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ADDRESS BY THE OAU SECRETARY-GENERAL, H.E. MR SALIM AHMED SALIM

ON THE OCCASION OF THE 10TH ANNIVERSARY OF

THE EASTERN AND SOUTHERN AFRICA MANAGEMENT INSTITUTE (ESAMI)

Arusha, 1st March, 1990.

MR CHAIRMAN,
MR DIRECTOR-GENERAL, DR MUTUKWA, AND STAFF OF ESAMI,
DISTINGUISHED GUESTS,
LADIES AND GENTLEMEN,

IT IS AN HONOUR AND PRIVILEGE FOR ME TO HAVE BEEN INVITED TO DELIVER A KEYNOTE STATEMENT TO THESE ESAMI'S TENTH ANNIVERSARY COMMEMORATIVE ACTIVITIES. THE CHOICE OF THE THEME OF THE ADDRESS «THE ROLE OF REGIONAL COOPERATION IN SUSTAINABLE DEVELOPMENT FOR AFRICA» IN PARTICULAR, AS IT RELATES TO HUMAN RESOURCE DEVELOPMENT, IS PERTINENT. AND IT IS ON THIS ASPECT OF THAT COOPERATION THAT I WISH TO FOCUS MY REMARKS. THE IMPORTANCE OF THIS SUBJECT TO AFRICA CANNOT BE OVEREMPHASIZED AS AFRICAN LEADERS HAVE ALREADY PRONOUNCED THEMSELVES ON ITS CRITICAL ROLE IN ANY VIABLE ECONOMIC DEVELOPMENT STRATEGY FOR AFRICA.

PERMIT ME, THEREFORE, TO CONGRATULATE YOU, MR DIRECTOR-GENERAL, AND YOUR TEAM OF DEDICATED PROFESSIONAL AND OTHER STAFF FOR A JOB VERY WELL DONE. IT IS ALSO FITTING TO PAY TRIBUTE TO YOUR PREDECESSOR, PROFESSOR JOHN OKUMU, WHO PILOTED THE ESTABLISHMENT OF ESAMI AND, FOR NINE YEARS, GUIDED IT UNTIL HIS RETIREMENT IN 1987.

THESE TEN YEARS HAVE BEEN YEARS OF HARD WORK AND OF ACHIEVEMENT. YOUR WORK HAS BEEN RECOGNIZED EVEN BY THOSE WHO RARELY SEE ANYTHING GOOD COMING OUT OF AFRICA. YOU HAVE BEEN CITED FOR EXCELLENCE IN YOUR EFFORTS AT IMPROVING MANAGEMENT OF AFRICA'S HUMAN RESOURCES AS ONE OF THE KEY CATALYSTS TO SPEEDY DEVELOPMENT. I WISH, THEREFORE, TO JOIN THOSE WHO CONGRATULATED YOU FOR THIS ACHIEVEMENT.

ANNIVERSARIES ARE INVARIABLY OCCASIONS OF CELEBRATION. BUT THEY OUGHT ALSO TO PROVIDE FOR REFLECTION. IN THE SAME SPIRIT, THIS OCCASION SHOULD PROVIDE AN OPPORTUNITY FOR YOU TO REVIEW AND REFLECT ON LESSONS YOU HAVE LEARNT OVER THE LAST DECADE IN WHICH YOU HAVE BEEN INVOLVED IN INSTITUTION BUILDING NOT ONLY IN THIS SUB-REGION BUT IN AFRICA AS A WHOLE. IT SHOULD ALSO BE AN OCCASION FOR EXCHANGE OF VIEWS AND EXPERIENCES AMONG THE OTHER MANAGEMENT DEVELOPMENT INSTITUTIONS PRESENT ON THE PROBLEMS ENCOUNTERED AND STRATEGIES TO BE ADOPTED FOR CONSOLIDATING THE GAINS SO FAR ACHIEVED AND LOOK TO THE FUTURE.

MR CHAIRMAN,

THIS ANNIVERSARY IS BEING HELD AT A CRITICAL CONJUNCTURE IN AFRICA'S SOCIO-ECONOMIC HISTORY. THE REGION HAS GONE THROUGH ONE OF ITS WORST ECONOMIC CRISIS WITH ITS ATTENDANT ADVERSE IMPACT ON THE LIVING STANDARDS OF OUR PEOPLE. INCOMES HAVE PLUMMETTED TO ALARMING LEVELS. BY THE END OF 1987, THE AVERAGE PER CAPITA INCOME IN THE AFRICAN REGION WAS 20 % LESS THAN ITS LEVEL IN 1980. REAL WAGES HAVE DROPPED SHARPLY IN MOST COUNTRIES. SOME COUNTRIES HAVE EXPERIENCED A FALL OF 10 % PER YEAR SINCE 1980. THE PRODUCTIVITY OF LABOUR HAS DECLINED ON THE AVERAGE BY 1.5 % PER YEAR IN AFRICA DURING THE 80s COMPARED TO AN AVERAGE INCREASE OF 1.2 % AND 2.5 % IN THE WESTERN DEVELOPED COUNTRIES AND ASIA, RESPECTIVELY. THE COMBINATION OF SUCH UNFAVOURABLE TRENDS HAS LED TO A GROWING IMPOVERISHMENT IN THE REGION TO THE

POINT THAT IT IS CURRENTLY ESTIMATED THAT OVER HALF OF THE POPULATION IN ARICA LIVE BELOW THE POVERTY DATUM LINE. THIS ECONOMIC CRISIS HAS LITERALLY WIPED OUT AND REVERSED THE GAINS WHICH HAD BEEN MADE IN MEETING BASIC NEEDS OF THE POPULATION IN THE AREA OF ESSENTIAL SOCIAL SERVICES, SUCH AS EDUCATION, NUTRITION, HEALTH AND HOUSING. TODAY, OVER 165 MILLION PEOPLE ARE ILLITERATE. IT IS AGAINST SUCH A BLEAK SOCIO-ECONOMIC BACKGROUND THAT THIS ANNIVERSARY SHOULD EXAMINE ISSUES OF HUMAN RESOURCES DEVELOPMENT, ESPECIALLY EMPLOYMENT PROMOTION, GENERATION AND EMPLOYMENT PLANNING.

THE EMPLOYMENT SITUATION IN AFRICA, WHICH WAS ALREADY SERIOUS IN THE MID-1970s, HAS NOW REACHED CRISIS PROPORTIONS. IN THE MID-1970s, AFRICA'S URBAN UNEMPLOYMENT RATE WAS ESTIMATED AT ABOUT 10 %, ALMOST DOUBLE THE RATES IN LATIN AMERICA AND ASIA, AND, AS SUCH, THE HIGHEST IN THE WORLD. HOWEVER, THE ALARMING AND CRISIS PROPORTION OF THE CURRENT EMPLOYMENT SITUATION IN AFRICA IS ALL TOO MANIFEST, GIVEN THE CURRENT ESTIMATES OF URBAN UNEMPLOYMENT RATES RANGING BETWEEN 20 % AND 30 %. A RECENT ILO STUDY HAS SHOWN THAT AS MANY AS 7 MILLION MODERN SECTOR JOBS HAVE BEEN LOST SINCE 1980.

MR CHAIRMAN,
LADIES AND GENTLEMEN,

A MOST ENCOURAGING PHENOMENON IS THE GROWING REALIZATION BY AFRICAN COUNTRIES OF THE INADEQUACY OF INDIVIDUAL APPROACHES TO DEVELOPMENT. THE MAJORITY OF AFRICAN COUNTRIES HAVE A FRAGILE ECONOMIC BASE; TEN OF THEM HAVE A NATIONAL POPULATION OF LESS THAN ONE MILLION WHILE FIFTEEN ARE LAND-LOCKED. ALL AFRICAN COUNTRIES NOW REALIZE THE IMPERATIVE NEED OF COMING TOGETHER. SO STRONG IS THE NEED FOR COOPERATION, IN FACT, THAT THERE IS NOW A PROLIFERATION OF COMMON AFRICAN INSTITUTIONS SET UP FOR THE PURPOSE. ACCORDING TO THE WORLD BANK STUDY : BEYOND ADJUSTMENT TOWARD SUSTAINABLE GROWTH WITH EQUITY IN SUB-SAHARAN AFRICA OF NOVEMBER 1989, THERE ARE, TODAY, OVER 200 AFRICAN ORGANIZATIONS ENGAGED IN COOPERATION AND INTEGRATION, 80 % OF WHICH ARE INTERGOVERNMENTAL, THAT IS, ORGANIZATIONS CREATED AND FINANCED BY MEMBER STATES.

QUITE APART FROM THE INSTITUTIONAL ASPECTS, THERE IS A POLITICAL BASIS FOR SUCH COOPERATION. THE OAU ADOPTED THE LAGOS PLAN OF ACTION. IT IS A FRAMEWORK FOR THE HARMONIZATION OF INDIVIDUAL AND COLLECTIVE ACTIONS OF MEMBER STATES TOWARDS SELF-RELIANT AND SELF-SUSTAINING DEVELOPMENT OF THE CONTINENT.

WITH THE ADOPTION OF THE LAGOS PLAN OF ACTION AND THE FINAL ACT, THE ECONOMIC REGIONALIZATION OF AFRICA HAS BECOME AN ESSENTIAL ASPECT OF ITS IMPLEMENTATION PROGRAMME. THIS ECONOMIC REGIONALIZATION WAS CONCEIVED AS AN EFFECTIVE STEP AND INSTRUMENT FOR ACCELERATING AND INTENSIFYING ECONOMIC COOPERATION AND INTEGRATION AT CONTINENTAL LEVEL. THE REGIONAL ECONOMIC GROUPINGS SUCH AS SADCC, PTA, ECCAS, ECOWAS AND THE MAGHREB UNION, CONSTITUTE THE BASIS AND PILLARS OF THE ENVISAGED AFRICAN ECONOMIC COMMUNITY. THESE SUB-REGIONAL GROUPINGS HAVE SPECIFIC OBJECTIVES AND MOST OF THEM HAVE DONE WELL.

MR CHAIRMAN,

BUT TO MAKE ANY MEANING, EFFORTS OF THESE GROUPINGS OUGHT TO BE LINKED TO THE ULTIMATE OBJECTIVE OF THE AFRICAN ECONOMIC COMMUNITY. THE OAU HEADS OF STATE AND GOVERNMENT COMMITTED THEMSELVES, INDIVIDUALLY AND COLLECTIVELY, TO ESTABLISH «BY THE YEAR 2000», AN AFRICAN ECONOMIC COMMUNITY TO ENSURE THE ECONOMIC, SOCIAL AND CULTURAL INTEGRATION OF THE CONTINENT AS A WHOLE. FOR THAT PURPOSE, THEY MANDATED THE OAU TO COORDINATE THE DRAWING UP OF A DRAFT TREATY. SINCE THEN, PREPARATORY WORK HAS BEEN DONE TO IDENTIFY AND CLARIFY THE OUTLINE, CONTENTS, CONCEPT, DIMENSIONS AND SCOPE OF THE ENVISAGED COMMUNITY.

IN THIS INITIAL PHASE, A FEW CONCLUSIONS HAVE COME TO LIGHT. FIRST, THE CONCEPT, CONTENTS AND SCOPE OF THE AFRICAN ECONOMIC COMMUNITY PRESUPPOSE CERTAIN FUNDAMENTAL CONSIDERATIONS. THEY PRESUPPOSE THE POOLING OF A NUMBER OF ECONOMIC FACTORS, THE ELABORATION OF ECONOMIC OBJECTIVES, THE EXISTENCE OF A FREE TRADE AREA, A CUSTOMS UNION, THEN, A COMMON MARKET WITH FREE MOVEMENT OF PERSONS, GOODS, SERVICES AND CAPITAL AND AN ECONOMIC UNION. THE CONCEPT OF A COMMUNITY FURTHER IMPLIES THE EXISTENCE OF A UNIFIED MONETARY SYSTEM AND THE HARMONIZATION OF THE ECONOMIC, SOCIAL AND CULTURAL POLICIES OF THE MEMBER STATES. IT SHOULD ALSO FOSTER THE UNINHIBITED DEVELOPMENT OF MAN AND STRIVE TO ENHANCE HIS FULFILMENT WITHIN THE AFRICAN ECONOMIC ENVIRONMENT. IT IS, THEREFORE, NECESSARY TO START OFF FROM THE PRESENT NON-INTEGRATED SET UP AND MOVE ON GRADUALLY TO A FREE TRADE AREA, A CUSTOMS UNION, THEN A COMMON MARKET CULMINATING IN AN ECONOMIC COMMUNITY. CONSEQUENTLY, NOT ONLY WOULD THERE BE THE NEED FOR CLEAR DEFINITION OF THE STAGES AND THE PRIORITY SECTORS, THE COUNTRIES WILL ALSO HAVE TO AGREE TO WORK CLOSELY ALONG ALL THE STAGES.

SECONDLY, THE COMMUNITY SHOULD BE AFRICAN. IN OTHER WORDS, THE GROUPING OR THE RESTRUCTURING OF THE PROPOSED AFRICAN ECONOMIES SHOULD NOT RESULT IN THE PROMOTION OR DEFENCE OF FOREIGNERS OR FOREIGN INTERESTS ON THE CONTINENT TO THE DETRIMENT OF THE OVER-RIDING INTERESTS OF THE AFRICAN PEOPLE AND STATES THAT WOULD CONSTITUTE THIS COMMUNITY. THE COMMUNITY

SHOULD, THEREFORE, AIM AT STRENGTHENING COOPERATION AND SOLIDARITY AMONG ALL MEMBER STATES BY ENCOURAGING SOUTH-SOUTH COOPERATION AND INTEGRATION SO AS TO ACCELERATE THE PACE TOWARDS THE ACHIEVEMENT OF INDIVIDUAL AND COLLECTIVE SELF-RELIANCE OF ITS MEMBERS.

THIRDLY, WE SHOULD AIM AT CREATING AN INTEGRATED AND INTEGRATING COMMUNITY WHICH IS ROOTED IN KEY SECTORS, SUCH AS TRANSPORT AND TECHNOLOGY, TRADE, MONEY AND FINANCE WITH A HIGH INTEGRATING CAPACITY. IT SHOULD ALSO PROMOTE PRODUCTION, TRADE LIBERALIZATION, MARKETING OF GOODS AND CONSTITUTE A DISTINCT CULTURAL ENTITY.

FOURTHLY, THE ENVISAGED COMMUNITY MUST BE A SUPRA-NATIONAL ORGANIZATION, VESTED WITH SUFFICIENT POWERS TO TAKE UP THE MAJOR POLITICAL AND ECONOMIC CHALLENGES ON BEHALF OF ALL MEMBER STATES. MEMBER STATES WILL BE EXPECTED TO SURRENDER SOME OR A PART OF THEIR SOVERIGNTY IN FAVOUR OF THE COMMUNITY IN SOME AREAS OF COLLECTIVE INTEREST, CONSIDERED TO BE OF PRIORITY AND STRATEGIC IMPORTANCE. THE EXTENT AND NATURE OF THESE POWERS SHALL BE NEGOTIATED COLLECTIVELY.

FIFTHLY, THE ESTABLISHMENT OF THE AFRICAN ECONOMIC COMMUNITY IS A LONG PROCESS LEADING AFRICA TOWARDS AN INDIGENOUS, SELF-RELIANT AND SELF-SUSTAINING DEVELOPMENT. ITS

SUCCESSFUL ESTABLISHMENT WILL REQUIRE POLITICAL WILL, METHODICAL AND PATIENT WORK AS WELL AS REALISTIC AND GRADUAL APPROACH DEFINED IN TERMS OF AN INDICATIVE CALENDAR TO GUIDE THE ACTIONS OF MEMBER STATES.

MR CHAIRMAN,
DISTINGUISHED GUESTS,

HOW THEN DO ALL THESE SUB-REGIONAL GROUPINGS AND THE CONCEPTS OF AN AFRICAN ECONOMIC COMMUNITY RELATE TO THE HUMAN RESOURCE DEVELOPMENT AND HOW DO WE, IN THE OAU, SEE THEIR INTERPLAY IN THE DYNAMICS OF THE DEVELOPMENT OF AFRICA ?

GIVEN THE SERIOUS ECONOMIC CRISIS FACING ALL AFRICAN COUNTRIES AND THE URGENT NEED TO ACCELERATE DEVELOPMENT AND EMPLOYMENT PROMOTION, ONE OF THE KEY CONDITIONS FOR SUSTAINED GROWTH AND SOCIO-ECONOMIC DEVELOPMENT IN AFRICA IN THE 1990s AND BEYOND, WILL BE THE DEVELOPMENT AND EFFECTIVE UTILIZATION OF THE CONTINENT'S VAST RESERVOIR OF HUMAN RESOURCES. THE LAGOS PLAN OF ACTION STATES : «AFRICA'S GREATEST ASSET IS ITS HUMAN RESOURCES, FULL MOBILIZATION AND EFFECTIVE UTILIZATION OF THE LABOUR FORCE FOR NATIONAL DEVELOPMENT AND SOCIAL PROGRESS SHOULD BE A MAJOR INSTRUMENT OF DEVELOPMENT». AFRICA'S PRIORITY PROGRAMME FOR ECONOMIC RECOVERY (APPER) 1986-1990, OF THE OAU, WHICH WAS ADOPTED BY THE HEADS OF STATE AND GOVERNMENT IN 1985,

STATES EXPLICITLY THAT THE ATTAINMENT OF THE DEVELOPMENT OBJECTIVES DEPENDS, IN THE FINAL ANALYSIS, ON THE DEVELOPMENT OF HUMAN RESOURCES. CONSEQUENTLY, ONE OF OUR MAJOR OBJECTIVES AND PREOCCUPATIONS AT THE OAU IS TO SENSITIZE AFRICAN COUNTRIES TO THE IMPORTANCE OF IMPROVING HUMAN RESOURCES PLANNING IN AFRICA SO AS TO ACCELERATE THE FULL PARTICIPATION OF AFRICA'S HUMAN RESOURCES IN DEVELOPMENT.

THE RAISON D'ETRE OF ALL DEVELOPMENT SHOULD BE THAT IT IS OF THE PEOPLE, FOR THE PEOPLE AND BY THE PEOPLE. IN ORDER TO APPRECIATE THE MACRO-RELATIONSHIP BETWEEN THE HUMAN RESOURCES FACTOR AND DEVELOPMENT, IT CAN NOT BE OVEREMPHASIZED THAT THE GREATEST POTENTIAL DEVELOPMENT ASSET OF ANY COUNTRY IS ITS HUMAN RESOURCES AND THAT THE ULTIMATE OBJECTIVE OF ANY DEVELOPMENT EFFORT IS TO MEET THE NEEDS OF THE COUNTRY'S POPULATION. IN OTHER WORDS, THE POPULATION, AS THE PRODUCER AND CONSUMER OF GOODS AND SERVICES, SHOULD BE THE MEANS AND THE END, THE AGENT, SUBJECT AND OBJECT OF DEVELOPMENT AS WELL AS THE BENEFICIARY. THE LEVEL OF DEVELOPMENT OF ANY COUNTRY CAN BE CONCRETELY ASSESSED IN TERMS OF THE EXTENT OF ABILITY TO MEET THE BASIC NEEDS OF THE POPULATION AS A WHOLE. ALSO, THE HUMAN RESOURCE FACTOR IS THE INITIATOR, CONDUCTOR, MANIPULATOR AND CREATOR OF «CAPITAL STOCK» OR «VALUE RESOURCE» OR DEVELOPEMNT RESOURCE WHICH CAN BE USED TO ENHANCE ECONOMIC GROWTH AND DEVELOPMENT AS WHOLE.

IT IS IMPORTANT TO NOTE THAT WHEREAS ALL COUNTRIES ARE ENDOWED WITH NATURAL RESOURCE BASES, IT IS THE HUMAN RESOURCE FACTOR WHICH IS THE KEY CATALYST IN THE PRODUCTION OF WEALTH. THE MANAGEMENT AND INTERPLAY OF EACH OF THE NATURAL RESOURCE ENDOWMENTS WITH THE HUMAN RESOURCE SUSTAINS THE PROCESS OF DEVELOPMENT. THE ESTABLISHMENT AND OPERATION OF AN EFFECTIVE MANAGEMENT SYSTEM WHICH INTEGRATES THE PLANNING, DEVELOPMENT AND UTILIZATION OF THE NATURAL RESOURCES ENDOWMENT WITH HUMAN RESOURCES AT THE TOP OF THE SCALE, AS THE MANIPULATOR OF OTHER DORMANT RESOURCES, SHOULD CONSTITUTE A PRIORITY PREOCCUPATION OF OUR GOVERNMENTS IF THEY ARE TO INSTITUTE EFFICIENT PRODUCTION, DISTRIBUTION AND CONSUMPTION OF GOODS AND SERVICES.

THIS PREOCCUPATION WILL BE MEANINGFUL IF THERE IS A SYSTEMATIC CONTROL OVER THE FLOW, TYPE AND SIZE OF A GIVEN RESOURCE. IN ADDITION, THERE OUGHT BE A SYSTEM AND INSTITUTIONAL ARRANGEMENT TO ENSURE THAT THE RESOURCE BASE IS WELL DEVELOPED, HIGHLY DIVERSIFIED AND EFFICIENTLY UTILIZED. FAILURE OR INABILITY OF ANY GOVERNMENT OR ECONOMIC SYSTEM TO ENSURE THAT THESE PRECONDITIONS ARE REALIZED AND SUSTAINED WILL PERPETUATE THE AFRICAN IRONICAL DICHOTOMY OF A «RICH YET POOR CONTINENT».

MR CHAIRMAN,

YOU WILL AGREE WITH ME THAT TRAINING IS THE KEY TO HUMAN RESOURCE DEVELOPMENT. I AM CONVINCED THAT THERE ARE IMMENSE ADVANTAGES TO BE GAINED FROM TRAINING AT REGIONAL LEVEL. THE ORGANIZATION OF TRAINING PROGRAMMES ON A REGIONAL BASIS IS PARTICULARLY APPROPRIATE WHEN EACH OF SEVERAL COUNTRIES LINKED BY LANGUAGE AND CULTURE AND FORMING A SPECIFIC GEOGRAPHICAL GROUP REQUIRES A NUMBER OF SPECIALISTS TOO SMALL TO WARRANT THE SETTING UP OF A NATIONAL INSTITUTE OR PROGRAMME. HERE, I HAVE IN MIND THE ECONOMIES OF SCALE. IN THE FIRST PLACE, THE GROUPING TOGETHER OF A LARGE NUMBER OF PARTICIPANTS MEANS THAT IT IS POSSIBLE TO PROVIDE BETTER INSTRUCTION AND TRAINING FACILITIES AND MORE HIGHLY QUALIFIED TRAINING STAFF AT REDUCED COST.

SECONDLY, PARTICIPANTS OF DIFFERENT NATIONALITIES FIND, IN THE OTHER AFRICAN COUNTRIES, A SOCIAL CLIMATE SIMILAR TO THE ONE THEY ARE ACCUSTOMED TO AND SUFFER LESS FROM THE FREQUENT DISORIENTATION SO COMMON WHEN TRAINING IN HIGHLY INDUSTRIALIZED COUNTRIES.

MOREOVER, FROM THE PROFESSIONAL POINT OF VIEW, THE SCALE AND CHARACTERISTICS OF THE SOCIAL PHENOMENA THEY OBSERVE, AND THE TYPES OF PROBLEM THEY STUDY ARE MUCH MORE RELEVANT TO THEM THAN WOULD BE THE CASE IN AN INDUSTRIALIZED COUNTRY WHOSE PROBLEMS ARE DIFFERENT AND WHOSE PRESCRIPTIONS FOR SOLUTIONS HAS LITTLE BEARING TO THE SITUATION PREVAILING IN AFRICA.

BECAUSE OF THE FEATURES THEIR COUNTRIES HAVE IN COMMON, PARTICIPANTS FIND, IN THEIR CONTACTS WITH ONE ANOTHER, THAT THEIR INTERESTS ARE SUFFICIENTLY SIMILAR TO PROVIDE A BASIS FOR A CONSTANT EXCHANGE OF VIEWS. IN THIS SENSE, THEIR OUTLOOK IS GREATLY BROADENED BY THE COMPARISONS THEY DRAW BETWEEN DIFFERING NATIONAL EXPERIENCES. IN A CONTINENT SUCH AS OURS WHERE LACK OF COMMUNICATION STRUCTURES IS STILL A MAJOR IMPEDIMENT TO CONTACT, CREATING INSTITUTIONS THAT FOSTER CONTINUOUS EXCHANGE OF IDEAS, INFORMATION, EXPERTISE AND EXPERIENCE IN THE FIELD OF MANAGEMENT DEVELOPMENT AT THE OPERATIVE LEVEL, IS OF PARTICULAR IMPORTANCE.

THE IMPACT OF JOINT-TRAINING INSTITUTIONS CAN BE IMMEASURABLE AND A POWERFUL CATALYST TO COOPERATION. EAST AFRICA IS A LIVING EXAMPLE OF THAT POWER. THE TRAINING IN COMMON INSTITUTIONS, IN EAST AFRICA, INSTILLED IN MANY PEOPLE COMMON VALUES AND A SENSE OF ONENESS. THE UNIVERSITIES OF MAKERERE, DAR-ES-SALAAM, NAIROBI AND OTHER INSTITUTIONS BROUGHT PEOPLE TOGETHER. THEY PROVIDED OPPORTUNITIES FOR INTERACTION AND FORSTERED UNDERSTANDING AND BUILT LASTING BONDS OF FRIENDSHIP AMONG EAST AFRICANS. THESE BONDS HAVE CONTINUED TO BE THE STRONG GLUE THAT HAS HELD EAST AFRICA TOGETHER EVEN AFTER THE COLLAPSE OF THE COMMUNITY.

MR CHAIRMAN,

HUMAN RESOURCE DEVELOPMENT IS INTRINSICLY LINKED TO PRODUCTIVITY AND EMPLOYMENT CREATION. THE LACK OF MANPOWER AND MANAGEMENT DEVELOPMENT EDUCATION AND TRAINING ARE SOME OF THE ROOT CAUSES OF POOR ECONOMIC PERFORMANCE AND UNDER-DEVELOPMENT IN AFRICA. TO TACKLE THIS PROBLEM, RECOMMENDATIONS HAVE BEEN MADE TO EXPLORE THE ESTABLISHMENT OF SUB-REGIONAL OR REGIONAL PRODUCTIVITY ORGANIZATIONS AS A NUCLEUS TO THE ESTABLISHMENT OF AN AFRICAN PRODUCTIVITY ORGANIZATION. IT HAS ALSO BEEN SUGGESTED THAT EXISTING INSTITUTIONS SUCH AS ESAMI COULD BE EXPANDED TO INCLUDE PRODUCTIVITY ISSUES IN THEIR PROGRAMMES. I NOTE THE HAPPY COINCIDENCE THAT ESAMI CURRENTLY OFFERS A FULL RANGE OF ADVISORY SERVICES TO GOVERNMENT, PARASTATAL AND PRIVATE SECTOR ORGANIZATIONS IN, AMONG OTHER THINGS, HUMAN RESOURCES DEVELOPMENT, PLANNING AND MANAGEMENT, OPERATIONS AND PRODUCTION MANAGEMENT.

MR CHAIRMAN,

DISTINGUISHED GUESTS,

LADIES AND GENTLEMEN,

HUMAN RESOURCES POLICIES DO NOT OPERATE IN A VACUUM. THEY ARE IMPLEMENTED WITHIN A SOCIAL AND ECONOMIC SETTING. AGRICULTURE SHOULD BE THE CENTRE OF HUMAN RESOURCES DEVELOPMENT PLANNING AND UTILIZATION BECAUSE OF ITS DOMINANT

POSITION IN THE ECONOMIC STRUCTURE OF OUR CONTINENT. IN THAT, AGRICULTURE IS IN A CONSTANT STATE OF CHALLENGE TO MEET THE EXPANDING CLAIMS ON IT AND, IN PARTICULAR, TO SATISFY THE FOOD NEEDS OF A GROWING POPULATION. FURTHER COMPOUNDING THE CHALLENGE ARE THE INCREASINGLY GRAVE PROBLEMS OF RURAL-URBAN MIGRATION AND UNEMPLOYMENT WHICH ARE A HUMAN RESOURCE POLICY RELATED PHENOMENA AND CONDITIONED BY THE PATTERN OF AGRICULTURAL DEVELOPMENT.

IT IS NECESSARY, THEREFORE, THAT HUMAN RESOURCES POLICIES SHOULD BE DESIGNED AS AN INTEGRAL PART OF A TOTAL DEVELOPMENT EFFORT IN AGRICULTURE AND AGRICULTURE-RELATED ACTIVITIES AND THUS EXPAND EMPLOYMENT OPPORTUNITIES, IMPROVE STANDARDS OF LIVING OF THE PEOPLE AS WELL AS BOOST ECONOMIC GROWTH. AMONG THE MEASURES THAT COULD BOOST FOOD PRODUCTION IS DEVOTING GREATER ATTENTION TO THE RURAL SECTOR AND TO VARIOUS ASPECTS OF RURAL DEVELOPMENT THAT WILL STRENGTHEN NATIONAL CAPACITY FOR FOOD PRODUCTION. PRIORITY SHOULD, THEREFORE, BE GIVEN TO THE DEVELOPMENT OF RURAL SKILLS ESPECIALLY FOR FOOD PRODUCTION, MAINTENANCE OF AGRICULTURAL MACHINERY AND EQUIPMENT. THE DEVELOPMENT OF INFRASTRUCTURE BASED ON A SELF-HELP AND PARTICIPATORY APPROACH, IS ANOTHER PRIORITY, PARTICULARLY IN BUILDING RURAL FARM ROADS AND ACCESS ROADS, SMALL-SCALE IRRIGATION AND WATER CONSERVATION SCHEMES

IN THIS PROCESS OF HARNESSING RURAL HUMAN RESOURCE AND APPLY IT TO DEVELOPMENT, THE PIVOTAL ROLE THAT WOMEN PLAY, ESPECIALLY IN FOOD PRODUCTION, MUST BE RECOGNIZED AND ENCOURAGED. THE LAGOS PLAN OF ACTION PROVIDES THE RIGHT FRAMEWORK TO REORIENT FUTURE ACTION AND STRATEGIES AT NATIONAL, SUB-REGIONAL, REGIONAL AND INTERNATIONAL LEVELS FOR THE OVERALL DEVELOPMENT AND ADVANCEMENT OF WOMEN. THESE STRATEGIES IN THE FIELD OF FOOD AND AGRICULTURE INCLUDE THE ADOPTION OF AN INTEGRATED APPROACH AND A REORIENTATION IN THE ALLOCATION OF RESOURCES IN FAVOUR OF AGRICULTURE AND FOOD PRODUCTION AND SOUND PRICE SYSTEMS FOR AGRICULTURAL PRODUCTS. THE STRATEGIES IMPLY ALSO TECHNOLOGICAL IMPROVEMENTS, INTEGRATED FARMING SYSTEMS AIMED AT SELF-SUFFICIENCY IN FOOD AND ENERGY PRODUCTION; IMPROVEMENT OF TRAINING FOR WOMEN; IMPROVEMENT OF WOMEN'S ORGANIZATIONAL CAPACITY IN FARMING ACTIVITIES; ACCESS TO PRODUCTIVE FACTORS SUCH AS LAND, CAPITAL AND WATER; IMPROVED MANAGERIAL SKILLS FOR WOMEN. I AM PLEASED TO STATE THAT IN RECOGNITION OF THE ROLE OF WOMEN IN DEVELOPMENT, THE OAU RECENTLY ESTABLISHED A UNIT TO MONITOR AND EVENTUALLY COORDINATE THE ACTIVITIES OF WOMEN IN AFRICA

MR CHAIRMAN,
DISTINGUISHED GUESTS,

THE SHORTAGE OF SKILLS AND KNOWLEDGE AVAILABLE TO SOCIO-ECONOMIC DEVELOPMENT ACTIVITIES IN AFRICA IS ALARMING. OUT OF AN ESTIMATED TOTAL POPULATION OF 555 MILLION, ONLY ABOUT 200,000 PEOPLE HOLD POST-GRADUATE DEGREES. MOREOVER, 94.8 MILLION ARE

UNDER-EMPLOYED IN ADDITION TO 20.1 MILLION OTHERS WHO ARE TOTALLY UNEMPLOYED. THIS RESULTS IN LOW PRODUCTIVITY, LOW INCOMES AND LOW CONTRIBUTIONS OF THESE PEOPLE TO DEVELOPMENT. THE LACK OF APPROPRIATE SKILLS DUE TO THE ABSENCE OF APPROPRIATE EDUCATION POLICIES HAS RESULTED IN A GREATER RESORT TO RECRUITMENT FROM OUTSIDE THE REGION ESPECIALLY FOR THE MANAGERIAL AND TECHNICAL POSITIONS. THIS SITUATION HAS NOT SIGNIFICANTLY CHANGED SINCE INDEPENDENCE. IN ADDITION, THE MISALLOCATION OF AVAILABLE HUMAN RESOURCES, NOTABLY IN PUBLIC SERVICES, LIMITS INDIVIDUAL AND AGGREGATE CONTRIBUTIONS TO EFFICIENCY. THESE AND OTHER UNFAVOURABLE FACTORS SUCH AS THE LOW REMUNERATION LEVELS, AN ADVERSE POLITICAL AND ECONOMIC ENVIRONMENT AT TIMES HAVE CONTRIBUTED TO INTENSIFYING THE BRAIN-DRAIN FROM THE CONTINENT. THIS TREND SHOULD BE REVERSED WITHOUT DELAY.

IN THE AREA OF HUMAN RESOURCES PLANNING AND PROGRAMMES, EFFORTS SHOULD AIM AT STRENGTHENING THE DATA AND INFORMATION BASE FOR MANPOWER PLANNING, DEVELOPMENT AND UTILIZATION. WE SHOULD ALSO ENDEAVOUR TO DEVELOP APPROPRIATE CONCEPTS, TOOLS AND PERSONNEL FOR EDUCATION PLANNING; EMPLOYMENT PLANNING AND PRODUCTIVITY PLANNING AS WELL AS TO INTEGRATE HUMAN RESOURCES PLANNING INTO THE OVERALL DEVELOPMENT PLANNING PROCESS.

EFFORTS SHOULD ALSO BE REDOUBLED TO REALIGN HUMAN RESOURCES DEVELOPMENT POLICIES AND PRACTICES ALONG THE OBJECTIVE OF INCREASING THE DEGREE OF INTERNAL CONTROL OVER THE CONTINENT'S HUMAN RESOURCES BASE THROUGH BOTH QUANTITATIVE AND QUALITATIVE IMPROVEMENTS AND PROVIDING MORE OPPORTUNITIES FOR EDUCATION AND TRAINING.

AS REGARDS THE UTILIZATION AND MANAGEMENT OF HUMAN RESOURCES, THERE IS NEED : TO MONITOR PRODUCTIVITY LEVELS THROUGH APPROPRIATE POLICIES AND MACHINERIES, AND TO STRENGTHEN THE EMPLOYMENT PLANNING CAPABILITIES. IT SHOULD ALSO BE STRESSED THAT, FOR GREATER EFFICIENCY, HUMAN RESOURCES POLICIES SHOULD BE DESIGNED AND IMPLEMENTED AT SECTORAL LEVEL. THIS CALLS FOR THE ESTABLISHMENT OF SECTORAL HUMAN RESOURCES PLANNING AND PROGRAMMING UNITS.

FINALLY, THERE IS MUCH ROOM FOR REGIONAL AND SUB-REGIONAL COOPERATION NOTABLY IN THE FOLLOWING AREAS : STRENGTHENING OF SPECIALIZED INSTITUTIONS IN PRIORITY AREAS SUCH AS SCIENCE AND TECHNOLOGY, INDUSTRIAL DEVELOPMENT, NATIONAL RESOURCES DEVELOPMENT, SHARING OF QUALIFIED PERSONNEL THROUGH COOPERATION ARRANGEMENTS AND OBVIATE THE NEED FOR EXTERNAL RECRUITMENT, INITIATION OF JOINT RESEARCH AND STUDY PROGRAMMES; EXCHANGE OF EXPERIENCE AND ADOPTION OF COMMON STRATEGIES, IN THE FIELD OF HUMAN RESOURCES MANAGEMENT.

MR CHAIRMAN,
DISTINGUISHED GUESTS,
LADIES AND GENTLEMEN,

AS WE ENTER THE 1990s, WE SHOULD NOT FORGET THAT THE 1980s HAVE BEEN APPROPRIATELY DESCRIBED AS THE «LOST DECADE IN DEVELOPMENT» FOR AFRICA. IT, THEREFORE, BEHOVES US ALL TO REALIZE THAT WE OWE IT TO POSTERITY TO WORK HARD TO PROMOTE ECONOMIC COOPERATION AND INTEGRATION ON OUR CONTINENT.

IN CONCLUDING MY REMARKS, I WISH TO POINT OUT THAT I AM A STRONG BELIEVER IN THE ROLE AND VALUE OF AFRICA'S HUMAN RESOURCES. IT IS THE CONTINENT'S MOST PRECIOUS AND ABUNDANT ASSET. IT IS THE KEY TO THE SOCIO-ECONOMIC ADVANCEMENT OF AFRICA. THE LAGOS PLAN OF ACTION, APPER AND UNAPAAED AS WELL AS A MYRIAD OF RESOLUTIONS HAVE PROGRESSIVELY UNDERSCORED THE ROLE OF HUMAN RESOURCES IN THE OVERALL SOCIO-ECONOMIC DEVELOPMENT OF THE CONTINENT. WE REALIZE THAT ONLY THROUGH DEVELOPING THE KNOWLEDGE BASE, THE INTELLECT, THE SKILLS AND ATTITUDES AS WELL AS IMPARTING THE WORK ETHIC INTO THE MAJORITY OF AFRICAN PEOPLES CAN AFRICA EQUIP HERSELF WITH THE CAPABILITIES TO EMBARK UPON SELFSUSTAINING AND INTEGRATED DEVELOPMENT. AFRICA'S VERY SURVIVAL DEPENDS A GREAT DEAL ON DEVELOPING AND MOBILIZING ITS HUMAN RESOURCES TO EXPLOIT THE ABUNDANTLY AVAILABLE NATURAL RESOURCES.

ALTHOUGH AFRICA'S IMMEDIATE SOCIO-ECONOMIC LANDSCAPE LOOKS BLEAK AND DESOLATE, WE MUST NOT LOOSE HEART BUT CAST OUR EYES TO THE PROSPECTS IN THE DISTANT HORIZON. THE PAST SHOULD BE A LESSON AND THE FUTURE A CHALLENGE AND WE SHOULD DRAW INSPIRATION FROM OUR FAITH IN THE DESTINY OF AFRICA. IT IS OUR COMMON LOT TO MAKE RECOURSE INTO THE LAST REDOUBTS OF AFRICA'S LATENT ENERGY, DRAW THE NECESSARY STRENGTH, DETERMINATION AND COURAGE TO REVERSE THE TREND AS WELL AS SET OUR CONTINENT ON THE RIGHT COURSE TO RECOVERY, PROGRESS AND DEVELOPMENT.

I THANK YOU.