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C/ORG/320/1/2 - Meetings of TAB Representative in Addis Ababa

27/11/1962 - 23/05/1964

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REGIONAL MEETING OF RESIDENT REPRESENTATIVES OF UNTAB AND
DIRECTORS OF SPECIAL FUND PROGRAMMES IN AFRICA

Addis Ababa, April 20-29, 1964

Summary Records

General Meeting, 20 April

Resident Representatives of Technical Assistance Board and Directors of Special Fund Programmes (RR/DSEFP) held a general meeting with the Senior Director of Technical Assistance Board (TAB) and the Associate Director of Operations of the Special Fund and discussed questions common to the Expanded Programme of Technical Assistance (EPTA) and the Special Fund. The following points were noted:

1. Merger of EPTA and Special Fund

The meeting was informed of the report of the ad hoc Committee of ten recommending inter alia :

- a) to combine TAC and the Special Fund Governing Council;
- b) to retain separate managements of EPTA and the Special Fund (the Secretary General, in agreement with Mr Hoffman, Mr Owen and the Administration Committee on Co-ordination (ACC) had recommended a single management, under a Head and a co-head);
- c) a single inter-agency advisory board to replace TAB and the Consultative Board of the Special Fund. Two of the Specialised Agencies have expressed views against such a Board, which would have an advisory role.
- d) No change in the existing regular programmes of the UN and the Specialised Agencies;
- e) that the Special Fund and the Expanded Programme retain their identity.

The recommendations of the ad hoc Committee will be considered by the ACC in Paris, 28-29 April; by the Governing Council of the Special Fund and the Technical Assistance Committee in June; by the Economic and Social Council (ECOSOC) in July; and by the General Assembly in the fall. The possibility of later modification of the recommendations of the ad hoc Committee of Ten to the effect of having a more unified programme was also mentioned.

It was hoped that the forecast for technical assistance programmes would be more related to projects which will provide impetus to the economical and social development of the countries and not based on the a priori distribution of resources. A number of questions in this connection should be examined in depth, the differences between the needs of the countries, appreciation of UN programmes, development planning, assistance needed in administrative organisation and efficiency, and better co-ordination of foreign aid. In the case of the latter, reference was made to the Seminar for Co-ordinating Officials, held in Addis Ababa in January 1964, as a good beginning.

II. Status of Resources

The meeting was informed of the status of contributions towards the Special Fund and Expanded Programme and the fact that the US 1964 contribution of approximately \$59 million now seemed assured, but was not yet announced. It was noted that there was a notable increase in the contributions of certain donor governments, and increased contributions for 1965 were expected.

III Africa's Share of United Nations Development Programmes

The increasing share of the EPTA Programme for Africa during the last few years, as well as the amount of assistance devoted to Africa from the Special Fund, was highlighted. It was announced that fifty per cent of the programmes to be approved in June by the Governing Council of the Special Fund will be devoted to Africa. Thus, the continent with its 200 million population will have the largest number of Special Fund assisted projects.

IV. Use of Special Fund Cash Balances

The shortage of housing accommodation in Africa is receiving increasing attention from TAB and the Special Fund. The Special Fund is now considering the use of part of its cash balances for short-term loans to governments for UN buildings. The Special Fund is also proposing to include, where necessary, within future projects a provision of \$10,000. for each five-man year as equipment costs for housing construction. This would be applied only to those projects for countries where the shortage of housing is extremely acute and execution of the Special Fund projects are handicapped by such deficiencies. More detailed discussion of this subject took place in general meeting on Special Fund matters.

The Special Fund has received authorisation for the use of \$20 million of its cash balance in an experimental programme in short-term development loans which can be co-ordinated with the programmes of investment related to the needs or institutions such as the African Development Bank, and housing within the Special Fund projects.

V. Regionalisation

The status and problems of the Institute of Economic Planning in Dakar and the African Development Bank, and the experience gained in connection with these two institutions were discussed. The results of Regional Missions in East and West Africa have not been too encouraging; economic and social problems are further complicated by political elements. It was emphasised that the regional projects should have the full support of the participating governments, and ResReps should have an active role in preparation and development of such projects whether they are under technical assistance, or under the regular programmes of the participating organisations. The governments co-ordinating machinery could play an effective role in this connexion.

VI Transition

The Special Fund is in its fifth year and thirty projects are coming to an end at the end of 1964. Some projects may need continued assistance from the Special Fund in their subsequent phases. The experience gained during the past five years should prove invaluable in projections of future projects. A number of existing projects were approved during the formative years in order to get the programme started and perhaps with less selectivity. The new projects should be reviewed with the perspective of political and economic conditions in the next five years. It is important to consider the capacity of the country to absorb technical aid. It was pointed out that a number of countries are showing signs of fatigue and exhaustion in terms of financial resources and manpower, and there was an exchange of views regarding the ways and means of coping with such points of saturation. On the other hand the Special Fund appears overcommitted. The executing agencies are encountering difficulty in finding experts and contractors.

VII. Cost of Experts and Projects

It was pointed out that costs of projects in Africa are rising and that costs of experts need a careful review.

VIII. Counterparts

A general discussion on this question indicated that the question of counterparts is extremely serious in Africa. Although a number of suggestions were exchanged for accelerating the training of counterparts, no major conclusions were drawn. As far as EPTA is concerned the drastic step of refusing advisory and training projects unless counterparts are guaranteed in advance, seemed to be too rigid and unrealistic.

IX. Distinction between Developing Countries and Underdeveloped Countries

One of the participants proposed that there should be a distinct

philosophy of assistance to the developing countries and underdeveloped countries. Many countries in Africa are underdeveloped and cannot afford the local costs and counterpart support of the projects. The developing countries are alert to take advantage of foreign aid and are better equipped to prepare requests for obtaining such aid rapidly. The underdeveloped countries with modest means and inadequate technical personnel have lagged behind and therefore, bear a natural disadvantage in this connection. The participant pointed to IDA, which has committed most of its resources to the developing countries. It was noted that the UN is mindful of the position of poorer countries. For example, SUNFED and the capital Development Fund are designed to help poorer countries but the UN has been unable to acquire the necessary support. Whilst the Special Fund would not consider waiver of local costs cash contributions by the recipient countries, the Managing Director is prepared to consider special cases of countries undergoing extreme hardship in meeting the local cost obligations towards the Special Fund projects. The meeting was informed that TAB, at its last session, agreed to recommend to TAC that no local cost assessments be made in connection with regional projects under EPTA.

REGIONAL MEETING OF RESIDENT REPRESENTATIVES OF UNTAB
AND DIRECTORS OF SPECIAL FUND PROGRAMMES IN AFRICA

Addis Ababa, 20-29 April 1964

Summary Records

Expanded Programme of Technical Assistance, 21 April, 1964

I. Implementation of the 1963-64 programme

A. Role of government in the utilisation of programme savings
and the determination of programme changes under the system
of Agency allocations.

After an exchange of views on the extent of non-implementation of the approved programmes and problems encountered in utilisation of programme savings, there was general agreement on the following:

1. A need for better and more frequent information to the ResReps on the rate of implementation in man-months and dollar terms so that the government could be assisted in utilisation of the accrued savings.

2. Governments to know that they have a major voice in how to use the accrued savings.

3. Strengthening the practice of consultations with ResReps before programme changes are approved by Headquarters.

4. Programme changes are too often not what the governments want.

B. Rate of Implementation of the approved programme

It was agreed that the 1963-64 implementation rate was generally good.

C. Size and nature of the Contingency programme. Speed of
Implementation

The recent increase of the Executive Chairman's contingency fund authority to ten per cent of the resources, has proved extremely helpful in meeting the extraordinary requests. Requests for promotion of projects from Category II (i.e. projects which were not included in Category I only because they could not be covered in the target), or for extension of projects not adequately planned at the outset, are not eligible for contingency allocations. Moreover, prospects for 1964 contingency allocations, for early implementation of 1965 OPEX posts are limited. The meeting was informed that due to financial consideration approval of contingency requests during the last 2 or 3 months of 1963 was held up. However it was agreed that quick reply from Headquarters would be helpful to ResReps.

II. Preparation of the 1965-66 programme

A. Country targets, planning reserves and the level of resources

Because of the uncertainty of 1965's financial resources, TAB has agreed that the participating organisations and the Executive Chairman would not use more than 50 per cent of their planning reserves before July 1965.

The Board members had agreed that they would submit to the governments their own suggestions for the 1965-66 programme, totalling not more than 150 per cent of their shares of the target figures. In a number of cases, organisations substantially exceeded these agreed amounts. The Executive Chairman took a strong view deprecating these excesses, and it was hoped that any such TAB agreements in the future would be adhered to.

B. Project planning

Field and Headquarters experience in this respect was discussed and there was general agreement on the following:

1. Project programming varies from country to country,
2. The objective is worth keeping and the ResReps would continue to advise the governments of its usefulness,
3. Project programming is especially important in larger projects, and agreed commitments, if not plan-ops, should be reduced to writing wherever possible.
4. Whenever known, long-term projects should be specified as such.

C. Size and use of regional programmes and selection of regional projects

Considerable discussion followed on the size, selection and the extent such projects reflect the wishes of the recipient governments. It was agreed that 15 per cent of EPTA resources for regional projects is not too large if the regional projects were planned in consultation with the governments and the ResReps and if they had the genuine support of the countries concerned. The suggestion of the ad hoc Committee of Ten that regional advisers be a charge against the regular budget of participating organisations was fully supported by the meeting. The approach to regional projects is frequently based on the approval of an agency's governing body. There was general agreement that such projects should wherever possible come under the agency's regular programme. It was agreed that ECA could play an important role in regional projects and that the subject should be taken up during the general meeting with ECA staff.

D. Co-ordination with other UN Programmes and with Bilateral programmes

There was an exchange of views on the existing arrangements for co-ordination of UN development programmes with other UN programmes such as UNICEF, and with bilateral assistance. The Executive Chairman's policy of full co-operation at the field and Headquarters staff levels was underlined.

E. Carry over of obligations for short-term experts

The recent decision of TAB enables the agencies to obligate funds in the second year of biennium, to meet contractual commitments of short-term experts entered into by 30 September of that year, provided such services will be rendered in full by 30 June of the ensuing year.

F. Role of ECA

ECA receives copies of all 1965-66 programme requests. ResReps were invited to comment on ECA's desire to use the ResReps office as its channel of communication with the government. The meeting accepted the merits of such an arrangement, although a few ResReps felt they would need additional staff to cope with the extra workload. The Chairman agreed we would accept ECA's proposal on this point with any manning table problems in particular offices to be examined by the senior Headquarters staff. It was, however, emphasised that Regional Representatives could fulfill this objective only for the country in which they or a full time TAB official reside. In order for ResReps to make maximum use of ECA documents, it would be highly useful if ECA made brief summaries of such documents available.

G. Costing system for experts and fellowships

Global costing figures do not stimulate use of training facilities in the neighbouring countries. An exchange of views revealed that the participating organisations on occasion have agreed to provide fellowships in neighbouring countries, where the fellowship costs were lower and more people could be trained within the approved programme. It was agreed that the matter needs to be examined with the agency concerned in order to give the recipient government the maximum benefit from the approved programme.

III. Sub-Regional and Group-Country Projects in Africa

It was agreed that ECA and other regional offices can play an important role in this field.

IV. Operational Experts

The training of counterparts is an important objective in the OPEX scheme, and governments must be made aware that inclusion of OPEX posts

in the EPTA programme has an essential condition that the training aspect must be emphasised. It was recognised that the training of counterparts takes a long time. It was also agreed that any general practice of converting expatriate officers to OPEX posts, to continue the same duties, was undesirable and causes much trouble. Every effort should be made to avoid it and any rare exceptions should have strong justification.

V. Utilisation of Associate Experts

It was generally agreed that the use of associate experts has enhanced the EPTA operation, and that the provision should be expanded. The shortage of qualified personnel has obliged many African governments not to take advantage of fellowship programmes. The use of associate experts could make a notable contribution in filling the posts vacated by government officers undergoing UN fellowship programmes.

VI. Counterparts and Trainees

Training of counterparts for higher level work is a serious problem and takes a very long time. The problems, however, varies from country to country and from project to project. One suggestion, approved by the meeting, was that ResReps and individual experts, after the latter had surveyed the problem, should propose practical arrangements to the government to solve the counterpart problem on a realistic basis, if not immediately.

VII. Volunteers

The meeting was informed that the TAB Secretariat has already signed agreements with Belgium, the Netherlands, Norway, Sweden and the United Kingdom and is about to conclude agreements with Switzerland and Japan. Under those agreements, the donor governments would provide, without cost to TAB, qualified College graduates to serve in TAB/SF field offices in a variety of duties at Pl level. These officers serve as full TAB officials, taking the oath of office. Experience in some 16 cases to date has been highly successful. Many ResReps reiterated their interest in obtaining the services of such "junior officers."

VIII. Reporting and Evaluation

A. Proposed changes in the reporting system and the project handbook.

The reporting system needs to be reviewed, as the present arrangement does not provide the Headquarters with the needed information and probably causes ResReps some unnecessary work. The TAB and Special Fund reporting system could perhaps be co-ordinated to avoid double reporting of the same information, e.g. - general reporting on political and economic conditions in the country. It was agreed that the TAB and Special Fund headquarters secretariats would review this matter. No

ResRep has made enough use of the Project Handbook to make its continuation worthwhile. The distinction between TAB quarterly and semi-annual reporting requirements from different field offices needs to be reviewed.

B. Impact evaluation.

The meeting was informed of the ECOSOC resolution requesting the ACC to report on impact evaluations. It is proposed to have pilot evaluation projects in a few countries. It was noted that impact evaluation for newly independent countries might not be feasible.

IX. Financial Matters

A. The importance of early payment of contributions and local costs assessments was pointed out. The ResReps were invited to urge the governments to pay early, where no constitutional obstacles exists.

B. The existing rules relating to programme embargoes were noted.

C. The present arrangements for waiver of local costs were discussed. The ResReps should report when the government has difficulty in payment of local costs, and when a waiver is warranted, although TAB policy is to reduce waivers to a minimum.

D. Payment of experts in non-convertible currencies should be more flexible. The problem of experts from countries (e.g. Eastern Europe) whose currencies are non-convertible is especially worth review.

E. Uniformity of conditions of employment and administrative practices between the several agencies.

A number of examples by the ResReps pointed to urgent need for uniformity of conditions of pay and services among the agencies. Among the examples reported were: different rates of subsistence paid to participants in two seminars conducted simultaneously by two agencies in the same city; provision of air conditioners and refrigerators to experts by some agencies; loans for purchase of cars; leave rules being more liberal in some agencies; medical care for experts and dependents; housing accommodation, etc. The Chairman indicated these problems are under CCAQ authority, but all agreed continuing efforts to reach uniformity should be pressed.

X. Follow-up on Addis Ababa Seminar for Co-ordination officials

TAB's interest in receiving a report from time to time on problems of co-ordination and the follow up on the Addis Ababa seminar was brought to the attention of ResReps. However, the report of the Seminar will not receive further distribution.

XI. Questionnaires, Surveys, visiting missions and channels of communication

A. The meeting emphasised the need for advance preparation by visitors; thorough research of data available at UN and Specialised Agency Headquarters before

1. drafting questionnaires for circulation to governments;
2. commencing field surveys;
3. embarking on field missions.

It was pointed out that a great deal of time and resources could be conserved if the ability of the governments to reply to questionnaires was examined realistically before questionnaires are despatched.

B. Channels of communication: It is up to the government to designate the Ministry or department which should receive communications relating to international or bilateral aid.

C. The number of visitors should be limited to a minimum essential visit, in which case the ResRep should receive the detailed terms of reference and itinerary as far in advance as possible. The visitors should make their own arrangements for transportation within the country.

XII. Relationships with Headquarters (Administration) was generally good. It was hoped that the pace would be accelerated in getting answers from TAD on questions which involve the decision of UN administration - such as salary surveys, subsistence allowance, post adjustment, etc.

XIII. UN public information activities in Africa need to be reviewed and existing weaknesses to be strengthened.

XIV. There was a general discussion as to what extent the ResReps should press the host governments in fulfilling the terms of TAB office basic agreements.

REGIONAL MEETING OF DIRECTORS OF SPECIAL FUND PROGRAMMES

Addis Ababa, 20-29 April

General Meeting on Special Fund Matters: 22-23 April 1964

- I. A) Criteria, policies and regulations governing Special Fund projects
- B) Report to Field Directors on major developments (policies, operating problems, Agency reviews, etc.

The Associate Managing Director and Associate Director of Operations briefly reviewed the question of merger of EPTA and Special Fund; the movement to turn the Special Fund into the Capital Development Fund.

It was announced that a new set of Special Fund policy guides will be issued in June 1964. The new guidelines, which will also be made available to the governments, will provide an up-to-date manual for the Directors.

Policies of the Special Fund

Preinvestment pilot project rules are restrictive and there is strong pressure for capital investment. The Special Fund is ready to cater to projects with large elements of demonstration. The Special Fund in co-operation with the Commissioner for Industrialization will pay special attention to industrial development projects, industrial pilot demonstration projects, and keeping industrial project costs down.

Preinvestment activities in mines and geological surveys have been expanded and the Special Fund also helps in geological investigations for water. The Special Fund is ready to assist in projects relating to land reform and investment in land development. In training activities, the Special Fund prefers a balanced and rational approach related to the economic development and growth potential of the country.

Availability of counterparts is very important, and new projects should be analysed in that respect. There is little value if the project is approved but not implemented for counterpart reasons. One Resident Representative pointed out that inadequacy of present means in Africa is a healthy sign of a growing economy. Helping the governments in the preparation of man-power budgets, and in creating the means to cope with the new demands should be included in the policies of the Special Fund. The United Nations family, including the World Bank, should combine their efforts to create a network of development to make our projects really effective. Another participant noted that it would be helpful if the IBRD were to indicate its interest in eventual financing of a Special Fund approved project.

There was an exchange of views on questions of need for financial advisors, advisability of keeping the potential investors informed, and the possibility of a co-ordinating administrator to be appointed by the government to be the spark plug in attracting investors. The desire of governments to have information on financial institutions was mentioned.

The President of IBRD is on the Special Fund Managing Director's Consultative Board; consequently, the Bank is closely associated with all the preinvestment activities undertaken by the Special Fund.

The Representative of IBRD made an illuminating outline of emerging policies of the World Bank; the statement was circulated separately at the request of the participants. Apart from the close co-operation and liaison between the IBRD and the Special Fund, the Bank has negotiated an agreement with UNESCO for co-operation in the field of education and manpower training and with FAO in the field of agriculture. The Bank is ready to devote manpower and resources to the agricultural field particularly to comprehensive schemes of agrarian reform, increasing productivity, build up of agricultural institutes, agricultural credit, etc., in addition to irrigation and land settlement where the Bank has already been active. Among other things, the Bank is planning to station teams each in East and West Africa to assist in identifying and preparing projects for Bank financing. Such teams will keep in touch with the Resident Representatives.

B. Agency review

The meeting was informed that the annual review of Special Fund projects with the Executing Agencies has lead to closer relationships and harmonious views. With reference to Agencies field of competence, it was noted that for selection of the Executing agency, the Managing Director gives the greatest consideration to the objectives of the project.

II. Preparation of new requests and Establishment of priorities

The Special Fund policy in making preparatory allocations to assist governments in revising and rewriting the requests was discussed. It was noted that the Special Fund, in close co-operation with the Specialized Agencies, adopts an elastic policy regarding preparatory allocations. However, the Special Fund needs to receive a skeleton request from the government to justify such preparatory allocation.

The establishment of priorities is the prerogative of the government. There was an exchange of views on the difficulties in determining the priorities. The important point is the readiness of the government to receive assistance. It was noted that the date of approval is not an indication of Special Fund priority attached to a particular project; it only relates to the readiness of the project for approval. In connection with priorities, it was noted that the Special Fund cannot provide massive, immediate intervention, nor can it provide emergency assistance.

III. A. Negotiations of plans of operations

Preparation of the plan of operation is the responsibility of the executing agency. The plan of operation involves technical and administrative matters; therefore, the Directors of the Special Fund should be associated as closely as possible with its negotiations with the government. The UNESCO and FAO Representatives both agreed on the technical responsibility of the executing agency and that the Directors should be kept informed and associated with all the aspects of the plan of operation negotiations.

B. Co-ordination with other programmes (bilateral, multilateral)

There was a general discussion on co-ordination relations with the bilateral and multilateral programmes. The existing co-ordination with other aid-giving programmes were normal. It was pointed out that co-operation and co-ordination with other programmes should not lead to mis-management of international projects.

IV. Amendments and adjustments of plans of operation (SF/CM/Field 30)

The plan of operation relates to plan of work and plan of expenditure having an international status as a formal recognition of mutual obligations. Amendment of the Plan of Operation, which involves a substantive change in the project, would therefore require the signature of the three parties -- government, executing agency, and Special Fund. Adjustment to the plan of operation relates to detailed minor financial adjustments within the project, which are simply communicated to the government by the executing agency. Variations in government obligations come under the amendment category.

V. Completion and follow-up on projects. Termination of the project.

The desirability of making the final report available as soon as possible, even in draft form, was mentioned. It was noted that 30 Special Fund projects will be coming to an end in 1964. In some cases, the objectives may not have been reached, e.g., in training, surveys. In such cases, the Special Fund would be ready to examine and consider some sort of continuation of the terminated project provided that continuation involves new and fresh aspects and is not mere repetition. It was recognized that in many projects, the five-year term was perhaps an arbitrary one.

VI. Housing

The Special Fund's new thinking on the provision of housing as a component of projects was described. In countries where housing presents acute problems in the execution of projects, funds would be allocated for housing construction as equipment components. This is an experimental plan which needs to be considered on the basis of prevailing circumstances in the countries involved. In general terms, where it is absolutely essential, the Special Fund would be prepared to include \$10,000 as equipment for every five-man year unit for housing. Such housing provisions would be administered by the Special Fund through the Director, and the buildings so constructed will remain within the jurisdiction of the field establishment and eventually will become part of a housing pool to accommodate project personnel of the UN development programmes. Houses constructed under this arrangement will eventually be handed over to the recipient government; therefore, the government would be expected to provide the land and the accompanying utilities and services. The Directors of the Special Fund should view the housing provision with imagination in the light of local conditions and negotiate with the government to integrate the UN housing into the general housing development of the country. A reasonable, economic rent, commensurate with prevailing rates, would be paid by the tenants into a special account under the Directors' control.

Buildings for Projects

The governments should not be encouraged to embark on extravagant constructions for UN-assisted projects. The executing agencies should encourage the government in construction of utilitarian public buildings suitable to local standards and to make maximum use of local facilities and materials.

VII. "Clinic" on project problems:

(i) Late procurement of equipment

Late procurement of equipment has presented a serious problem in execution of projects. The Special Fund and the executing agencies are aware of the deficiencies and attention is being given to procurement, delivery and transfer of equipment. There was a general exchange of views on this subject, and ways and means of improving the situation, e.g., equipment to be ordered as early as possible without waiting for the arrival of the expert and selection of equipment by him; clear instructions by the executing agency to the shipping agent regarding identification of equipment; direct purchase of equipment versus procurement through contracting firms.

The Special Fund now owns \$50 million worth of equipment, and it remains the owner until the project title has been handed over to the government. Some of the equipment can be readily used by the host government, which makes the transfer of ownership justified. In other cases, it is better for the equipment to remain the property of the Special Fund and be used in an equipment pool to serve other projects. The Special Fund would consider advancing for heavy equipment purchase by executing agencies for an equipment pool to be used in projects on a rental basis.

(ii) Autonomy of management: relations between Project Managers and counterparts

It was generally recognized that personal and professional qualities of a Project Manager are extremely important in the successful execution of projects. Despite difficulties inherent in advance assessment of technical and managerial ability of a person, the quality of present Project Managers on the whole is satisfactory.

(iii) Fuller utilization of existing projects: crash programmes

The need for technical training in Africa is a pressing one and suggestions were made to increase the number of trained people by use of double shifts, teaching machines, etc., in existing institutions.

(iv) Pace of approval and implementation

There was a general discussion on this subject. It was noted that a period of twelve months from the date of submission would be required for technical evaluation, decision for preparatory allocation and recruitment of consultants for local examination and preparation of the project for consideration and approval of the Governing Council.

VIII. The Chairman expressed appreciation for the constructive participation of representatives of IBRD, UNESCO, FAO, WHO and UNICEF, and the harmonious atmosphere in which they joined the participants in deliberating to find solutions to major operating problems.

REGIONAL MEETING OF RESIDENT REPRESENTATIVES OF THE
UNTAB AND DIRECTORS OF SPECIAL FUND PROGRAMMES IN AFRICA

Addis Ababa 20-29 April, 1964

General Meeting with ECA, the Representatives of Participating
Organisations, WFP, IBRD, and UNICEF, 24 April 1964

I. Introductory statement on behalf of the Executive Director

The opening statement of the Executive Secretary of ECA, summarising and commenting on general policies and activities of the ECA, is being circulated separately. The Executive Secretary of ECA in his opening statement inter alia referred to ECA's relations with the Resident Representatives and the proposals for strengthening such relations so that the TAB/Special Fund field establishments would serve as "eyes and ears of ECA and as friends in court". The Executive Secretary was assured by the TAB Senior Director of the ResReps co-operation and was advised that the ResReps in Africa would serve as channels of communication between ECA and the respective governments. It was pointed out that country programmes must be the programme requested and wanted by the government with such priorities as indicated by them. The technical advice to the government by ECA as well as the participating organisations is necessary but the ResReps should be kept fully informed. The well conceived regional projects are important but the ResReps require more information and their views should be sought in this connection. Considering the difficulties in getting the governments to participate in group country and inter-country projects, it is in our interest to promote and encourage such activities. Visitors to the countries are numerous and we are in danger of losing good will and co-operation of the government. Advance notice regarding terms of reference and dates of arrival of visitors would help improve relations. It appears the questionnaires circulated to the governments are too many and too long. The overburdened governments are generally unable to reply or to provide adequate answers. Bearing in mind that questionnaires are necessary for fulfilling the functions of UN bodies, an effort should be made to reduce them to a minimum.

There was a general exchange of views on the following subjects:

- a) The need for circulation to ResReps of curriculum vitae of regional Advisors to help the governments in using their services.
- b) The important role ECA could play in regional projects. Such projects can have important political implications. The participating organisations are ready to co-operate with ECA when such regional economic development projects relate to their specific field of competence. The Executive Secretary pointed out that group-country projects may offer an opportunity for "anticipatory peace keeping operation."

- c) The need for ECA to keep the governments and public more effectively informed of its activities.
- d) Examples of ECA assistance in filling gaps in economic field during the interval between government request and arrival of expert.
- e) Usefulness of briefing experts at ECA Headquarters.
- f) In order for ECA to play an effective role in country programming, it should co-ordinate its views with the participating organisations so that the ResReps receive co-ordinated advice.
- g) ECA to keep ResReps informed of its correspondence with project personnel.
- h) The role of sub-regional offices in convening periodic meetings of ministries with ResRep participation; feeding ECA material to the ResReps in the region through reference libraries at sub-regional offices; and making available on short notice to the countries in the region, a small group of experts at its disposal; bringing the activities of the ECA to the attention of the region; sub-regional directors will visit the countries in the region and co-operate with the ResReps and assist in collection of information and material.
- i) The ECA programme in development of communications and transport in Africa.
- j) Possibility of ECA issuing a weekly briefing bulletin for the information of ResReps and possibly the public; issuance of a bulletin on services and advice available through ECA.
- k) ECA would welcome visits of ResReps but would not propose a formal briefing arrangement at this stage.
- l) Discussions on the briefing of ResReps at Headquarters of Specialised Agencies lead to the following conclusions: the new ResReps should receive briefing from all participating organisations before assuming his position. The experienced ResRep, however, may find it advantageous to visit the Specialised Agencies after a period of orientation in the country of his assignment.
- m) It was noted that many experts arrived in their country of assignment without having been properly briefed on the local conditions and the services to be expected from the country, and without having seen the post report for the country. It would be extremely helpful if the Specialised Agencies insured that experts are adequately briefed before proceeding to their duty station.

Mr. NORONHA
Registry

ORF 320/1/v

UNITED NATIONS



NATIONS UNIES

TECHNICAL ASSISTANCE BOARD AND SPECIAL FUND

مجلس المعونة الفنية والصندوق الخاص التابع لهيئة الأمم المتحدة

CABLES: TECABOARD CAIRO
TELEPHONES: 816047-48-49

P. O. BOX 982
29, SHARIA WILLCOCKS
ZAMALEK, CAIRO, U.A.R.

FILE No:

1-0-1/3

23 May 1964

[Signature]
By pouch via New York

Dear Osorio,

Report on meeting of TAB resident
representatives in Africa

I acknowledge with many thanks the receipt of your letter of 5 May 1964 with the interesting notes concerning the above meeting. Both myself and Mr. Pennacchio* have read your record of the proceedings and found it extremely useful.

I am sorry I cannot reciprocate by sending you notes on the Rome meeting but I am sure you will understand that on that occasion I did more listening than writing.

With kind regards,

Yours sincerely,

W.J. van der Oord
Resident Representative of the TAB and
Director of Special Fund Programmes, a.i.

Dr. B.F. Osorio-Tafall
Chief of Civilian Operations
O N U C
Boite Postale 7248
Leopoldville
République du Congo

* and of course Mr. Jones

Notes on the TAB and SF Meeting in Addis Ababa

20 - 29 April 1964

This was a very important gathering of practically all the TAB ResReps in Africa. A list of the participants follows, as well as of the revised agenda.

I attended only the meetings held on Monday, 20th, Tuesday 21st, Wednesday 22nd and the morning of Thursday 23rd April.

On the morning of the 20th of April, a private meeting of ResReps and Field Directors of the Special Fund was held to revise the agenda.

On the same day in the afternoon, a general meeting, under the chairmanship of Messrs McDiarmid, Haurleatette and Henry was held. The general policies of the United Nations concerning the EPTA and SF were presented by Mr. ^{Mc}Diarmid. Some ResReps emphasized not only the differences between under-developed and developing countries, but among the several stages of development in the less favoured nations. They requested a clearcut UN policy in the various cases. It was agreed that the regulations applying to SF projects are rather old-fashioned and the initiative should be taken to liberalize those regulations particularly for the newly independent countries.

Mr. Henry examined the problems of regionalization in respect of the SF. He stated that for every five men/year in SF projects, the amount of \$10,000 will be included as equipment for assisting in the provision of housing. He referred to the capacity of several countries to absorb new SF projects and to pay for them. About five or six SF projects will come to an end during the present year.

A number of ResReps indicated an unduly large share of SF assistance was provided to rather developed countries while the less advanced nations are receiving a small share. They emphasized that the countries in the latter group should receive more assistance both from EPTA and the SF. Other ResReps however stated that only those countries in a rather advanced state of development could benefit from the UN assistance. It was said that if the UN programmes help in building the independence of the countries, bilateral programmes

contribute to increase their dependency on the former metropolitan powers. The problem was presented ^{by one ResRep} of U- participating agencies sending representatives, like vultures, to the new countries in order to sell projects. The money wasted on these sales representatives should be applied to increase direct aid to the countries. It was agreed that the project programming procedure should be extended and for each long-term project, a Plan of Operation should be drafted.

It was indicated that if the merger of EPTA and SF takes place, a new title is to be given to the ResReps, possibly that of Director of the United Nations Development Programmes.

A discussion followed on the pooling of technical resources by neighbouring countries and the use of national facilities by nearby nations. Finally, Mr. McDiarmid indicated that the TAB would not charge the countries in respect of local costs for regional projects.

On Tuesday, 21 April, the morning session, under the chairmanship of Mr. McDiarmid, discussed the several items in the agenda relative to the Expanded Programme of Technical Assistance. Mr. McDiarmid said that the ResReps should encourage the Governments to make changes in the programme when the implementation of some projects is being delayed by one or another reason. Now the Executive Chairman has the authority to approve the changes requested by the Government, including inter-Agency transfers within the country, on the recommendation of the ResRep.

On the other hand, the Participating Organization will have to report to TAB, every four months, the rate of implementation of the approved programmes so that either the Government or the ResRep may suggest changes in the approved programme. In any case, the ResRep should advise the Government on possible savings for its most convenient use.

It was agreed that Contingency Requests, recommended by the ResReps, should be answered at the earliest possible date in order to inform the Government, indicating if the request has some probability of being approved.

Furthermore, no Contingency Request is to be approved by the TAB Executive Chairman unless it is recommended by the ResReps.

Mr. McDermid referred to the uncertainty of the financial situation. In this respect no Agency will use more than 50 percent of the Planning Reserve before July 1964 when the TAB will make a revision. The Planning Reserve of the Executive Chairman will not be used for more than 50 percent of the amount earmarked. This means that only 50 percent of the total authorization in the Planning Reserve will increase the country target.

Mr. McDermid referred to the disappointment of the TAB in respect to the small use made, so far, of the project programming, although project programming represents a distinct improvement.

One ResRep referred to the Regional Adviser attached to the Organization's Regional Offices and charged to the EPFA. It was agreed that regional adviser ought to be charged to the Agencies regular budget.

Satisfactory relations was reported with the bilateral programmes. TAB has no secrets and keeps bilateral programmes well informed.

TAB regulations have been changed in respect of short-term experts. Now funds can be committed beyond the end of December of the second year of the programme but not beyond the 31st of June of the next year.

It was agreed that the TAB local office should be the liaison between ECA and the respective Governments.

The standardization of the experts and fellowships cost was discussed as well as the impossibility of placing fellows in neighbouring countries at a lower cost than the standard cost.

The ECA and the Regional Offices of the Participating Agencies should play a more important role in the approval and execution of sub-regional and group-of-countries projects.

In the afternoon session, Mr. Marcel Croisier, a special TAB Assistant to the ECA Executive Secretary described the functions of the TAB ResReps as the channel between ECA and the Government. It was recommended that a pouch

service be established between ECA Headquarters in Addis Ababa and the TAB field offices in Africa. The Government will be asked to designate a correspondent at the Ministry of Foreign Affairs to deal with ECA business.

The results obtained with Associate Experts were discussed. Several ResReps stated that sometime the senior experts are jealous of young, bright Associate Experts, because the latter are more successful with the Government.

It was agreed that the problem of counterparts is more serious in Africa than elsewhere.

The possibility of making greater use of volunteers and the agreements already signed for supplying volunteers were discussed.

The TAB Senior Director described the changes to be introduced in the reporting system in order to improve and simplify the periodic reports submitted by the ResReps. He also stated that the project handbook is to be discontinued.

He referred also to the ECUSSE interests and the impact evaluation of all UN technical assistance projects. An attempt to measure such an impact in a few selected countries will be started. One of the ResReps said that the best evaluation would be one made by the recipient country itself.

Mr. McDiarmid referred to the importance of an early payment of the contribution pledged to the TAB programmes. He also stated that the programme embargoes will continue and he referred to the provision of amenities for experts in hardship countries, for instance, air conditioners, refrigerators, loans for buying cars, etc.

A follow-up of the Addis Ababa seminar on the coordination of technical assistance was discussed, TAB Headquarters will request comments from the field on this coordination.

In November 1964, a meeting of African planners will be held in Addis Ababa. It was agreed that any visit to the field offices should be preceded by good preparation, including questionnaires.

The whole problem of quality and qualifications of the experts was also discussed as well as the briefing and orientation of experts. One ResRep

pointed out that the most important problem in the selection of experts is to appraise the ability of the expert to communicate with his counterpart.

It was recommended that more than one candidate should be submitted to the Government for each post.

On April 22, a general meeting was held in which Mr. Heurtematte commented on the Special Fund policies and operating problems. He commented on the Resolution of the Committee of the Ten in respect of the proposed merger of EPTA and SF as well as the move to turn the SF into a capital development Fund.

Mr. Heurtematte said that next June the SF will provide the Field Directors with a new complete body of policy guides. He reported that the World Bank intends to appoint permanent ResReps in both West and East Africa with experts to identify and prepare good development projects.

Mr. Paul Marc Henry described the implementation of the SF projects in Africa emphasizing that the most important programme of the SF is in that continent. Among the proposed projects he referred to a systematic inventory of the natural resources in Africa. On the other hand he indicated that some of the African governments already show signs of fatigue both financially and in personnel. From the SF side there is an increased difficulty in recruiting qualified experts.

Sir Robert Jackson recommended the extension of the SF projects in depth so that investment from the world bank or other sources could be obtained.

Mr. Paul Marc Henry indicated the SF should advise also on the financing of the projects.

Mr. Tarver of the FAO said that some Agencies are overcommitted and referred to the difficulties in subcontracting projects as well as in recruiting personnel for Africa due to the high cost of living, hardship conditions and lack of counterpart personnel. Some of the ResReps said that the manpower problem constitutes a bottleneck in most of the newly independent countries. This deficiency is mostly felt in the intermediate and low level ranks. In some countries both top and medium level personnel do not exist.

The importance of training of qualified planners was discussed as well as the role to be played by the African Institute for Economic Development and Planning, with Headquarters in Accra.

Another item discussed was the preparation of new requests for the SF. The SF is ready to provide new facilities, for instance, preparatory allocations, use of survey mission and a combination of both facilities.

In the afternoon meeting, upon the request of one ResRep, the conflicting views between the Government wishes and the SF decision in respect of priorities were discussed. Also discussed was the elimination of delays in the preparation and the execution of projects, as well as the new methods to be applied for amendments and adjustments (the latter do not require the Government's approval) in the Plan of Operation.

One ResRep referred to the need of an efficient Project Agreement if the respective project is to be effectively executed.

AGENDA - EXPANDED PROGRAMME OF TECHNICAL ASSISTANCE

REGIONAL MEETING OF RESIDENT REPRESENTATIVES

Addis Ababa, 20-29 April 1964

Tuesday 21 April

- I. Implementation of the 1963-64 programme
 - (a) Role of government in the utilization of programme savings and the determination of programme changes under the system of Agency allocations.
 - (b) Rate of implementation of the approved programme
 - (c) Size and nature of the Contingency programme. Speed of implementation
- II. Preparation of the 1965-66 programme
 - (a) Country targets planning reserves and the level of resources
 - (b) Project Planning
 - (c) Size and use of regional programmes and selection of regional projects
 - (d) Co-ordination with other UN programmes and with Bilateral programmes
 - (e) Carry over of obligations for short term experts
 - (f) Role of ECA
 - (g) Costing system for experts and fellowships
- III. Sub-Regional and Group-Country Projects in Africa
- IV. Operational Experts
- V. Utilization of Associate Experts
 - (a) Scope and availability, including A.E. from recipient countries
 - (b) Governments' reactions in the light of present experience
 - (c) Future need
- VI. Counterparts and Trainees

Emphasis on counterpart problems in training institutions at the higher levels

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II. Objectives

- (a) as regards to EPA projects
- (b) financing
- (c) Use of volunteers in TAP/EP offices
- (d) Governmental relations in the light of present experience

III. Reporting and Evaluation

- (a) Proposed changes in the reporting system and the Project Handbook
- (b) Report evaluation

IV. Financial Matters

- (a) Contributions and status of early payments
- (b) Local costs payment: importance of early payments
- (c) Progress of budget
- (d) Status of local costs
- (e) Payment of salaries in non-convertible currencies
- (f) Differences of conditions of employment and administrative practices between the several agencies

Follow-up on Addis Ababa Seminar for Co-ordination officials

Problems of co-ordination with bilateral programmes: co-ordination at the government level and follow-up on Addis Ababa seminar for co-ordinating officials

Questionnaires, Seminars, Working sessions and channels of communication

- (a) Advance preparation by visitors; thorough research of data available at UNEP and specialized Agency Headquarters before:
 - (i) circulating questionnaires for circulation to governments
 - (ii) conducting field surveys
 - (iii) conducting on field missions
- (b) Advance preparation for visiting missions; arrangement of suitable program of appointments with local government officials
- (c) Inter-agency co-ordination and visits

Relationships with Headquarters (Administration)

- (a) Any matters to be brought up for discussion

- XIII. Relations with the agencies, their headquarters and regional offices
- XIV. Fellowships
- XV. Public Information
- XVI. Implementation of basic agreements

AGENDA - SPECIAL FUNDREGIONAL MEETING OF RESIDENT REPRESENTATIVES

Addis Ababa, 20-29 April 1964

I. Items proposed for meetings on Wednesday 22 April and Thursday morning 23 April

- 1 (a) Criteria, policies and regulations governing Special Fund projects
(b) Report to Field Directors on major developments (policies, operating problems, Agency reviews etc.)
2. Preparation of new requests and establishment of priorities
- 3 (a) Negotiations of plans of operations
(b) Co-ordination with other programmes (bilateral, multilateral)
4. Amendments and adjustments of plans of operation (SF/CM/Field 30)
5. Completion and follow-up on projects
6. "Clinic" on project problems:
 - (i) Late procurement of equipment
 - (ii) Autonomy of management: relations between Project Managers and counterparts
 - (iii) Provision of counterparts
 - (iv) Fuller utilization of existing projects: crash programmes
 - (v) Pace of approval and implementation
7. Other (including items to be suggested by Directors of Special Fund Programmes)

These discussions will be conducted by Mr Roberto M. Heurtematte, Associate Managing Director, and Mr Paul-Marc Henry, Associate Director, Bureau of Operations and attended by Sir Robert Jackson, high-level Consultant to the Managing Director. Mr Pierre Terver of FAO and Mr Paul Bertrand of UNESCO, both of whom have major responsibility for Special Fund operations at their respective Headquarters, will attend the meetings and also be available for individual discussions with Directors of Special Fund Programmes.

II. Individual Conferences with Messrs Heurtematte and Henry
24, 25, 27 and 28 April

This year the arrangements provide for these individual conferences to last up to two hours each. It is suggested that each Director of Special Fund Programmes come prepared to discuss project problems and new requests. (the latest Quarterly Report could be used).

III. Final Meeting - Wednesday 29 April

The Associate Managing Director will address the Directors of Special Fund Programmes.

Regional Meeting of Resident Representatives
and
Directors of Special Fund Programmes
in Africa

Addis Ababa, 20-29 April 1964

General Meeting on the World Food Program

Thursday, 23 April p.m.

Draft Agenda

I. Introductory statement on behalf of the Executive Director

Review of the up to date progress of the Program and the decisions taken at the Fourth Session of the Intergovernmental Committee and the Twelfth Conference of FAO.

II. Emergency Relief

Policy decisions taken by the Intergovernmental Committee at its Fourth Session and the FAO Conference at its Twelfth Session

III. Project Planning

- a) Attitude to special feeding and school feeding programs in the light of recommendations by the Intergovernmental Committee (Fourth Session);
- b) Projects for economic and social development: consideration of priorities regarding type and size of projects in the light of experience up to date;
- c) Observations by Resident Representatives on the preparation and submission of project requests.

IV. Negotiations with governments of formal agreements for project implementation

- a) Statement of problems encountered up to date by Resident Representatives from their experience in negotiating agreements

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- IV. b) Observations by Resident Representatives on their experience in negotiating agreements
- V. Project Implementation
- a) Problems of logistics in connection with the receipt, storage, transport and distribution of WFP food or feed and with supervision of such operations
- b) Need for and functions of WFP Project Officer
- VI. Appraisal and evaluation
- a) Procedures adopted for appraisal of projects and emergency aid
- b) Plans for preparation of a provisional report on the achievements of the Program to the IOC, 1965 Spring Session.
- VII. Co-ordination of action
- Co-ordination with other United Nations and non-United Nations agencies, in particular US AID Missions.
- VIII. Information on WFP
- Collection and preparation of information material on WFP projects.
- IX. Administrative arrangements
- WFP budgetary support to enable Resident Representatives to carry out their responsibilities in regard to WFP.

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AGENDA FOR GENERAL MEETING OF RESIDENT REPRESENTATIVES
WITH THE EXECUTIVE SECRETARY AND SENIOR STAFF OF ECA
REPRESENTATIVES OF PARTICIPATING ORGANIZATIONS AND WORLD FOOD PROGRAM

Addis Ababa 20-29 April 1964

Friday morning, 24 April

- I. Opening statement by the Executive Secretary of ECA
 - (a) Summary and brief comments on the Sixth session of ECA
 - (b) General policy of the ECA activities
- II. Review of and discussion on the existing system of co-ordination in:
 - (a) Country programmes
 - (b) Regional programmes
- III. Discussions on any points to be brought up by ECA
- IV. Discussions on any points to be brought up by Representatives of Participating Organizations.

ADDIS ABABA MEETING

20 - 29 April 1964

RESIDENT REPRESENTATIVES MEETING

LIST OF PARTICIPANTS

<u>NAME</u>	<u>TITLE</u>	<u>COUNTRY</u>
Mr. Amishedai L. ADU	Regional Representative	Tanganyika
Mr. A.F.Campbell	Resident Representative	Ghana
Mr. Harold E. Caustin	Resident Representative	Nigeria
Mr. J.J.Cabe-Habersky	Resident Representative	Madagascar
Mr. Bernard Chidzero	Resident Representative	Kenya
Mr. Edouard Collin	Resident Representative	Cameroun
Mr. H.H. Ehrenstraale	Correspondent of TAB	Congo (Brazza)
Mr. S.K.Dey	World Food Program	Rome
Mr. Ghufren Faruqi	Resident Representative	Sudan
Mr. Luigi Guida	Resident Representative	Liberia
Mr. Paul-Marc Henry	SF Associate Director	N.Y. Hdqrs
Mr. Roberto M. Haurtematte	SF Associate Managing Dir.	N.Y. Hdqrs
Mr. Karol Kracskiewics	Resident Representative	Morocco
Mr. H. Laurentie	Resident Representative	Togo
Mr. Jacques Leger & Mme	Resident Representative	Ivory Coast
Mr. Jean Lucas & Mme	Resident Representative	Burundi
Sir Robert Jackson	SF Consultant	N.Y. Hdqrs
Dr. Marcel Canzin	Nutrition Adv. W.F.P.	Rome
Mr. George Manoussco	Resident Representative	Guinea
Mr. Dusan Marusic	Resident Representative	Tunisia
U Hla Maung	Resident Representative	Libya
Mr. John McDiarmidq	Senior Director, TAB	N.Y. Hdqrs
Mr. M. Mir Khan	Regional Representative	Senegal
Mr. A. Obrdlik	Regional Representative	Gabon
Mr. B.F.Osorio-Tafall & Mme	Resident Representative	Congo (Leo)
Mr. Jaime Renert	Resident Representative a.i.	Algeria
Mr. J.B. Richardot	Resident Representative	Uganda

Mr. A.E.Saenger	Resident Representative	Dahomey
Mr. Kouros Satrap	Dep. Regional Representative	Nyasaland
Mr. George Ivan-Smith	Regional Representative	N. Rhodesia
Mr. Copeland Robinson	Resident Representative	Somalia
Mr. Thomas Robinson	Director of Program WFP	Rome
Mr. Terver	Assistant Director, FAO	Rome
Mr. Rene Ocha	Unesco	Addis Ababa
Mr. John Rawson	OPI	Addis Ababa
Mr. A. Kwuthof	IBRD	Addis Ababa
Mr. Clark	IBRD	New York
Mr. R. Gardiner	Executive Secretary, ECA	Addis Ababa
Mr. S. Habib Ahmed	Resident Representative	Somalia
Mr. F. Bonnavie	Regional Representative, a.i.	Ivory Coast
Mr. J. Peter Prins	Dep. Resident Representative	Addis Ababa
Mr. Peter Aylen	Resident Representative	Addis Ababa
Mr. Kurowsky	Correspondent	Mali
Dr. Russel	WHO	Addis Ababa
Mr. Esquerre-Barry	UNICEF Deputy Director	N.Y. Hdqrs

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STATEMENT BY THE EXECUTIVE SECRETARY
TO THE ANNUAL MEETING OF RESIDENT REPRESENTATIVES
Addis Ababa, 24 April 1964

In the first place, I must point out that the general lines of this policy result directly from ECA's terms of reference as adopted by the Economic and Social Council and the General Assembly of the United Nations. The policy of ECA is also derived from resolutions adopted by the Commission itself.

Thus, with the consent of all the countries concerned, the Economic Commission for Africa must "initiate and participate in measures for facilitating concerted action for the economic development of Africa, including its social aspects, 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 with territories in Africa, both among themselves and with other countries of the world". That is a verbatim quotation from the mandate which we have been given by the Economic and Social Council.

I do not intend to weary you with a long enumeration of ECA's terms of reference, but I think that quotation of this first paragraph reminds us of the range of activities the Commission may undertake; I would add that by the terms contained in other paragraphs of this mandate, ECA's competence is extended to include investigations and studies in African countries and the possibility of making recommendations directly to the governments of this continent. In other words, ECA's competence is directed mainly towards regional and sub-regional development, but it has been given some latitude to undertake work which has a specific relevance to individual countries so as to make it easier for us to achieve the general objectives of the Organization.

These are the basic principles that lie behind all the activities of the Commission, and I shall try to limit the examples of our work to the main ECA projects, about which moreover, in any event, you certainly have a good general idea. They are:

- the African Institute for Economic Development and Planning
- the African Development Bank
- the African Common Market, and
- the African Payments Union

The first two projects are already at a very advanced stage, and I am glad to be able today to thank you for the assistance which you have given us to enable us to reach this point. I think we can all be satisfied with the progress that has been made on these very important projects, and I am very grateful for the part you played in the preliminary discussions and research which were essential to their success.

The African Common Market is, of course, a long-term affair. Some governments think the question should be tackled immediately at the continental level while others are of the opinion that we should proceed by stages and encourage the establishment of a certain number of sub-regional common markets which could subsequently be amalgamated to form a continental market.

Our approach is directed towards sub-regional organization. It is for this reason that three ECA missions have, during the last eight months, successively visited countries in West Africa, North Africa and Central and East Africa to study in particular problems of industrial coordination, for it is quite obvious that if there is to be a Common Market there must be more production and thus greater opportunities for trade.

It is essential therefore that neighbouring countries do not all produce the same goods. It is essential that they agree to divide between them the new basic industries which can be established in each sub-region. It is essential that they agree among themselves to obtain as satisfactory a balance as possible between sectors. It is essential, too, that they do not lose sight of the particular problems of the continent's land-locked countries. Nature has been unkind to them and it is a fact that economic development tends to be concentrated in coastal areas and in areas where transport does not present intractable problems.

These are the kinds of problems on which we are working. Whether it is a question of one common market, or of a series of such markets, of the African Development Bank, the African Institute or the African Payments Union, it is not possible to limit a serious study to a subject as it is defined in the title; all the related aspects, all the possible implications, must be sought out, studied and evaluated.

I shall shortly be visiting Ghana, Senegal, and Nigeria, to discuss the African Development Bank, the activities of the Institute for Economic Development and Planning, the ECA transport programme, including cooperation in shipping and air services, the mechanics for economic integration, and the summer school and the Professors' Seminar of the Institute. I have already communicated this to the Resident Representatives concerned, and I am counting on their cooperation, both in the discussions I will be having with the governments, and in the follow-up work.

The industrial missions which I mentioned earlier are a good example of the scope of these studies. Although we had to keep them down to a minimum for budgetary reasons, they nevertheless included experts from FAO, UNESCO, and ILO, and were, of course, partly financed by BTAO. The ECA Regional Advisers, who are also financed by BTAO, constitute an additional source of technicians for ECA in UN fields of activity. (They are available to member countries requesting their services).

The circular letter I addressed to governments on 11 February 1964 on the use of Regional Advisers was intended to draw attention to this source of aid. There is not - nor could there be - any question of competing with the normal technical assistance programmes, the regular programmes and the extended programme. We see our Regional Advisers as a complement to existing services in this field, all designed to meet urgent and pressing needs.

Regional Advisers must be as conversant as possible with the realities in the region. This accounts in part for the questionnaire sent out by the technical services of the Commission. I know that these questionnaires are unwelcome and I think I understand why. I know too that the answers to them cannot give a complete picture of the situation, which is often exceedingly difficult to appraise. But it cannot be denied that, however imperfect the answers, completed questionnaires which come directly from the country con-

cerned are likely to come much nearer the truth than appraisals made in an office which is thousands of miles away, and which has no special knowledge of the country at its disposal.

You know Africa, you know the determination of the African countries to advance, to develop as rapidly as possible. As many African governments say, "We are too far behind to wait any more". Such statements cannot, of course, always be taken literally, but we must take account of this utmost to honour its terms of reference, and to justify the confidence its founders as well as the African States have placed in it and in our international Organization.

The ECA is the youngest permanent institution of the international family. Its task is tremendous. It was the last arrival in an enclosure where the plots had already been apportioned. I suppose that in these circumstances there is always some temptation to try to enlarge one's domain and make it more comfortable by nibbling away at the neighbouring plots. I sincerely and firmly believe that this technique is the surest way of prejudicing our chances of finding constructive solutions to the numerous and complex problems that confront us all.

I feel that this is a point that has to be made, here, at this meeting. ECA is a young institution, and this is the first time I have had the pleasure of addressing you. I am not so disingenuous as to pretend not to be aware that there is a certain, shall we say, anxiety, in some quarters as to precisely which way we are going. That is why I want to dispel any misunderstanding on this score. This is the kind of misunderstanding that could harm the work of all of us, and in the end harm Africa and the African peoples. That is something we cannot afford. When we talk about coordination, the principal aim is not only to have a coordinated view, and to agree to take common action, but to have one voice of the United Nations.

We have a definite place allotted to us but we cannot hope to do everything by ourselves. We want to establish the closest cooperation with others working in the same field. This means you and also the specialized agencies.

The Resident Representatives are the eyes and ears of the Commission. I would like to cite as an example the very helpful and successful cooperation we have had from the Resident Representative in Dakar, Ambassador Mir Kan, in our

negotiations with the Senegalese government for the establishment of the Institute for Development and Economic Planning.

We have set up three sub-regional offices, in Lusaka, Niamey and Tangier. The sixth session of the Commission authorized us to set up a fourth, in Central Equatorial Africa, and we are in consultation with governments as to where this should be. The sub-regional offices will make available at short notice the services of technical experts, and will provide facilities for convening meetings, even when there are political frictions. This may be a new role for the United Nations, the initiation of anticipatory peace-keeping operations. For example, the Tangier office opened during the fighting between Morocco and Algeria. The recent meeting on industrial coordination in North Africa was convened at the request of the governments, because they knew that they themselves could not get together. We are undertaking preparatory work to remove economic problems from the purely political domain.

There might be a possibility of doing the same in other parts of Africa. Failure in this field does not reach the headlines, and yet an opportunity is provided for the United Nations to play a quiet and extremely important and effective role in the maintenance of peace, and to assist African countries to make a distinction between their various interests, which are sometimes overlapping, if not intertwined. Nevertheless, we shall continue to rely particularly on you. We are much encouraged by and indeed grateful for the progress that has been made in the last year. You have been willing, despite your own heavy programmes and staff limitations, to act increasingly as our spokesmen and friends at court. I am grateful also to Mr. Heurtematte and Mr. McDiarmid for what they and you - Resident Representatives in Africa have done to facilitate this marked advance. But relying increasingly on you involves obligations on our part. We can do more to organize our mutual working relations so as to lighten the burden on you. It is for this reason that I asked Mr. Croisier, who was and will, I am sure, again be one of your most experienced and respected colleagues, to come down here and help me to review the whole mechanism of the relationships between ECA and your services. There is certainly scope for better coordination of our relationship with you and through you with African

Governments. I have approved new and more systematic arrangements. These will be submitted to you in a document. I shall be glad to receive your comments and suggestions on them.

This is part of a process for improving our working arrangements with the specialized agencies. We have made a big advance in the last year and I would like to express my sincere thanks to all the representatives of specialized agencies present for the way in which they have helped us.

Since 1959 FAO and ECA have had a joint Agricultural Division. This is now well established and has borne much fruit. We owe much to Mr. Adrian Acock, the Chief of the joint Division. Recently FAO has made further contribution to strengthen this Division by adding a Rural Institutions Officer to it. So far this FAO/ECA combination has given, I believe, entire satisfaction to both parties concerned and it was very natural to think of extending this system to those Specialized Agencies which have agreed, or will agree, to be represented at ECA.

We are grateful to the Director-General of UNESCO for agreeing to detail Mr. Ochs to work with our Social Affairs Section.

We are also grateful to the Director-General of WHO for agreeing to the appointment of Dr. Russel to work with the same Section, despite, until recently, his heavy burden of responsibilities in Ethiopia. In addition, WHO are sending a Sanitary Engineer to work with our Housing Section.

The ILO are also taking steps to strengthen our working relationships along similar lines. We are working with them in many fields. One example is their decision to add to the Housing Section an Officer specializing in manpower problems in building and building productivity.

We have an established and significant ITU team working with our Transport Section.

We are working out a joint programme with ICAO.

These are perhaps no more than examples of what has been achieved recently. I am quite certain we shall make much more progress in the coming year.

There are other international organizations working in Africa which are making a major contribution. Pride of place must of course go to the Organization of African Unity. Our working relationships are in particular with the OAU's Economic and Social Commission. We have already established close relations and a considerable part of the time of the Secretary of the ECA, who is also my Special Assistant, is devoted to this task. Wholly satisfactory arrangements were worked out at the first meeting of the OAU's Economic and Social Commission towards the end of last year. Although our primary responsibilities are to our own Commission and to the Economic and Social Council at Headquarters, we shall be the OAU's principal economic, social and technical arm. We also have fruitful working relationships with OAMCE and CCTA. The policy of the Economic Commission for Africa is to cooperate with all agencies doing constructive work in Africa. We do not intend to cut, push out, absorb, or dominate anybody, but to embrace all creative work in the interest of the welfare of the people of Africa. The UN should in its thought, programmes and action, be big enough to welcome constructive aid from all sources, provided that such cooperation does not offend against the policies of the Organization and the principles of the Charter.

Last but not least, I turn to our relations with the aid-giving countries. The flow of multilateral aid is a comparatively small fraction of bilateral assistance. In the last few months, however, my colleagues and I have had extremely fruitful conversations in Addis Ababa with the Ambassadors of the aid-giving countries. Each of these countries has its own rules and must determine both the volume of activities and the areas in which it wishes to operate. Nevertheless, I have been much encouraged by the way in which these countries are willing to envisage new arrangements which fit in with ECA's programmes. A good example is the response we have had to a recent appeal I made for help in carrying out the next stage of our transport programme, through the provision of specialized teams to make pre-investment studies on a sub-regional basis in the field of inland transport. Later in this meeting I should like Professor Schenkman, my Transport Adviser, to give you more details.

Another example is the way in which so many aid-giving countries have agreed to help us in staffing the African Institute for Economic Development and Planning in Dakar, and in developing its activities. Much help has been

promised to the African Development Bank. In many fields of training I am expecting to obtain concrete assistance. Our industrial programme has reached a stage where we can hope for and indeed expect concrete assistance in pre-investment studies and in other ways. Our plans are now being worked out.

This report to the bilateral programmes is in no way in competition with but rather a supplement to what can be done by the UN Special Fund and, at a later stage, the International Bank. I would like to keep you all very closely informed of what we are doing, since you can give us much help in realizing our objectives.

Once again, may I express my sincere thanks for all you have done to help us in the last year. I look forward to even more fruitful working relationships in the near future.

ORG 320/1/2
2 March 1963

Dear John,

We have already discussed the matter concerning my visit to Addis Ababa to take part in the Conference of Resident Representatives. My stay in New York has taken more time than I had allowed for and I now find that I cannot be back in Leopoldville before Friday, 8 March. This will leave little time for me to prepare to leave for Addis, as I have to take up with the Government immediately upon my return a number of matters concerning our current year's programme arising out of my discussions in New York.

In the circumstances I am grateful for your agreement to allow me not to participate in the Addis meeting. I, personally, regret this as I would undoubtedly have derived a considerable benefit from the exchange of views with resident representatives from other parts of Africa, and I am looking forward to availing myself of the next opportunity which offers itself in this connexion.

Yours sincerely,

S. Habib Ahmed
Resident Representative
UN Technical Assistance Board in Congo

Mr. John McDiarmid
Senior Director
Technical Assistance Board
Room 2963C
United Nations, New York

UNITED NATIONS
NEW YORK

TELEPHONE: PLAX 4-1224

CABLE ADDRESS: TECBOARD - NEW YORK

REFERENCE:

1 March 1963

Dear Mr. Ahmed,

..... Further to my letter of 10 January inviting you to attend the Regional Meeting of Resident Representatives in Addis Ababa, I have the pleasure to attach the provisional agenda for the session of Thursday, 14 March, which will be attended by representatives of the Economic Commission for Africa and the Participating Organizations.

..... Also attached, for your information, is a copy of the letter sent by the Executive Chairman to the Participating Organizations on 30 January.

As for Tuesday, 12 March, the day devoted to TAB internal discussions, we have received suggestions to add the following items:

1. Briefing of Government delegates to TAC, ECOSOC, and the Governing Council.
2. Evaluation of the Regional Meetings of Resident Representatives and suggestions for their periodicity and scope.
3. Suggestions and arrangements for briefing of experts in the field (TAB/SR.54, paragraph 57).

Yours sincerely,

John McDiarmid
Senior Director

Mr. S. Habib Ahmed
Resident Representative of the
Technical Assistance Board and Director of
Special Fund Programmes in Congo (Leopoldville)
ONUC - Boite Postale 7248
Leopoldville
Republic of the Congo

UNITED NATIONS
NEW YORK

TELEPHONE PLAZA 4-1234

CABLE ADDRESS: TECABOARD - NEW YORK

REFERENCE 2-4-23/1

30 January 1963

I refer to my letter of 18 December 1962 on the forthcoming regional meetings of Resident Representatives and Directors of Special Fund Programmes. It will be recalled that in each case the fourth day, Thursday, of the week concerned was reserved for meetings at which the Executive Secretaries of the Regional Economic Commissions and their key staff, Representatives from the Participating Organizations and Headquarters officials of TAB and the Special Fund, and the World Food Programme would be in attendance. I am attaching suggested agendas for these meetings. If there is any particular common problem that you wish us to consider, we shall be glad to include it.

The Resident Representatives and Directors of Special Fund Programmes are quite familiar with the programmes of both their respective Regional Economic Commissions and the Specialized Agencies in their broad geographical area. Last year, in a TAB discussion of future regional meeting arrangements, it was agreed that this day should be entirely devoted to a real working session with common problems and informal discussions of such problems being emphasized rather than a series of formal statements as to what each Organization was doing in the region. Our experience last year with the first of our regional meetings was that the several rather formal statements by the Representatives of each Organization took up most of the day with material which was generally familiar to those present. We would therefore appreciate it if your Representative to the forthcoming meetings would be advised accordingly.

Yours sincerely,

David Owen
Executive Chairman

REGIONAL MEETINGS

REGIONAL MEETINGS OF RESIDENT REPRESENTATIVES/DIRECTORS
OF SPECIAL FUND PROGRAMMES. JOINT SESSION WITH
ECA AND THE PARTICIPATING ORGANIZATIONS

Addis Ababa

14 March 1963

1. Means of making relationships between Resident Representative/Directors of Special Fund Programmes and Economic Commissions more fruitful.
2. Co-ordination of EFTA programmes with the programme of work of the Commission.
3. Participation of ECA in preparation, evaluation and execution of Special Fund projects.
4. Relationships with Development Planning institutes.
5. Implications of decentralization.
6. Implementation of the ACC decisions:
 - (a) Participation of Resident Representatives in programming discussions.
 - (b) Programme changes.
 - (c) Advantages and periodicity of meetings with mission chiefs and experts.
7. Relationship between the Expanded Programme and the regular programmes of the Participating Organizations.
8. Public Information aspects.
9. Other matters.

TECHNICAL ASSISTANCE BOARD



BUREAU DE L'ASSISTANCE TECHNIQUE

TELEPHONE: PLAZA 4-1234

CABLE ADDRESS: TECABOARD * NEW YORK

REFERENCE:



1 March 1963

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2. Evaluation of the Regional Meetings of Resident Representatives and suggestions for their periodicity and scope.
3. Suggestions and arrangements for briefing of experts in the field (TAB/SR.54, paragraph 57).

Yours sincerely,

John McDiarmid
Senior Director

Mr. S. Habib Ahmed
Resident Representative of the
Technical Assistance Board and Director of
Special Fund Programmes in Congo (Leopoldville)
ONUC - Boite Postale 7248
Leopoldville
Republic of the Congo

*2. Ahmed
4/8.9-March.*

TECHNICAL ASSISTANCE BOARD



BUREAU DE L'ASSISTANCE TECHNIQUE

UNITED NATIONS
NEW YORK

TELEPHONE: PLAZA 4-1234

CABLE ADDRESS: TECABOARD * NEW YORK

REFERENCE: 2-4-23/1

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Yours sincerely,

David Owen
Executive Chairman

PROVISIONAL AGENDA

REGIONAL MEETINGS OF RESIDENT REPRESENTATIVES/DIRECTORS
OF SPECIAL FUND PROGRAMMES. JOINT SESSION WITH
ECA AND THE PARTICIPATING ORGANIZATIONS

Addis Ababa

14 March 1963

1. Means of making relationships between Resident Representative/Directors of Special Fund Programmes and Economic Commissions more fruitful.
2. Co-ordination of EPTA programmes with the programme of work of the Commission.
3. Participation of ECA in preparation, evaluation and execution of Special Fund projects.
4. Relationships with Development Planning institutes.
5. Implications of decentralization.
6. Implementation of the ACC decisions:
 - (a) Participation of Resident Representatives in programming discussions.
 - (b) Programme changes.
 - (c) Advantages and periodicity of meetings with mission chiefs and experts.
7. Relationship between the Expanded Programme and the regular programmes of the Participating Organizations.
8. Public Information aspects.
9. Other matters.

TECHNICAL ASSISTANCE BOARD



BUREAU DE L'ASSISTANCE TECHNIQUE

UNITED NATIONS
NEW YORK

OR 6 320/1/2

TELEPHONE: PLAZA 4-1234

CABLE ADDRESS: TECABOARD * NEW YORK

REFERENCE:

12 February 1963

Dear Mr. Ahmed,

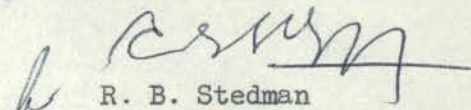
Please refer to Mr. McDiarmid's letter of 10 January 1963 inviting you to attend a meeting of resident representatives to be held in Addis Ababa 11 through 16 March.

Mr. Peter Aylen has been asked to make all the arrangements for the meeting. Please cable him your flight arrival information and hotel requirements.

I hope you can arrive in Addis by the evening of Sunday, 10 March so that the meeting can begin promptly in the morning of the following day. It is expected that you will be able to return to your duty station by 18 or 19 March. We realize that the infrequency of flights to Addis, particularly for resident representatives in West Africa will require extra travel time. Please use the most direct and economical routing to enable you to arrive at the meeting in good time.

Please IOV all travel charges to TAB, Headquarters against account number 38070-115.

Yours sincerely,


R. B. Stedman
Director
Joint Administration Division

Mr. S. Habib Ahmed
Resident Representative of the
UN Technical Assistance Board
in Congo (Leopoldville)
ONUC - Boîte Postale 7248
Leopoldville, Republic of the Congo

ROUTING SLIP

TO

Registry

APPROVAL	NOTE AND RETURN
SEE ME, PLEASE	YOUR COMMENTS
YOUR SIGNATURE	YOUR INFORMATION
NOTE AND FILE	FOR ACTION

File - Meeting
of Res Reps
in Addis
Ababa

DATE

FROM

L

TECHNICAL ASSISTANCE BOARD



BUREAU DE L'ASSISTANCE TECHNIQUE

UNITED NATIONS
NEW YORK

TELEPHONE: PLAZA 4-1234

CABLE ADDRESS: TECABOARD * NEW YORK

REFERENCE:

PERSONAL

17 January 1963

Dear

Habib,

My distinguished colleagues have more than adequately filled you in on important developments in New York through personal roundup letters in recent weeks. This has not, however, offset my own particular feelings of inadequacy in our personal "off the record" communications. Hence this device of forwarding our bi-weekly staff meeting minutes under cover of a brief personal letter.

The preoccupying questions of the moment here concern the Governing Council which has just completed its substantive discussions, preparations for regional meetings of Resident Representatives, and preparations for the March meetings of TAB, CCAQ, and the ad hoc Committee of Ten.

From the administrative point of view, the most interesting question before the Governing Council concerned the basic financial policies of the Fund, and the accumulation of large cash balances. While to some extent the level of the cash in hand (currently nearly \$125 million) is a function of the speed with which field operations get underway, the fact remains that the basic policies of the Fund, which require that cash be held in hand to cover the full costs to completion of projects for which plans of operation have been signed, automatically result in the accumulation of cash in amounts in excess of immediate requirements for disbursement. The Council's debate centered around ways of restricting the cash balances to tolerable levels, and at the same on the uses of cash in hand in ways which would be more directly related to economic development. The Managing Director has undertaken to study the question and to report back to the Governing Council in May 1963.

The fact is, of course, that broadly speaking there are only two types of action which can be taken to reduce the level of cash balances. One is to liberalize the financial policy--by moving in the direction of annual budgets and allocations; that is to say, by approving more projects than can be covered

Mr. S. Habib Ahmed
Resident Representative, TAB
ONUC - Boite Postale 7248
Leopoldville, Republic of the Congo



by cash in hand. Another is to permit pledges to be paid in the first instance by demand notes or something of the sort, for those currencies for which we have no immediate requirement. My own view is that, at this stage of Special Fund developments, we couldn't cope with a dramatic increase in the level of operations, and that the second course of action, if we could get a higher level of pledges thereby, is the one to go for. This is a very tricky question, when viewed in the context of the ranges of currency fluctuations and of degrees of credit-worthiness which exist today. We have a lot to think about.

Plans for the regional meetings are well advanced and correspondence to all concerned is in the mill. One word of warning: a number of Headquarters visitors will be attending the various meetings, and some of them will be making visits to various Resident Representatives before and after. You will want to take their timetables into account in making your own itineraries for visits to the sites of the regional meetings. All concerned with the Far East meeting have been advised, I think, by the principals. The Addis meeting will be attended by the Executive Chairman, myself, and Messrs. Heurtematte and Paul-Marc Henry representing the Special Fund. I am writing now to give advance warning to the Resident Representatives I intend to visit, and the other principals are doing the same thing. I hope you will all understand that it is just not possible for us to do our Headquarters work and see as many of you as we would like. Moreover, the brevity of some of our visits is downright insulting, unless you understand and accept the problem of priorities which we all face. Some argue that it is better to fly over a city than stop for 24 or 48 hours. I am sorry, but I do not accept this view. I myself feel that I can get a great deal out of a four hour discussion. At the very least, it gives me a sense of contact with the local situation which, for metaphysical or other reasons, is not possible through correspondence or even through face to face chats in New York.

A questionnaire is in reproduction now which will be distributed to the field inquiring as to the extent of implementation of the famous ACC principles concerning field coordination, and in the near future, you will be getting another questionnaire arising out of the Advisory Committee's interest in a study of field office organization and allocation of costs. The field office study may involve visits to selected offices by an outside consultant. It's outcome may very well determine the level of our budget next year, and the distribution of the total cost between the various programmes we serve.

The number of questionnaires and studies in which you are involved is growing along with the rest of the workload, and you feel the pinch I know. I hope that the 1963 budget has given you some relief, at least on paper, and we are doing our best to make the paper provisions into reality. In the past two months, no less than 27 international personnel, including secretaries, have been recruited for field service. Nevertheless, we have a long way to go.

An item of some interest which will be before TAB and CCAQ in March relates to housing conditions in the field. This question has not received the attention it deserves, and no important initiatives have been taken by the agencies,



- 3 -

perhaps because they have not yet felt the pinch, at least at their headquarters. We are prepared to suggest courses of action in TAB or CCAQ, or both, if we have a basis. If you have serious housing problems in your area, please let me know about them, their extent, and any possible solutions which you envisage, not excluding the possibility of new construction. If we were to get into new construction, I think we would prefer an arrangement with an entrepreneur under which TAB would lease the housing, pay some rent in advance--say up to two years--and guarantee the rents for a further period. Maybe we should use some Special Fund cash in the housing business!

I hope to write to you again in two weeks.

Yours sincerely,

A handwritten signature in blue ink, appearing to read "R.B. Stedman".

R.B. Stedman
Director

Joint Administration Division

*Do come from the post! See you
in Addis?*

TECHNICAL ASSISTANCE BOARD



BUREAU DE L'ASSISTANCE TECHNIQUE

UNITED NATIONS
NEW YORK

TELEPHONE: PLAZA 4-1234

CABLE ADDRESS: TECABOARD * NEW YORK

REFERENCE:

25 January 1963

Dear Mr. Ahmed,

I refer to my letter concerning the Regional meetings of Resident Representatives and Directors of Special Fund Programmes to be held at the following places and times:

Bangkok	18 to 23 February
Addis Ababa	11 to 16 March
Mexico City	15 to 20 April
Nicosia	6 to 10 May

You have received a general outline of our plans for the meetings, and separate provisional agendas for the sessions dealing primarily with Technical Assistance Board business and those dealing primarily with Special Fund business. We have now had a full discussion with Mr. A. H. Boerma, Director of the World Food Programme, and it is clear that some revision of our original plan will be necessary. In view of the momentum of the World Food Programme, and the problems and challenges all of our offices will have to face as agents of the World Food Programme, our general pattern will now be revised as follows:

1. Monday morning

After a brief introduction, a private meeting of the Resident Representatives and Directors of Special Fund Programmes to compare views and agree on major points of common interest to be raised in later sessions.

Mr. S. Habib Ahmed
Resident Representative of the
Technical Assistance Board
ONUC - Boite Postale 7248
LEOPOLDVILLE
Republic of the Congo



- 2 -

2. Monday afternoon

A meeting at which Headquarters staff of the Technical Assistance Board and the Special Fund, and Mr. Boerma or one of his senior representatives, will discuss general problems relating to the work of our offices in these three programmes.

3. Tuesday

Devoted to meetings between Resident Representatives/Directors of Special Fund Programmes and Headquarters staff of TAB.

4. Wednesday

Devoted to meetings between Headquarters staff of the Special Fund and RR/DSFP's.

5. Thursday

Meeting with Executive Secretaries of the Regional Economic Commissions and representatives of the Participating Organizations.

6. Friday

Devoted to individual conferences of RR/DSFP's with Headquarters officials of TAB, the Special Fund, and World Food Programme.

7. Saturday morning

Half-day general meeting of RR/DSFP's with Mr. Boerma or one of his senior officials to discuss major questions of the World Food Programme.

I hope from this letter the office of the RR/DSFP will make the necessary arrangements for the Saturday morning meeting, and that all RR/DSFP's will make their plans according to this revised schedule.

With all best wishes,

Yours sincerely,

A handwritten signature in dark ink, appearing to read 'J McDiarmid'.

John McDiarmid
Senior Director

JOINT ADMINISTRATION DIVISION

Minutes of Staff Meeting held on 16 January - 63/2

Present:

Mr. R. B. Stedman, Chairman

Mr. C. S. Vegega
Mr. J. Belwood
Mr. J. Catunda de Araujo
Mr. J.E. Folger
Miss N. Globerman
Mr. S. Shahid Husain

Mr. C. L. Law
Mr. V. Okwuosa
Mr. K. Satrap
Mr. M. Tajima
Mrs. M. J. Wright

Also present:

Mr. J. Schoellkopf, Office of Personnel

Mr. Victor Okwuosa was welcomed to the meeting. Mr. Okwuosa has been with the Programme Division on a training assignment with TAB since May 1962. He started his training in JAD in January 1963.

ADMINISTRATION

25. It now appears that some additional office space will soon be available for the urgent needs of the TAB and Special Fund Secretariats.

26. The introduction to the administrative chapter of the TAB to TAC annual report has been circulated in a first draft, together with proposed outlines for various sections of the chapter. The deadline for first drafts of all sections is the end of the month.

27. In order to make appropriate staffing and travel arrangements, Mr. Law was asked to obtain the necessary information from TAB and Special Fund HQ staff for the preparation of the leave schedules well in advance. A letter is also being sent to all the resident representatives, with guidelines which will help them to plan their own and their office leave schedules.

28. In this connexion, field staff is reminded of the need to adhere strictly to the agreed schedules for leave or travel outside their country of duty. When revisions are necessary, they must be submitted to HQ for prior approval. The Executive Chairman and the Managing Director must know the whereabouts and prospective movements of the Resident Representatives.

29. The revisions to the UN travel standards mentioned in minute 6, which were issued as a document ST/AI/150, will be sent to the field under cover of a TAB/CM/FIELD. The revised conditions specify among other things that (a) air transportation, by the most direct and economical route, shall be

/regarded

regarded as the normal mode for all official travel; (b) travel shall be by economy or tourist class for all staff members except that all types of travel of Under-Secretaries and officials of equivalent level and travel on official business of staff at levels D-2 and D-1 shall normally be authorized by first class; (c) all air travel on home leave except for Under-Secretaries shall be economy class; (d) when travel by sea on initial appointment, change of official duty station, separation or home leave is authorized, it shall be by a standard next below first class, except in the case of Under-Secretaries and officials of equivalent level.

30. The TAB/SF Appointment and Promotion Board is scheduled to meet on 25 January.

FINANCE

31. The TAB Secretariat will prepare, for submission to the Board at the March session, a paper outlining the ground rules the Executive Chairman will recommend for implementation of the TAC decision on inter-Agency transfers for the 1963 and 1964 programming (E/3704).

PERSONNEL

32. Mr. H. Kasahara (Japan) has been appointed Project Officer in the Special Projects Section of the Special Fund and will assume his duties on 1 February.

33. Mr. B. R. Devarajan (Ceylon) has been appointed Project Officer in the Special Fund Research Division and will assume his duties in March.

LOCAL COSTS

34. The following local costs payments have been received:

Algeria	- Full payment for 1962
Brunei	- Final payment for 1961
Chile	- Final payment for 1962
Iran	- Payment toward 1963
Korea	- Final payment for 1961
Libya	- Full payment for 1962
Peru	- Final payment for 1962
Uruguay	- Final payment for 1961 and payment toward 1962

35. A CM is being prepared in regard to the deferral of new projects in the 1963-64 Category I programme under the TAC formula concerning local costs arrears. No embargoes are proposed at this time.

MEETINGS

36. Instructions concerning the forthcoming regional meetings accompanied by the corresponding agenda, have gone out to all resident representatives. The Executive Chairman's itinerary
... in Africa, the Far East, and Cyprus, is attached to these minutes.
... Mr. Cohen's and Mr. Stedman's itineraries are also attached.

37. There will be a meeting of the Special Fund Consultative Board in February for the preparation of the May 1963 programme.

PUBLIC INFORMATION

38. The Economic and Social Information Unit of OPI has designated one of its staff members (Mr. Said) to be specifically responsible for information on technical assistance programmes.

39. A first draft for the revision of the EPTA explanatory booklet (The Green Book) has been completed and will be sent to the Participating Organizations for clearance within a short while.

AGENCY AND OTHER MEETINGS

TAB and/or Special Fund
Observer

Conference pour réunir les Etats
riverains du fleuve Niger
Niamey, Niger
14-16 February 1963

Mr. J. Ninine
RR-TAB/DSFP in Ivory Coast

CCTA - 5th Meeting of FAMA and
18th Session of the Commission
Dar es Salaam, Tanganyika
31 January - 9 February

Mr. G. Ivan Smith
RR-TAB/DSFP in East Africa

STAFF MOVEMENTS

CHILE	Mr. A. Garcia RR-TAB/DSFP (Mr. A. Lchegoyen, a.i.)	Dep'd Santiago 22 Nov; in Rome 15-17 Jan; Vienna 21 Jan; Geneva 22-28 Jan; Paris 29 Jan-1Feb; on leave in Paris 2-9 Feb; arr New York 11 Feb; ret Santiago approx 1 March.
COLOMBIA	Mr. A. Balinski RR-TAB/DSFP	Ret'd from : Quite on 21 Jan.
GHANA	Mr. H.L. Maggs, a.i.	
IRAQ	U Hla Maung	Dep't Baghdad 19 Jan on leave; ret 19 February
LAOS	Mr. G. Galletti RR-TAB/DSFP	Dep't Vientiane 21 Jan for three-day visit WHO Regional Office in Manila.
PARAGUAY	Mr. O. Schnake RR-TAB/DSFP (Mr. F. Albani, a.i.)	Dep'd Asuncion on annual leave 21 Dec; ret approx 1 Feb.
SUDAN	Mr. C.A. Faruqi RR-TAB/DSFP	Ret'd from home leave on 17 Jan.
TANGANYIKA	Mr. G. Ivan Smith RR-TAB/DSFP (Mr. A. Miller, a.i.)	Dep'd Dar es Salaam 17 Dec. on home leave, on completion of leave arr HQ 13 Jan; ret Dar first week Feb.
TOGO	Mr. Vu Van Thai, a.i.	
UNITED ARAB REPUBLIC	Mr. B. Osorio-Tafall RR-TAB/DSFP (Miss E. Wood, a.i.)	Dep'd Cairo on home leave early Dec; arr New York 21 Jan and ret Cairo mid-Feb with Europe Agcy brief en route
URUGUAY	Mr. E. Albertal R-TAB/DSFP (Mr. T. Moir, a.i.)	Dep'd Montevideo on home leave 20 Dec; ret approx 31 January
YUGOSLAVIA	Mr. Eric Ward R-TAB/DSFP (Mr. G. Holmes, a.i.)	Dep'd Belgrade on home leave 24 Oct; arr New York 21 Jan; ret Belgrade approx 26 January

ITINERARY

MR. DAVID OWEN

	<u>Date</u>	<u>Train or Flight</u>	<u>Time (hrs)</u>
DPT: NEW YORK	Tuesday, 29 January	BA 510	1000
ARR: LONDON			2140
DPT: LONDON	Friday, 1 February	QF 736	1730
ARR: KARACHI	Saturday, 2 February		0905
DPT: KARACHI	Saturday, 2 February	PK 204	1545
ARR: NEW DELHI			1855
DPT: NEW DELHI	Tuesday, 5 February	IC 264	1800
ARR: CALCUTTA			2110
DPT: CALCUTTA	Wednesday, 6 February	IC 130	1730
ARR: BOMBAY			2150
DPT: BOMBAY	Saturday, 9 February	IC 171	0730
ARR: MADRAS			1020
DPT: MADRAS	Sunday, 10 February	IC 171	1225
ARR: COLOMBO			1415
DPT: COLOMBO	Tuesday, 12 February	BA 788	2225
ARR: SINGAPORE	Wednesday, 13 February		0435
DPT: SINGAPORE	Wednesday, 13 February	BA 708	1745
ARR: DJAKARTA			1915
DPT: DJAKARTA	Saturday, 16 February	QF 739	1750
ARR: SINGAPORE			1915
DPT: SINGAPORE	Sunday, 17 February	CK 734	0800
ARR: BANGKOK			0930
DPT: BANGKOK	Saturday, 23 February	KLM 864	1905
ARR: CAIRO	Sunday, 24 February		0355
DPT: CAIRO	Friday, 1 March	ET 707	0320
ARR: ADDIS ABABA			0835
DPT: ADDIS ABABA	Friday, 1 March	ET 793	1000
ARR: NAIROBI			1140

/...

ITINERARY

MR. DAVID OWEN

PAGE TWO

	<u>Date</u>	<u>Train or Flight</u>	<u>Time (hrs)</u>
DPT: NAIROBI	Saturday, 9 March	ET 794	0800
ARR: ADDIS ABABA			0940
DPT: ADDIS ABABA	Saturday, 16 March	ET 614	1100
ARR: KHARTOUM			1225
DPT: KHARTOUM	Monday, 18 March	SD 410	0730
ARR: EL OBEID			0835
DPT: EL OBEID	Monday, 18 March	SD 411	1715
ARR: KHARTOUM			1820
DPT: KHARTOUM	Tuesday, 19 March	SK 962	0055
ARR: ZURICH			0700
DPT: ZURICH	Tuesday, 19 March	TW 803	0900
ARR: NEW YORK			1500

ITINERARY

MR. R. B. STEDMAN

	<u>Date</u>	<u>Train or Flight</u>	<u>Time (hrs)</u>
DPT: NEW YORK	Friday, 15 February	AZ 611	1840
ARR: ROME	Saturday, 16 February		0840
DPT: ROME	Saturday, 16 February	AF 140	1125
ARR: BEIRUT			1545
DPT: BEIRUT	Saturday, 16 February	SV 728	1720
ARR: RIYADH			2030
DPT: RIYADH	Wednesday, 20 February	SV 723	1535
ARR: BEIRUT			1835
DPT: BEIRUT	Wednesday, 20 February	ME 302	2100
ARR: BAGHDAD	Thursday, 21 February		0100
DPT: BAGHDAD	Sunday, 24 February	IA 001	1200
ARR: DAMASCUS			1300
DPT: DAMASCUS	Tuesday, 26 February	AZ 479	0820
ARR: BEIRUT			0850
DPT: BEIRUT	Tuesday, 26 February	LN 201	1330
ARR: CAIRO			1440
DPT: CAIRO	Wednesday, 27 February	AF 465	0520
ARR: TANANARIVE			1510
DPT: TANANARIVE	Saturday, 2 March	AF 466	1820
ARR: DAR ES SALAAM			2030
DPT: DAR ES SALAAM	Friday, 8 March	EC 422	1900
ARR: NAIROBI			2105
DPT: NAIROBI	Saturday, 9 March	ET 794	0800
ARR: ADDIS ABABA			0940
DPT: ADDIS ABABA	Friday, 15 March	ET 793	1000
ARR: NAIROBI			1140

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ITINERARY

PAGE TWO

MR. R. B. STEDMAN

	<u>Date</u>	<u>Train or Flight</u>	<u>Time (hrs)</u>
DPT: NAIROBI	Saturday, 16 March	AD 468	0700
ARR: MOGADISCIO			1005
DPT: MOGADISCIO	Tuesday, 19 March	AZ 513	1450
ARR: ATHENS	Wednesday, 20 March		0400
DPT: ATHENS	Wednesday, 20 March	VH 375	1440
ARR: TRIPOLI			1925
DPT: TRIPOLI	Friday, 22 March	TU 014	1400
ARR: TUNIS			1555
DPT: TUNIS	Tuesday, 26 March	TU 111	0700
ARR: ALGIERS			0915
DPT: ALGIERS	Friday, 29 March	AF 2320	1305
ARR: PARIS			1515
DPT: PARIS	Friday, 29 March	AF 668	1810
ARR: GENEVA			1905
DPT: GENEVA	Sunday, 31 March	SR 850	1300
ARR: NEW YORK			1725

ITINERARY

MR. MYER COHEN

	<u>Date</u>	<u>Train or Flight</u>	<u>Time (hrs)</u>
DPT: NEW YORK	Thursday, 7 February	TWA 45	1000
ARR: SAN FRANCISCO			1240
DPT: SAN FRANCISCO	Monday, 11 February	PAA 1	0900
ARR: TOKYO	Tuesday, 12 February		1740
DPT: TOKYO	Thursday, 14 February	NW 7	1030
ARR: SEOUL			1402
DPT: SEOUL	Friday, 15 February	NW 8	1530
ARR: TOKYO			1710
DPT: TOKYO	Saturday, 16 February	SK 986	1130
ARR: BANGKOK			1720
DPT: BANGKOK	Tuesday, 26 February	CX 725	1515
ARR: KUALA LUMPUR			1805
DPT: KUALA LUMPUR	Saturday, 2 March	TG 408	1300
ARR: BANGKOK			1545
DPT: BANGKOK	Sunday, 3 March	PR 401	1350
ARR: MANILA			1950
DPT: MANILA	Friday, 8 March	PAA 818	1700
ARR: HONOLULU			1035
DPT: HONOLULU	Saturday, 9 March	UAL 94	1545
ARR: NEW YORK	Sunday, 10 March		0735

TECHNICAL ASSISTANCE BOARD



BUREAU DE L'ASSISTANCE TECHNIQUE

UNITED NATIONS
NEW YORK

TELEPHONE: PLAZA 4-1234

CABLE ADDRESS: TECABOARD * NEW YORK

REFERENCE:

Seen by S. H. A.

12 February 1963

Dear Mr. Ahmed,

Please refer to Mr. McDiarmid's letter of 10 January 1963 inviting you to attend a meeting of resident representatives to be held in Addis Ababa 11 through 16 March.

Mr. Peter Aylen has been asked to make all the arrangements for the meeting. Please cable him your flight arrival information and hotel requirements.

I hope you can arrive in Addis by the evening of Sunday, 10 March so that the meeting can begin promptly in the morning of the following day. It is expected that you will be able to return to your duty station by 18 or 19 March. We realize that the infrequency of flights to Addis, particularly for resident representatives in West Africa will require extra travel time. Please use the most direct and economical routing to enable you to arrive at the meeting in good time.

Please IOV all travel charges to TAB, Headquarters against account number 38070-115.

Yours sincerely,

A handwritten signature in cursive script, likely belonging to R. B. Stedman.

R. B. Stedman
Director

Joint Administration Division

Mr. S. Habib Ahmed
Resident Representative of the
UN Technical Assistance Board
in Congo (Leopoldville)
ONUC - Boite Postale 7248
Leopoldville, Republic of the Congo

ROUTING SLIP

TO

APPROVAL	NOTE AND RETURN
SEE ME, PLEASE	YOUR COMMENTS
YOUR SIGNATURE	YOUR INFORMATION
NOTE AND FILE	FOR ACTION

New File
 Meeting of TAB
 Res Repas in
 Addis Ababa.

DATE

FROM