emerge from an analysis of the various resolutions:

1. Economic integration - at varying levels of intensity - of groups of countries to provide viable economic units (common markets, etc.)

Resolutions: 19(II), 31(III), 54(IV), 76(V),
80(V), 87(V), 100(VI), 105(VI),
140(VII), 142(VII), 145(VII),
168(VIII), 169(VIII), 176(VIII),
177(VIII)

(a) In all the sectors where it has competence, the secretariat has directed its efforts to this end. In particular, it undertook studies, analyses, feasibility studies, fostered, encouraged and "animated" government activities in this direction. It also endeavoured in various ways to suggest the establishment of a multinational institutional framework as the backbone of economic integration.

(b) Governments have clearly indicated their desire for regrouping. In West, East, North and Central Africa, substantial results have been obtained although, in certain cases, the groupings leave much to be desired.

2. Planning and co-ordinating production

Resolutions: 28(III), 29(III), 97(V), 135(VII)

(a) For groupings as well as for individual States, the secretariat tried to design machinery for concerted action to enable African States to plan and co-ordinate production, the aim being to avoid economic contradictions, conflicting interests and imbalances.

(b) Governments were informed and it is possible that the information they received was useful in preparing development plans, programmes and projects.

3. Organization of Africa's external trade

Resolutions: 29(III), 79(V), 97(V), 101(VI),
160(VIII), 165(VIII), 166(VIII),
167(VIII), 204(IX).

The organization of the external trade of the African countries was the corollary to the establishment of viable economic units and the co-ordination of production etc.

(a) The secretariat made a careful study of these problems, particularly from the standpoint of world market studies and conditions for improving trade; analysing the practical possibilities of a common stand by African States; export credit; harmonizing custom systems; maritime transport; promoting the development of African products; studies on trade preferences.

(b) Governments were informed and suggestions made as to possible options.

4. Organization of intra-African trade

Resolutions: 8(II), 28(III), 38(III), 98(VI),
167(VIII), 199(IX)

Along with the activities mentioned above, it was necessary to increase the density of the African economic units.

(a) The secretariat endeavoured to encourage intra-African trade; to take steps to get African businessmen to man African business (African participation in commercial enterprises, meetings of African businessmen, an Africa trade promotion centre, etc.); the study of the problem of land-locked countries etc.

(b) Governments endeavoured to encourage intra-African trade through various kinds of agreement, which it might usefully be disseminated, as they might well lead to further agreements.

5. Currency

Resolutions: 18(II), 25(III), 29(III), 87(V),
100(V), 131(VI), 132(VI)

Currency is the lever and at the same time the stumbling block of economic integration.

(a) The secretariat examined the African monetary system from the standpoint of economic co-operation. Its studies were concerned particularly with price stabilization; capital flows; an African payments union and a Panafriean clearing system.

(b) Governments did not relax their efforts to co-ordinate the Panafriean currency system as a function of regroupings.

15. Research, development in economy and planning

As a result of the institution of Conference of Planners, this programme is of especial importance at a time when most African countries are wedded to the idea of planning. Moreover, it is through planning that intra-African economic co-operation will to a large extent become a reality.

The ECA Economic Research and Planning Programme is based upon resolutions adopted in the fields of:

- Research-development in economy and planning

- Economic data^{1/}
- Development financing^{2/}

1. Research, development in economy and planning

Resolutions: 18(II), 48(II), 80(V), 105(VI), 164(VIII). See resolutions on economic co-operation.

The tasks assigned to the secretariat in this area are in three parts. They are concerned with studies of the basic economic and social development factors, research-development in economy; economic studies and projections by sub-regions, sectors and branch of products; the development of planning in Africa, harmonization of concepts, modernizing planning methods and programmes; harmonizing development plans^{3/}.

(a) The secretariat carried out a study on economic mechanisms in Africa^{4/}; the impact of external factors on Africa; it also worked out planning methods and techniques suitable for solving the problems of the various countries concerned. Operationally, this activity was

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- 1/ Including statistics, demography, cartography, which are strictly methods for conveying economic information, the operational portion of demography being treated as part of research-development.
 - 2/ Including taxation which, through savings and the use of public finance, is the basic element of financing.
 - 3/ See economic co-operation.
 - 4/ The result mainly of the statistical and demographic services (economic studies, a number of projections etc.).

carried out by passing on information to governments and by providing advisory services in planning^{1/}. In addition, as far as possible, the secretariat endeavoured through its divisions, sections and units, to harmonize development plans to serve the policy of more intensive intra-African economic co-operation.

(b) Governments have continued to improve their planning methods and techniques to bring them more closely into line with the realities of individual states (project selection, improving administrative techniques and plan management and control). Through a constant dialogue with the specialized services of the secretariat, a two-way stream of information has been started, and this has led to a substantial improvement in research-development in economy.

2. Economic and social data. Research-development and planning must be based on carefully prepared economic and social data. Such data should include statistics, demography and cartography.

(a) The secretariat has made a serious effort to develop statistics in Africa by collecting data for processing at Headquarters, helping governments to train statisticians and improve their statistical services. As regards demography African problems have been studied on the basis of demographic "zones": census, development projection, and the study of the dynamics of demography. As a result of these studies, governments have been supplied with the necessary factors for working out their demographic policies.

^{1/} Backed by a systematic analysis of plans.

Economic research units have been supplied with basic data for projections. The Cartographic Section has continued to prepare inventories (mineral resources, soil science, water resources, etc.). This has made it possible for planners and economists to have access to essential information on potential.

(b) In carrying out their own work, governments have made substantial use of the information supplied by ECA. They have also considerably improved their economic information services as far as statistics, demography and cartography are concerned.

3. Development financing. This is a crucial problem for Africa as development in Africa can be financed only from three sources:

- National savings or auto-financing by enterprises. In such cases the government is master of its own decisions.
- Foreign public aid. Quite frequently such aid is tied and then governments are only relatively masters of their own decisions.
- The private sector. In this case, economic units are set up, and very often the decision making bodies lie outside the countries concerned. When this happens, in addition to the flight of capital (investment, only partially from profits) it is quite difficult to square the decisions of foreign investors with plans (project selection, location, etc.)

(a) The secretariat has therefore taken three different kinds of action in this field:

1. It has carried out a series of studies on the main aspects of this problem: development financing (general studies); the mobilisation of domestic resources (savings, taxation, public finance); conditions governing loans to African States; impact of foreign investments and the study of capital flows; the (public) debt of developing countries; harmonization of plans and budgets, etc.

2. The setting up of machinery to encourage development financing in Africa. (The African Development Bank, financing industrial development, etc.).

3. Advisory services to improve methods and techniques of financing, taxation and budgetary management.

(b) Governments have also received information on this essential problem and have benefitted from the assistance of the above-mentioned organizations (as well as from the various advisory services). There has been quite an obvious effort to improve budget presentation, harmonization of plans, as well as financing, fiscal and budgetary methods and techniques. Governments have also actively participated in regional organization (through training courses, seminars and courses organized by the secretariat).

16. Scientific and technological research

Since the industrial revolution which only partially affected Africa, then largely in a position of subservience to metropolitan powers, the world has moved forward rapidly on the tide of a second revolution: the scientific and technological revolution. This second revolution, had and should make it possible for Africa to catch up and overcome the handicaps of its present situation.

The resolutions adopted on this subject indicated five main lines of activity by ECA. These activities are

complementary:

- The accelerated transfer of scientific knowledge from the advanced countries to the African States: 56(IV), 127(VII).
- Reorganizing research in Africa:
 - Establishing research centres: 55(IV)
 - Intra-African co-ordination for research: 34(III)
- Accelerated introduction of scientific and technological research in the production process: 55(IV), 110(VI), 127(VII), 158(VIII).
- Modernising national services responsible for formulating problems preparing programmes for implementation by African and foreign research centres: 206(IV).
- Establishing institutions to encourage the regional development of science and technology.

(a) The secretariat has undertaken a study of this problem particularly in regard to the status of research in Africa; requirements and priorities; co-ordination of African research; conditions and methods for the accelerated transfer of the results of scientific and technological investigation and research in advanced countries; adaptation of knowledge and/or experience to African programmes; the accelerated introduction of scientific and technical research in the production process; organisation of national research services; the establishment of regional services and institutions etc.

In addition, the secretariat has backed the studies of advisory services to enable African governments to co-ordinate

their efforts in scientific and technological research and work out effective national policies, in other words, options, programmes, institutions and methods of extension work.

(b) Governments organized research made use of external research and adapted the results to their requirements. It is hoped that with a greater systematization of activities at the national, multinational and regional levels, Africa will be able to participate in this scientific and technological revolution which is of the utmost importance for the future of the continent.

17. Human Resources Development

Human resources development is a fundamental factor in the progress of the developing countries, for it is on the basis of rational social development that growth can be accelerated and converted into socio-economic development (provided social development is regarded as a condition for and, at the same time, a result of economic development).

Human resources development, as reflected in the various resolutions, hinges upon two programmes: the social aspects of development (development sociology) and manpower and training.

1. Social aspects of development

Resolutions: 15(II), 18(II), 36(III), 37(III),
48(IV), 49(IV), 53(IV), 55(V),
88(V), 109(V⁺), 117(VI), 118(VI),
119(VI), 157(VII), 170(VIII),
197(IX), 209(IX)

(a) The secretariat has endeavoured to analyse

the sociological aspects and conditions of development. The work done in this direction has led to a series of special studies which have sometimes been synthesized. The aspects emphasized are the conditions and methods necessary for modifying "obstructive" socio-economic structures; "animation" and popular participation in development; the various social aspects of development^{1/}; housing in its social aspect etc.

These studies have enabled the secretariat to determine the "social" methods and techniques applicable to development, especially in two directions: the introduction of social problems into development planning and the introduction of social services required for social development.

(b) Governments have therefore had the necessary information for working out social policies in the context of their development plans and programmes. Such information has been "backed up" by the advisory services which dealt with the social aspects of development.

2. Manpower and training

Resolutions: 45(IV), 77(V), 82(V), 110(VI),
125(VII), 127(VII), 173(VIII),
195(IX)

Manpower and training problems are a special aspect of social development embracing social and at the same time economic problems. The programme in manpower and training is concerned with:

- Developing greater capability in African educational and training institutions

^{1/} family, youth, information, social welfare, various forms of discrimination, co-operatives etc.

- Encouraging the training of Africans in areas of critical manpower needs
- Promoting the planned development and utilization of human resources.

(a) The secretariat tried to help African countries to meet their requirements and identify handicaps in manpower and training; promote the integration of manpower and training programmes with national and multinational plans; working out training methodologies suitable to the practical realities of individual countries; try out training methods in use in countries outside Africa; training manpower planners; initiate training plans; disseminating information on training facilities and securing fellowships for training Africans.

The secretariat also undertook special studies on manpower and training problems: governments were provided with advisory services regarding these problems and also in connexion with special training activities.

(b) Governments worked out their training policies, plans, programmes and projects in accordance with national development policies, plans, programmes and projects.

18. Public Administration

In the context of a programmed economy more than in any other system of economic management, it is obvious that every activity begins, and ends with or passes through the channel of public administration. Hence it follows that the general capacity of the public sector has a close bearing on the development capacity of a given country. This problem is reflected in the resolutions adopted, which are

expressed in a four-point programme: helping governments to equip themselves with an efficient public administration (direction, organization and management); helping governments to modernize and increase the productivity of public sector enterprises; providing assistance to governments, as far as training is concerned; in the context of the three programmes mentioned above, helping and advising governments in certain specific fields: management, organization and administration - costs and output; regional and local administration; budgetary procedures and planning; getting the public sector adjusted to plan administration, management and control; administration and management of the civil service and personnel services; postal administration; exchange of African civil servants.

Resolutions: 70(VI), 124(VII), 171(VIII), 172(VIII),
209(IX)

(a) The secretariat has carried out studies and research in various fields and has systematically passed on information to governments. It has also provided advisory services in a number of areas such as administrative reform, the establishment of organisational services, staff management, training, routing of mail etc.

(b) Governments endeavoured to work out plans and programmes for administrative reform; establish organisational units for identifying and implementing administrative reforms, using the numerical strength of the civil service to better advantage; promoting training plans for civil servants; and stepping up the productivity of public enterprises.

19. Conclusion

As stated at the outset, the past activities of the

secretariat will be set out in detail in the document for despatch to individual States. After examining these activities, States may wish to comment on them, assess their usefulness and see how far they have helped in extending their own initiatives. Observations on the activities of the secretariat would be useful in helping ECA to adjust its work programme and make it a more efficient instrument for dealing with the imperatives of the second Development Decade.