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SUPPORT

PROGRAMME IMPLEMENTATION

SPECIAL PROGRAMMES

Transport and communications decade in Africa

SUMMARY

This report is submitted in response to Governing Council decision 89/34 of 30 June 1989, on the First Transport and Communications Decade in Africa (UNTACDA).

To meet the requirement of the Council, the report: (a) reviews the progress made in the commitment of \$US 5 million earmarked by the Governing Council for the First Decade, 1978-1988; and (b) provides an overview of the role of the United Nations Development Programme (UNDP) in the preparation for the Second Transport and Communications Decade in Africa, 1991-2000 (UNTACDA II).

I. ALLOCATION OF SPECIAL PROGRAMME RESOURCES IN THE FIRST
TRANSPORT AND COMMUNICATIONS DECADE IN AFRICA

Introduction

1. By its decision 86/8 of 21 February 1986, the Governing Council earmarked \$5 million for activities related to the First Transport and Communications Decade in Africa. In consultation with the relevant United Nations agencies and institutions, it was decided that this amount would be allocated equally between two projects (\$2,500,000 each) covering two areas of concentration during the Decade, namely human resources development and the development of the manufacture of transport equipment. The following is an update on these two projects.

A. Human resources development

2. In 1988, UNDP and the Economic Commission for Africa (ECA) convened an Inter-agency Workshop on "Manpower and Training for the Development of the Transport Sector in Africa", at Debre Zeit, Ethiopia (24 to 26 May 1988), with the participation of several United Nations agencies and institutions, among which were the United Nations Conference on Trade and Development (UNCTAD), the International Labour Organisation (ILO), the International Civil Aviation Organization (ICAO), the World Bank, the International Telecommunication Union (ITU) and the International Maritime Organization (IMO). The workshop discussed a paper prepared by ECA and reached the following conclusions and recommendations concerning the needs of the transport and communications sector in Africa:

(a) At the national level there is a need to promote management capabilities and to develop effective manpower policies;

(b) At the regional level assistance should be provided to raise the awareness of African policy makers and managers in regard to employment policy issues and the reforms needed to promote human resources development and institutional performance. Human resources specialists should be more effectively trained through a co-ordinated regional approach;

(c) Training programmes and courses must be developed to meet the identified objectives of national manpower development plans in these sectors and be a part of an effective management tool which includes career development programmes and staff performance appraisal schemes;

(d) Manpower departments with overall responsibility for manpower development and training should be strengthened or established, where they do not exist, at operational and administrative levels;

(e) Some of the existing subregional training and advisory institutions should be reinforced as resource centres to produce training materials and train human resources managers and specialists. They should also give basic training capability to instructors operating in national institutes.

3. On the basis of the above conclusions and recommendations, \$2,500,000 were earmarked from SPR funds so that comparative case studies focused on enterprise management and organization, and particularly on factors that assist or constrain human resources performance and manpower development in the transport sector in Africa could be prepared by specialized agencies of the United Nations. All transport modes would be reviewed. The results of the case studies would be analysed during subregional and regional workshops to be organized by ECA for transport managers and government officials to develop an institutional framework for human resources policy formulation and programme management within the various transport and communications establishments.

4. As agreed by the Inter-Agency Workshop (see para. 2 above), a package of seven projects submitted by the specialized agencies was approved by the Action Committee of UNDP on 3 May 1989. Following is the breakdown by subsector of the projects and their approved budgets:

<u>Project</u>	<u>Agency</u>	<u>US dollars</u>
Airport authorities and national airlines	ICAO	236 000
Road transport operators	ILO	320 000
National shipping lines	IMO	240 000
Telecommunications departments	ITU	300 000
Port authorities and forwarder/transport auxiliaries/multimodal transport organizations	UNCTAD	290 000
Railway and highway departments	World Bank	400 000
Regional transport institutions and workshops	ECA	714 000
Total		<u>2 500 000</u>

5. Before launching the field activities, a Steering Committee under the chairmanship of UNDP and comprising all the executing agencies, met in May 1989 in Geneva, to co-ordinate the approaches and establish common guidelines to undertake the case studies.

6. The Steering Committee held its second session in November 1989, in London, to monitor progress and adopt guidelines for the preparation of the modal summary reports on the case studies.

7. According to the work programmes adopted by the Steering Committee, all the modal summary reports should be completed by April 1990. It is expected that the Committee will hold its third meeting at Montreal in May 1990 to ensure harmonization of the outputs and to agree on the conception and organization of the regional and subregional workshops to be convened in September and October 1990.

8. An in-depth evaluation will be conducted at the end of 1990. The Steering Committee will hold its fourth meeting during the first quarter of 1991 to discuss

the conclusions and recommendations of the evaluation mission and to recommend follow-up actions to be executed within the framework of the programme for the Second Decade.

B. Development of the manufacture of transport equipment

9. In June 1988, ECA submitted a draft project document with a proposed UNDP contribution of \$2,570,000 (exceeding the allocated amount by \$70,000). Following a review by UNDP, it was concluded that the proposal should be reformulated to reduce the scope of the study and to improve its overall design. UNDP also recommended that ECA and the United Nations Industrial Development Organization (UNIDO) should co-operate in reformulating the project, taking into consideration other regional projects dealing with plant rehabilitation and expansion funded by UNDP and executed by UNIDO.
10. Following consultations among the representatives of UNDP, ECA and UNIDO, a tripartite meeting was held at Addis Ababa, in December 1989, to revise the project document on the basis of the recommendations made by the Technical Advisory Division (TAD) of UNDP and the Project Appraisal Committee (PAC) of the Regional Bureau for Africa (RBA). The revised project document was endorsed by RBA/PAC on 29 January 1990 and approved by the Action Committee on 7 March 1990.
11. The project is being executed jointly by ECA and UNIDO. Its objective is to identify, in selected African countries, 12 industrial plants, of which 6 will be selected for rehabilitation, upgrading and expansion, with a view to converting them into multinational transport equipment manufacturing units.
12. The identification and selection of the plants will be conducted in close consultation with the relevant Governments, the private sector and international financing institutions.
13. Once the pre-feasibility studies on the selected plants are completed and endorsed by potential partners, they will be included in the programme for the Second Decade to benefit from the structure and mechanism that will be set up to mobilize resources and promote implementation of the project.
14. The new approach adopted for the design and implementation of this project, which takes advantage of outputs already produced by other projects, has reduced the financial requirements to \$980,000, leaving a balance of \$1,520,000 against the amount of \$2,500,000 initially earmarked for the project.
15. In consultation with ECA, the balance of \$1,520,000 is being utilized to help finance the preparation of the programme for the Second Decade which was approved in January 1990 (see below).
16. Thus, the total of \$5 million from SPR for the First Transport and Communications Decade in Africa has been committed.

II. SECOND TRANSPORT AND COMMUNICATIONS DECADE IN AFRICA, 1991-2000

Introduction

17. In its resolution 43/179 of 20 December 1988, the General Assembly, on the recommendation of the Conference of African Ministers of Transport, Communications and Planning, declared the period 1991-2000 the Second Transport and Communications Decade in Africa (UNTACDA II). In calling for a second decade, the Conference of African Ministers recommended that the interim period 1989-1990 be devoted to preparations for the Decade programme. UNDP was invited to provide assistance in this regard. In response to this invitation, RBA earmarked \$2 million from the indicative planning figure (IPF) resources of the regional programme.

Preparation of the programme for the Second Decade

18. Pending the approval of a new project for the period 1990-1991, the RBA/PAC and the Action Committee approved a one-year extension (January-December 1989) of the project "Co-ordination of the implementation of UNTACDA" (RAF/82/008) with a budget of \$736,000. With this assistance, ECA and the Inter-Agency Co-ordination Committee (IACC) for UNTACDA undertook a series of activities which led to the adoption of objectives, strategies and guidelines for the preparation of UNTACDA II by the Conference of African Ministers of Transport, Communications and Planning, held in Morocco, in November 1989.

19. During 1989, UNDP participated fully in all the activities carried out by the various bodies set up for the preparation of the programme for the Second Decade. These included the work of IACC which was charged with drafting the objectives and guidelines for the programme; the ad hoc committee responsible for the establishment of criteria for the selection of projects to be included in the programme; and the Resource Mobilization Committee, comprising representatives of other institutions (ECA, the World Bank, the European Economic Community (EEC), the Organization of African Unity (OAU) and the African Development Bank (AfDB)) to draw up the strategy for launching the Second Decade and to provide technical and financial guidance in the preparation and implementation of the Decade Programme.

20. During the Conference of African Ministers, held in Morocco, UNDP worked closely with government delegations, and representatives of ECA, the World Bank and AfDB to design UNDP assistance for 1990-1991 and to finalize the project document "Support to the preparation and launching of UNTACDA II" (RAF/89/016) which was approved by the Action Committee on 3 January 1990 with a total budget of \$2,736,000, to be shared between IPF resources (\$1,216,000) and SPR funds (\$1,520,000) allocated to the Decade by the Governing Council.

21. In March 1990, the Steering Committee, comprising UNDP, ECA, OAU and AfDB, held its first meeting to select the project personnel and to draw up a programme of activities leading to the preparation of a programme for the Second Decade, to be submitted through the Economic and Social Council to the General Assembly at its forty-sixth session in September 1991.
