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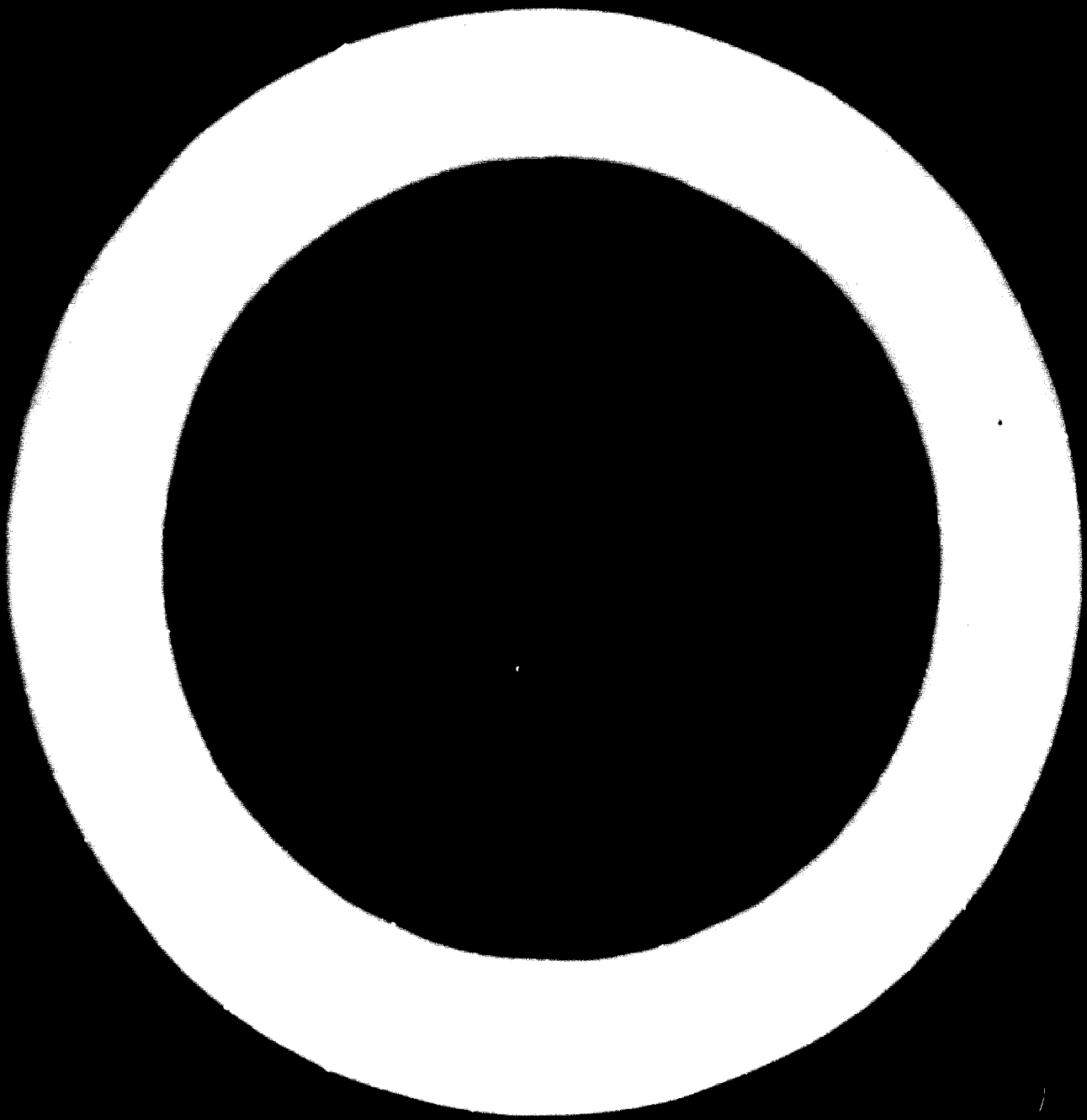
NOTE ON THE PRINCIPLES AND PROCEDURES FOR TECHNICAL CO-OPERATION
BETWEEN THE SECRETARIAT OF OCAM
(COMMON AFRO-MALAGASY ORGANIZATION)
AND THE SECRETARIAT OF UNIDO
(UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION)

Mr. Falilou Kane, Secretary-General of the Common Afro-Malagasy Organization (OCAM), and Mr. Ibrahim Helmi Abdel-Rahman, Executive Director of the United Nations Industrial Development Organization (UNIDO), with their supporting staff, met at UNIDO Headquarters on 14 and 15 November 1968 to study and establish principles and procedures for close co-operation between the Secretariats of the two organizations and to consider possible ways in which UNIDO might give OCAM technical assistance in the work of industrial promotion in OCAM member States.

The discussions covered the following points:

- A. Principles and procedures for close co-operation between the Secretariats of the two organizations;
- B. Technical assistance by UNIDO to the Secretariat of OCAM for specific projects;
- C. Other possibilities for co-operation and technical assistance.

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A. PRINCIPLES AND PROCEDURES FOR CLOSE CO-OPERATION BETWEEN
THE SECRETARIATS OF THE TWO ORGANIZATIONS

Within the framework of their respective spheres of competence, and without encroaching on bilateral relations existing between States members of UNIDO, the two Secretariats will co-operate on the basis of the following general principles:

1. All requests from the Secretariat of OCAM for technical assistance will conform to the current United Nations Development Programme guidelines for intergovernmental projects.
2. In view of ECA's responsibilities in the African region, all assistance of this kind will be provided by UNIDO in close co-operation with the United Nations Economic Commission for Africa (ECA). UNIDO and ECA, resolved to strengthen their co-operation still further, have reached agreement on the principles and methods of this co-operation. Under this agreement (the text of which is attached to this note), technical assistance - irrespective of its kind, scope or value - remains the responsibility of UNIDO, which will at all times make it its business to keep ECA informed of action envisaged and the results obtained.
3. The Executive Director of UNIDO and the Secretary-General of OCAM agreed that, in their present and future co-operation, full account should be taken of the responsibilities and spheres of competence of other agencies belonging to the United Nations family; consequently, according to the type of project concerned, the UNIDO Secretariat will undertake its implementation in conjunction with the specialized agency best qualified to deal with it or, where appropriate, will hand it over to that agency after previously informing the Secretariat of OCAM.

In addition to these general principles, the two Secretariats also agreed on the following points:

- (a) With regard to the national committees for UNIDO, the Secretariat of OCAM - which has been informed of the reasons for their establishment - agreed to support the UNIDO Secretariat's action in this

field by encouraging the establishment of committees in OCAM countries where they do not yet exist and by taking part in their activities. In this connexion, the Secretariat of OCAM proposes, when appropriate, to convene the national committees for UNIDO which may be set up in OCAM countries to information meetings, (to which the UNIDO Secretariat would be invited) for the purpose of giving them general or specific information on UNIDO's activities. The Secretariat of OCAM has already decided to appoint an official to be responsible for co-ordinating the activities of the national committees for UNIDO and for maintaining liaison with the UNIDO Secretariat in this field.

- (b) The Secretariat of OCAM will inform the UNIDO Secretariat as to which of the meetings scheduled by UNIDO - apart from the sessions of the Industrial Development Board, to which it has automatic right of access on account of its consultative status - OCAM would like to take part in. As these meetings will be essentially of a technical nature and devoted to specific subjects, OCAM's possible participation will, in each case, be the subject of correspondence between the two Secretariats. In any event, it is desirable that members of OCAM taking part in such meetings should report to the Secretariat of OCAM, which will in turn report the results of the meeting to the other member countries of OCAM. The Secretariat of OCAM will keep the UNIDO Secretariat informed of meetings it intends to hold on subjects related to UNIDO's activities.

The Secretary-General of OCAM has already informed the Executive Director of UNIDO - who accepted the invitation in principle - that UNIDO will be officially invited to participate in the meeting of Heads of State to be held in Kinshasa (Democratic Republic of the Congo) from 21 to 29 January 1969. When UNIDO is invited to an OCAM meeting, the Secretariat of OCAM may arrange for the members of OCAM belonging to the Industrial Development Board to meet the delegation from the UNIDO Secretariat to study common problems concerning UNIDO's activities and possibly the agenda of the forthcoming session of the Board.

- (c) The Secretariat of OCAM took note of the fact that the regular sessions of the Industrial Development Board are open to all member States of OCAM, in the capacity of observers, if they are not members of the Board. The Secretariat of OCAM will bring this information to the notice of its members.
- (d) In accordance with the wish expressed by the Executive Director of UNIDO, the Secretary-General of OCAM agreed to study, with the States members of OCAM, the possibility of the latter accrediting to UNIDO one of their diplomatic missions nearest to the UNIDO Headquarters in Vienna, Austria.

Lastly, meetings were held between the Secretariat of OCAM and the following Divisions of the UNIDO Secretariat:

- The Technical Co-operation Division;
- The Industrial Technology Division;
- The Industrial Services and Institutions Division, and
- The Industrial Policies and Programming Division.

At these meetings, the Secretariat of OCAM was given detailed information concerning the activities of UNIDO.

The possibilities of technical assistance by UNIDO to the Secretariat of OCAM were reviewed, as were the fields in which concrete action could be taken with a view to closer co-operation between UNIDO and the OCAM Secretariat.

B. TECHNICAL ASSISTANCE BY UNIDO TO THE SECRETARIAT OF OCAM FOR SPECIFIC PROJECTS

The UNIDO Secretariat may provide the following forms of technical assistance to the Secretariat of OCAM, in accordance with the provisions of paragraph A.1.

1. Afro-Malagasy Meat Market

Study, establishment, organization and launching of the Afro-Malagasy Meat Marketing Organization, in co-operation with FAO and the other United Nations specialized agencies.

2. Afro-Malagasy Sugar Agreement

Harmonization of member States' sugar industry development programmes, in co-operation with FAO, UNCTAD and the other United Nations specialized agencies. This question will be the subject of further discussions between the two Secretariats.

3. Harmonization of the industrial policies of OCAM member States

The discussion showed that this activity might well be organized in stages. The first phase should consist of the preparation and evaluation of specific projects of a multinational character.

4. Diffusion of information on the possibilities of improving, repairing and maintaining machinery and equipment

The Secretariat of OCAM welcomes the action undertaken by UNIDO in this field, which is of interest to all its member States, and hopes that in future years this programme will be extended to more OCAM member States.

5. Small-scale industries

The Secretariat of OCAM, which is keenly interested in the expansion of small-scale industries in its member States, hopes to obtain wider technical assistance in this field. It expressed particular interest in the proposed co-operation between ECA and UNIDO in establishing the West African Sub-regional Centre for Assistance to Small-scale Industry, whose headquarters will be at Niamey.

C. OTHER POSSIBILITIES FOR CO-OPERATION AND TECHNICAL ASSISTANCE

The possibilities of co-operation between the Secretariat of OCAM and UNIDO in the following additional fields were also discussed:

1. Industrial information

Close contact will be established between the UNIDO Industrial Information and Promotion Service and the Secretariat of OCAM with a view to the exchange of information on all questions directly or indirectly relating to industrial development.

2. Industrial surveys

The Secretariat of OCAM, which is keenly interested in UNIDO's programme of general industrial development study missions, would like to receive technical assistance designed to help its member States prepare their basic industrial surveys for 1973. It expressed the hope that UNIDO would organize training courses for industrial survey technicians in French-speaking countries.

3. Industrial research centres

The Secretariat of OCAM hopes that UNIDO will consider undertaking a study relating to the strengthening of existing industrial research centres and the establishment of new ones.

4. Administrative bodies responsible for industrial development

The UNIDO Secretariat might undertake a study with a view to improving their operational efficiency.

5. Industrial co-operatives

The Secretariat of OCAM and the UNIDO Secretariat might collaborate in identifying those branches of industry in which producer co-operatives might be organized.

6. Training

The UNIDO Secretariat will send the Secretariat of OCAM UNIDO's complete training programme, for communication to OCAM member States so that they can participate more fully in the programme and thus help to solve the problem of the shortage of African senior staff in industry.

7. Promotion of industrial investment

The Secretariat of OCAM attaches special interest to UNIDO's programmes for investment promotion, concerning which close co-operation might be established.

8. Industries for the processing of animal and vegetable products

The Secretary-General of OCAM noted the particular interest attached by UNIDO to the industrial development of Africa, exemplified in the

important place accorded to the establishment of industries for the processing of products of animal and vegetable origin, as well as to industries indispensable to the development of agriculture.

The Secretary-General of OCAM and the Executive Director of UNIDO hope that the arrangements listed above will enable the two organizations to work in close collaboration.

Falilou Kane
Secretary-General,
Common Afro-Malagasy
Organization

Ibrahim Helmi Abdel-Rahman
Executive Director,
United Nations
Industrial Development Organization

Vienna, 15 November 1968

INDUSTRIAL INFORMATION AND PROMOTION SERVICE

POSSIBILITIES FOR OCAM/UNIDO CO-OPERATION IN THE
FIELD OF INDUSTRIAL INFORMATION

UNIDO and OCAM might agree to establish a system for the regular exchange of documentation and information. OCAM might, in particular, make intensive use of the following UNIDO services:

Industrial Inquiry Service

(Replies to specific questions concerning industrial management and technology). This service could provide documentation and expert advice answering the needs both of the OCAM Secretariat and of its member countries.

Advisory Service on the Supply of Industrial Equipment

UNIDO can provide users of this service with lists of suppliers of industrial equipment from a world-wide collection of industrial directories. UNIDO can also send experts to give on-the-spot advice to countries in determining their equipment requirements, assessing offers and tenders, and drawing up purchase contracts.

Roster of Industrial Consultants Specializing in the Problems of Developing Countries

Selected lists of industrial consultants are prepared for national and international organisations wishing to engage the services of such consultants. UNIDO can, on request, provide experts to assist the OCAM Secretariat or its member countries in establishing industrial services, and it could also offer fellowships to local personnel selected to run such services.

OCAM might also envisage, on a long-term basis, the establishment of an industrial documentation and information service at the regional level, which might develop into a Special Fund project similar to those now being studied on a linguistic basis for Latin America or for the Arab countries.

A folder describing the industrial information services offered by UNIDO is now being published and will be sent to the OCAM Secretariat, which may subsequently distribute it throughout its member countries.

Industrial Promotion Service

The Industrial Information and Promotion Section makes a census, continually kept up to date, of the branches of manufacturing industry and industrial opportunities existing in the developing countries. This census is intended to serve as a guide to potential investors and to enable developing countries to benefit from the industrial know-how of the advanced countries.

Another industrial promotion activity of the Section is to take the opportunities provided by international conferences and fairs of arranging meetings between potential entrepreneurs in developing countries and suppliers of investment capital and industrial know-how. The first meeting of this type was organized in Athens; the next meetings will be held at the Teheran Industrial Fair (October 1969) and the Osaka World Fair (1970). OCAM might inform the competent circles in its member countries so as to ensure extensive participation at Teheran and Osaka.

ENGINEERING INDUSTRIES SECTION (INDUSTRIAL TECHNOLOGY DIVISION)

UNIDO REPAIR AND MAINTENANCE PROGRAMME
IN DEVELOPING COUNTRIES

UNIDO has recently started a programme for improving maintenance methods in developing countries. This activity is a direct consequence of the rapid growth of industrial equipment, means of transport and agricultural and other machinery in the developing countries, where large quantities of machinery and equipment from the industrial countries are used.

It is considered that the reason why the working life of this machinery and equipment is at present comparatively short is the lack of repair equipment and spare parts. Some of the largest firms operating in the developing countries maintain and repair their equipment, but they are not able to provide the necessary assistance to medium and small undertakings. The successive imports of machinery and equipment under the various programmes launched in the developing countries have therefore obliged UNIDO to draw up a technical assistance programme and to organize a world-wide campaign for repair and maintenance.

The first stage of this campaign is to carry out a diagnostic study in countries which have shown an interest in such studies. These studies will be carried out by consulting engineers. On the basis of on-the-spot enquiries lasting two months at the most, the consultants will prepare country, sub-regional and regional reports on the decisions taken and conclusions reached and will make recommendations for subsequent stages. The consultants' findings will enable UNIDO to draw up a long-term programme for assisting the developing countries and identifying critical points in countries where immediate assistance is necessary.

The second stage of the campaign will be the establishment of a number of new plant maintenance units. A number of existing workshops will be adapted for the repair of different types of equipment and machinery. In every case, particular attention will be given to the local manufacture of spare parts, the lack of which gives rise to irregularities in day-to-day operations. The

problem of training personnel for preventive maintenance work and other operations will be stressed from the start. This personnel must be capable of using the installations set up, once UNIDO's assistance has been provided. Mobile maintenance and repair workshops may also be provided in special cases. These workshops will either work independently or will be attached to a central unit.

The initial financing has already been approved for a number of units, which will at first operate on an experimental basis.

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
UNITED NATIONS DEVELOPMENT PROGRAMME

Special Industrial Services

Project Data Sheet

1. Reference No.: SIS AFR (6) Country: OCAM

Project title: Preparation of a plan for harmonizing the industries of OCAM countries.

Date formal request recorded: 2 August 1968

Mr. Falilou Kane, Secretary-General of OCAM, transmitted the first inter-governmental request from a sub-regional organization (cf. letter dated 2 August 1968).

2. Description of the project: The services of an industrial programming and planning expert will be provided for a period of six months. This expert will be provided for a period of six months. This expert will work in the OCAM office at Yaoundé and in the member countries of the sub-regional Organization to prepare a plan for harmonizing the industrial development of OCAM member countries.

The industrial programming expert will work under the auspices and control of the Department of Economic Affairs of the OCAM Secretariat on the basis of studies already carried out by ECE, ECA and other regional institutions. The expert will also base his work on national industrial development plans, existing or in preparation for the various OCAM countries.

His task will be:

- To study and identify regional industrial projects in the OCAM member countries;
- To select and evaluate different industrial projects according to the priorities laid down in national plans;

- To select locations for new industrial units, especially large industrial complexes of regional importance;
- To study systems of management for industrial units of regional importance;
- To estimate the markets of other OCAM countries for the products of the industries to be established;
- To draft operational agreements for harmonizing the industrial plans and projects of the OCAM member countries, taking into consideration both the micro-economic and the macro-economic stages of industrial planning.

3. Background information: In the autumn of 1968, an ECOSOC mission visited the West and East African sub-regions. Its task was to prepare, for the Second Development Decade, a preliminary development plan for the sub-regions emphasizing economic and industrial co-operation and the possibilities of integration. Two UNIDO experts took part in the mission and dealt with the problems and potential of the industrial sector.

4. Relationship with other technical assistance projects or requests: The expert is to base his work on studies already carried out, in particular those made by ECE, ECA and CDP (Centre for Development Planning, Projections and Policies). This Centre organized a mission to West African countries to prepare studies of development prospects. The findings of this mission provide, in any case, some preparatory basis for the work to be done, i.e., the harmonization of industrial plans in the West African sub-region.

5. Project components, duration and estimated costs:

<u>Field of activity</u>	<u>Duration</u>	<u>Cost</u> (dollars)
One industrial programming and planning expert	6 months	12,000
Travel in OCAM member countries		<u>3,000</u>
		15,000

1. Request approved:

signed
(for UNIDO)

Date:

Request from OCAM

JOB DESCRIPTION

- Post title: Expert in industrial programming and planning
- Duration: Six months (with possibility of extension)
- Date required: As soon as possible
- Duty station: Yaoundé (Cameroon)
(with possibility of travel in OCAM member countries)
- Duties: The expert will be required to prepare a plan for the harmonization of industries in the OCAM countries. The industrial programming expert will work under the auspices and control of the Department of Economic Affairs of the OCAM Secretariat, on the basis of studies already carried out by ECE, ECA and other regional institutions. The expert will also make use of national industrial development plans, existing or in preparation, for the various OCAM countries.
- His task will be:
- To study and identify regional industrial projects in the OCAM member countries;
 - To select and evaluate different industrial projects according to the priorities laid down in national plans;
 - To select locations for new industrial units, especially large industrial complexes of regional importance;
 - To study systems of management for industrial units of regional importance;
 - To estimate the markets of other OCAM countries for the products of the industries to be established;

- To draft operational agreements for harmonizing the industrial plans and projects of the OCAM member countries, taking into consideration both the micro-economic and the macro-economic stages of industrial planning.

Qualifications:

Economist with sound university training, specializing in industrial programming and planning, with experience of the evaluation of industrial projects. Knowledge of the economic problems of industrial development in the countries south of the Sahara essential.

Languages:

French obligatory
English desirable

Background
information:

The purpose of OCA (Common Afro-Malagasy Organization), which was set up on 12 January 1965, is to strengthen co-operation and solidarity among the Afro-Malagasy States in order to speed up their economic and social development.

The following fourteen States are members of OCA:
Cameroon, Central African Republic, Chad, Congo (Brazzaville), Congo (Democratic Republic of), Dahomey, Gabon, Ivory Coast, Madagascar, Niger, Rwanda, Senegal, Togo, Upper Volta.

In the autumn of 1968, an ECOSOC mission visited the West and East African sub-regions. Its task was to prepare, for the Second Development Decade, a preliminary development plan for the sub-regions emphasizing economic and industrial co-operation and the possibilities of integration. Two UNIDO experts took part in the mission and dealt with the problems and potential of the industrial sector.

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION
UNITED NATIONS DEVELOPMENT PROGRAMME

Special Industrial Services

Project Data Sheet

1. Reference No.: SIS AFR (7) Country: OCAM
- Project title: Harmonization of industrialization policies and measures in OCAM member countries.
- Date formal request recorded: 2 August 1968
- Mr. Falilou Kane, Secretary-General of OCAM, transmitted the first inter-governmental request from a sub-regional organization (cf. letter dated 2 August 1968).
2. Description of the project: The services of an expert on industrial policies will be made available to the Secretariat of OCAM to help it in its efforts to harmonize the industrialization policies and measures of its member countries. His task will be:
1. To study the national industrialization policies and measures now in force in each of the member countries;
 2. To study regional policies and measures now in force in member countries bound by regional co-operation agreements;
 3. To identify possible inconsistencies:
 - (a) Between different national policies and measures; and
 - (b) Between these and the regional policies and measures now in force within OCAM.
 4. To draw up a programme:
 - (a) For the elimination of such inconsistencies; and
 - (b) Proposing specific measures to be adopted by member countries with a view to harmonizing their industrial policies and thereby strengthening co-operation.

3. Background information: In the autumn of 1968, an ECOSOC mission visited the West and East African sub-regions. Its task was to prepare, for the Second Development Decade, a preliminary development plan for the sub-regions emphasizing economic and industrial co-operation and the possibilities of integration. Two UNIDO experts took part in the mission and dealt with the problems coinciding with those listed in OCAM's request.

4. Relationship with other technical assistance projects or requests: The expert should base his work on studies already carried out, in particular those made by ECE, ECA and CDP (Centre for Development Planning, Projections and Policies). This Centre organized a mission to West African countries to prepare studies of development prospects. The findings of this mission provide, in any case, some preparatory basis for the work to be done, i.e., the harmonization of industrial plans in the West African sub-region.

5. Project components, duration and estimated costs:

<u>Field of activity</u>	<u>Duration</u>	<u>Cost</u> (dollars)
One expert on industrial policies	6 months	12,000
Travel in OCAM member countries		3,000
		<u>15,000</u>

6. Request approved:

signed

(for UNIDO)

Date:

Request from OCAM

JOB DESCRIPTION

- Post title: Expert on industrial policies
- Duration: Six months (with possibility of extension)
- Date required: As soon as possible
- Duty station: Yaoundé (Cameroon)
(with possibility of travel in OCAM member countries)
- Duties: The expert will be required to prepare a plan for the harmonization of industrial development programmes in OCAM member countries. The expert on industrial policies (like the expert in industrial programming belonging to the same team) will be attached to the Secretariat of OCAM. He will make use of studies already carried out by ECE, ECA and other regional institutions and will co-ordinate his work with these studies in such a way as to supplement them, while avoiding any duplication.
- His task will be:
1. To study the national industrialization policies and measures now in force in each of the member countries;
 2. To study regional policies and measures now in force in member countries bound by regional co-operation agreements;
 3. To identify possible inconsistencies:
 - (a) Between different national policies and measures;
 - and

- (b) Between these and the regional policies and measures now in force within OCAM;
4. To draw up a programme:
- (a) For the elimination of such inconsistencies; and
 - (b) Proposing specific measures to be adopted by member countries so as to harmonize their industrial policies and thereby strengthen their co-operation.

Qualifications: Economist with sound university training, specializing in industrial policies, with experience of harmonization problems. Knowledge of the economic problems of industrial development in the countries south of the Sahara essential.

Languages: French obligatory
English desirable

Background Information: The purpose of OCAM (Common Afro-Malagasy Organization), which was set up on 12 January 1965, is to strengthen co-operation and solidarity among the Afro-Malagasy States in order to speed up their economic and social development.

The following fourteen States are members of OCAM: Cameroon, Central African Republic, Chad, Congo (Brazzaville), Congo (Democratic Republic of), Dahomey, Gabon, Ivory Coast, Madagascar, Niger, Rwanda, Senegal, Togo, Upper Volta.

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