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Joint Consultation on the Promotion of  
Industrial Management Clinics for the  
Least Developed Countries of Africa

Kampala, Uganda, 14 - 18 December 1975

**FINAL REPORT**

14.75-9263



**CONTENTS**

	<b>Page</b>
<b>INTRODUCTION</b>	3
<b>RECOMMENDATIONS</b>	4
<b>Annexes</b>	
<b>I. ORGANIZATION OF THE CONSULTATION</b>	10
<b>II. SUMMARY OF THE DISCUSSION</b>	12
Management in industry	12
Planning of national industrial management clinics and consulting	14
Organisation, analysis and development of an enterprise	15
Management information systems	15
International co-operation in management consultancy (twinning)	16
Industrial design and product selection; planning and scheduling of production; equipment selection and improved industrial processes	16
Management accountancy	17
Marketing research and sales promotion	18
Development of human resources	18
<b>ANNEXES</b>	
<b>I. LIST OF PARTICIPANTS</b>	20
<b>II. PAPERS PRESENTED AT THE CONSULTATION</b>	27

## INTRODUCTION

A Joint Consultation on the Promotion of Management Clinics for the Least Developed Countries of Africa was held at Kampala, Uganda, from 14 to 1 December 1975. It was organized by the United Nations Industrial Development Organization (UNIDO) in co-operation with the Government of Uganda through the Uganda Development Corporation.

The purpose of the Consultation was to bring together senior officials from the least developed countries, mainly from paragonovernmental industrial organizations and government institutions concerned with management, to exchange ideas on ways and means to stimulate the development of new industrial management clinics and to improve those already existing. It was expected that the Consultation would help to generate a greater awareness in the least developed African countries of the importance of such clinics to the efficiency of industrial management and the development of indigenous management consultancy.

The Consultation was attended by 24 participants from 9 African countries and by 23 observers. The names of the participants are listed in annex I. The participants represented ministries; government centres and agencies for management, industrial studies and development, industrial promotion, organization and methods; government-owned industries; and private business. The Economic Commission for Africa (ECA) and the International Labour Organisation were also represented. The observers came from industrial enterprises, government institutions and a multilateral consultancy group.

The convening of the Consultation reflected the awareness that one of the critical factors in industrialization is the scarcity of qualified African managers, consultants and advisers. The importance of improving management development and training was stressed earlier in the first and second conferences of African Ministers of Industry organized by ECA and the Organisation of African Unity (OAU) at Addis Ababa in May 1971<sup>1/</sup> and by ECA, OAU and UNIDO at Cairo in December 1973,<sup>2/</sup> respectively, the aim being to limit the extent and duration of reliance on expatriates.

The need for industrial management and consulting services is evident in all countries in Africa, particularly those that are creating new industries under government ownership and operation. The most significant need is for a rapid build-up of an African corps of professional managers capable of assuming responsibilities in industrial management, consultancy and advisory information and services, project promotion and planning, administration and management in both the public and private sectors.

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<sup>1/</sup> See "Report of the ECA/OAU Conference of Ministers of Industry" (E/CN.14/525).

<sup>2/</sup> See "Report of the Second Conference of African Ministers of Industry" (E/CN.14/613).

Since it is neither possible nor economic for most enterprises to have on their staffs experts in every field of knowledge, it is the common practice for managers to expand the talents and know-how of their organizations by employing outside consulting specialists. It is the desire of the African States that the "outside" consulting specialists should be indigenous experts. In order to meet the great demands of industry for these consulting services, a comprehensive programme is required for the development of African consultants and advisers.

In this regard, it is generally acknowledged that problems have arisen with foreign consultants in African countries. These consultants are frequently not familiar with and in many cases do not grasp the cultural and socio-economic aspects of the problems in Africa and African industrial enterprises. Thus, the use of national consultants would further the growth and development of African enterprises.

#### RECOMMENDATIONS

##### I. Training

1. Efforts should be intensified and adequate funds provided for the development of indigenous industrial managerial capability, with emphasis on technological and industrial management skills, including cost accounting and production control. Each African country should establish management training programmes, where these do not already exist, to train indigenous managers in both the theoretical and practical aspects of management. The managers who have been trained in this way should be given responsibility and authority to enable them to apply what they have learnt.
2. Industrial enterprises should encourage their managerial staff, by providing the necessary incentives, to increase their technical competence in their specific fields. Inter alia, they should encourage them to enrol in professional bodies, attend seminars on subjects in their fields of interest, and work in association with experts and professional teams.
3. Organisations involved in industrial management should organise training programmes in general and specific aspects of industrial management. Such programmes should include seminars, workshops and long- and short-term courses. The programmes, which should emphasize practical training, should be open to personnel at various levels, both in industrial management organisations and in industrial enterprises.

4. UNIDO and other international organizations should assist African countries in their efforts to develop industrial management capabilities. Such assistance should include the provision of experts, on a long- and short-term basis as required, the promotion of programmes of co-operation among African countries as well as with other countries and the organization of national, regional and subregional meetings on general and specific aspects of industrial management.

5. UNIDO should consider evaluating and upgrading experts in various fields who undertake assignments. UNIDO should consider possible training for these experts.

6. Local organizations concerned with management consultancy should be associated fully with the work of foreign consultants. Such foreign consultants should be recruited only when the required expertise is not available locally.

## II. Establishment of national industrial management and consultancy institutions

1. Each African country should establish, where these do not exist, national management and consultancy programmes and organizations. The organizations engaged in industrial management and consultancy already available in the country should be taken into account in the establishment of a national organization, whose structure and functions should be well defined. Technical advice should be requested as required.

2. When a national industrial management and consultancy organization is established, steps should be taken to determine, inter alia:

The scope and tasks to be carried out by the organization;

Internal and external organizational structures, the aim of which is to ease communications and operation;

The type of staff and the performance expected of each staff member.

3. Each African country should lend its support and, where necessary, take action to establish specialised industrial consultancy teams in such areas as industrial costing and management accountancy. The establishment of specialised institutes should be considered, where appropriate.

4. UNIDO and other international organizations should assist African countries, upon request, in establishing national industrial management and consultancy organizations. This assistance should include the identification of the needs and requirements, on a priority basis, of the country in industrial management and consultancy and the elaboration and initial implementation of long- and short-term programmes for the organizations.

### III. Aid to the organization and development of enterprises

1. African institutions responsible for industrial promotion should give special attention to the development of the small-scale and handicraft sector.
2. African banks should endeavour to give long-term, medium-term and short-term low-interest loans to the crafts sector. The present stringent requirements for collateral should be abandoned and other criteria established.
3. Social prejudices against craftsmen should be eliminated through the use of mass media and other means of communication and educational programmes.

### IV. Application of industrial management and consultancy techniques in industry

1. Industrial management principles should be carefully examined before they are applied generally to different social and cultural environments and in countries at different levels of development.
2. Production control systems should be adapted to fit the specific needs of the specific situations in which they will be used and the expertise available.
3. Feasibility studies should precede the establishment of new industries in the African countries. In the preparation of these feasibility studies close attention should be given to local conditions and requirements, particularly when foreign consultants have been engaged.

### V. Management information systems (MIS)

1. The systems approach should be used to determine the basic needs of any operational unit or industrial enterprise. The organizational structure and work flow of such operational units or enterprises should be very well defined before any attempt is made to apply MIS concepts, which need not always entail the use of computers.
2. The scope and range of any given management information system must be exactly defined, preferably in collaboration with experienced experts. The closest co-operation among top managers, systems analysts and programmers should be promoted to ensure the efficient development of a management information system.
3. In the implementation of a management information system, the principle of many small units sharing time on a central computer installation should be given priority, where applicable. Management information systems should be linked with the computer capacity already installed in the country. Possibilities for the use of computers on a regional basis should also be examined.



#### VI. Meetings between African consultancy institutions

UNIDO and other international organizations should encourage meetings between industrial management consultancy institutions in African countries with a view to promoting better co-ordination of the activities of these institutions.

#### VII. Regional and international co-operation (twinning)

1. Regional industrial management and consultancy services should be established in Africa that would include programmes of co-operation among existing management institutions in developed and developing countries (twinning). UNIDO and other competent international organizations should assist the African countries in this respect.

2. As a point of co-ordination for these industrial management and consulting services, the establishment of a special unit by UNIDO in collaboration with ECA and OAU should be considered. Such a unit would help to co-ordinate activities among the developing countries of Africa and co-operate with consultancy units in other countries.

3. UNIDO should take the initiative, in co-operation with other international organizations such as ECA and ILO, in establishing a working committee to examine the scope of twinning arrangements by identifying:

Financial resources and methods of obtaining funds for twinning arrangements;

Institutions and other agencies in developed and developing countries that would be prepared to engage in twinning programmes;

Situations in developing countries that would lend themselves to twinning arrangements;

The administrative framework that would facilitate twinning arrangements on an international scale.

#### VIII. Human resources

1. Governments should mount accelerated programmes for human resources development for industry. These programmes should be available to all personnel, especially at the factory level.

2. Governments should promote international and inter-African action to assist the development of human resources in Africa, especially programmes, workshops, seminars and joint consultations for the promotion and the development of African management consultants. To this end, Governments should accelerate the co-ordination of centres and other facilities concerned with management consulting as well as the provision of expertise in management.

3. Governments should ensure that the services provided by human resources consultants recruited through international organizations shall not be misused but be effectively utilized.
4. Governments should avail themselves fully of the services and facilities the various technical assistance programmes, especially the management clinic, offer in developing human resources.
5. In consultation with ILO and ECA, UNIDO should:
  - (a) Sponsor in 1976 a joint consultation, on the lines of the Kampala meeting, to consider twinning as a means through which African management consultants and expertise could be pooled to undertake inter-African assignments, especially to develop human resources;
  - (b) Promote or sponsor programmes to develop human resources systematically.
6. UNIDO and other international organisations should review the development of human resources through the counterpart system with a view to devising a system that would make it possible for experts and/or consultants to train as many counterparts as possible, instead of one at a time.

#### IX. Marketing research and sales promotion

1. Domestic marketing, in particular, the establishment of domestic distribution systems, market research, product selection and selling, should be given due consideration and study in the least developed countries of Africa to facilitate their industrialization and provide for the better utilization of industrial capacity.
2. A sub-regional industrial management consultancy service should be set up and management clinics conducted in Africa to deal with marketing management problems, market research and sales promotion; to develop national African consulting capabilities; and to assist indigenous consultants in preparing feasibility studies and designing industrial projects.
3. African development banks and similar institutions should be encouraged to assist owners of small and medium-scale industries in conducting feasibility studies. Industry departments should be established in these institutions and UNIDO assistance should be requested to this end.

1. Organization of a joint consultation on management consultancy in 1976 and publication of case studies

1. UNIDO should promote the organization of a joint consultation in 1976 to evaluate the results achieved since the Kampala meeting and to deal with the development of indigenous management consultancy in Africa. As far as possible, papers drawing on experience in the region should be the basis for discussion at this consultation so that the most appropriate solutions to the problems of the region concerned may be found.
2. UNIDO should continue to conduct and publish case studies on industrial management.

## 1. ORGANIZATION OF THE CONSULTATION

The Consultation was opened at the International Conference Centre in Kampala by Idi Amin Dada, President of the Republic of Uganda and Current Chairman of the Organization of African Unity.

In his opening address, the President pointed out that the purpose of the Consultation was to find ways and means of improving management skills in order to increase industrial production, in conformity with the Lima Declaration adopted by the Second General Conference of UNIDO<sup>1/</sup> and the recommendations of African Ministers of Industry, so that Africa could move away from its heavy dependence on agriculture.

Sixteen of the least industrialized countries were in Africa, and Africa contributed only 0.05 per cent of world industrial production. The fluctuation in the prices of agricultural products on the world market led to balance-of-payments and external trade problems. For that reason many African countries were pursuing industrialization as a priority sector that was essential for their development. To accomplish that aim, Africa would have to become self-reliant in all fields of management.

The President suggested that, since the conversion of UNIDO to a specialized agency was under discussion, UNIDO should establish branches in less developed countries. He was convinced that a UNIDO office in Uganda would serve the whole of East, West, Central and Southern Africa. He thanked UNIDO for its activities in Uganda and for having sponsored the Consultation.

In his reply, Abul-El Rahman Khane, the Executive Director of UNIDO, thanked the President of Uganda for the warm welcome accorded to the participants, and for the generous support of the Government of Uganda given through the Uganda Development Corporation (UDC).

The developing countries constituted 70 per cent of world population but generated less than 7 per cent of world industrial production. Accordingly, the Lima Declaration had set as a target that the share of developing countries should be at least 25 per cent, of which Africa's share would be 2 per cent. To accomplish that aim, it was necessary to use to the full the vast human potential of developing countries, which meant, inter alia, improving management skills. In that process co-operation among developing countries themselves would also be necessary, and the Consultation was an example of such co-operation.

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<sup>1/</sup> See "Lima Declaration and Plan of Action on Industrial Development and Co-operation" (PI/38).

The principal purpose of UNIDO was to play a central co-ordinating role within the United Nations family in the field of industrial development, and there was a certain parallel between its duties and the task of a manager in industry.

It had been recognised by the first and second conferences of African Ministers of Industry that it was essential to improve management development and training in Africa, which the Executive Director interpreted as the legitimate wish of African leaders to make full use of their own human potential.

In the long-term view, management training would no doubt be provided by higher education institutions in Africa, but the short-term problem was to train a large number of Africans for key positions in industry in a comparatively short time.

Much valuable work had already been done by the International Labour Organisation, which had been assisting the developing countries in co-operation with UNIDO. That assistance should continue for as long as it accorded with the aims and policies of interested countries.

It was the purpose of Consultations to give senior officials an opportunity to exchange ideas on the ways and means of stimulating the development of new activities in the development of human resources and to derive the stimuli that each could best use at home. There was no need for a stereotyped approach by all countries.

The Consultation would deal with practical aspects of management because it was addressed to practical men faced with practical problems. The central aim was to motivate Africa's talented administrators and skilled craftsmen to take their due place in a modern industrial context in which local, tribal and social customs were taken into account, so that the peoples of Africa could develop fully their full economic and social potential.

At the opening session the following officers were elected:

Chairman:	S. Kiyaatta (Uganda)
Vice-Chairman:	Abdoukhane Touré (Senegal)
Rapporteur:	Noses Samuel Mumba (United Republic of Tanzania)

The agenda was adopted. It was agreed that the consultants recruited by UNIDOC should present their papers to the plenary session and that detailed discussion of the various topics would take place in smaller working groups, in which the consultants would act as discussion leaders. Annex II lists the papers presented at the Consultation.

The Consultation was held in English and French, with provision for simultaneous interpretation.

On the fourth day of the Consultation, field trips were organized to a sugar factory, a copper smelter and a brickery to give participants the opportunity to see management practices being applied in these enterprises.

At the final session the report and recommendations were adopted. The Joint Consultation was closed by D. Sabuni, the Minister of Industry and Power of the Government of Uganda. In his closing address, the Minister emphasized the importance of follow-up by UNIDOC and African Governments to ensure the implementation of the recommendations adopted by the Consultation.

## II. SUMMARY OF THE DISCUSSION

### Management in industry

Management in industry should be related to the economic, scientific, social and political environment in which industry finds itself. It is increasingly recognised that management techniques may in some cases be applied both to the private sector and to the public sector. Although Governments of developing countries in Africa have become increasingly involved in industry, it is estimated that their present share of the total industry within a given economy is very limited. Most industrial activities, therefore, fall within the private sector and are carried on by small and medium-sized businesses.

While the private sector is making progress in applying modern management techniques, the pace in the public sector is noticeably slow. Measures should be taken to ensure that both public and private sectors achieve the same results with the application of modern management techniques.

The performance of the public sector could be improved through the proper motivation of managers. Greater incentives must be applied in this sector than ever before. Management clinics and management development should be encouraged so that young indigenous managers can be properly equipped to discharge their functions.

Mobility of personnel should be encouraged to foster an interchange of views and experience between the public and the private sectors, particularly now that the public sector is growing and will require a supply of capable managers.

Methods of improving management depend on circumstances and locality. It has been found difficult for African managers trained in developed countries to adapt the techniques they have learned abroad to conditions at home. Ideas can be borrowed from developed countries, but the essential work of turning out managers will have to start within each environment and business community. Training will be required for both practising managers and managers-to-be. On-the-job and crash training programmes for practising managers should be set up and management consulting developed. Training programmes should be designed to meet the requirements of industry. Co-operation in industrial management development among least developed and other developing countries of Africa is greatly needed.

Training programmes should be designed more in line with the needs of industry, particularly as far as management development is concerned.

Planning of national industrial management  
clinics and consulting

The management clinic is one method by which requesting Governments can obtain professional aid in solving industrial problems. Such a clinic is concerned with diagnostics and consulting. It can be defined as a team of consultants in management and technology that solves problems within industry on a short-term, intensive basis. The clinic may be utilized by a national development corporation or by the private and the public industrial sectors.

The team is usually interdisciplinary and may consist of, for example, an industrial engineer, a marketing expert, a production or civil engineer and an electronic-data-processing expert. The team goes into the field to assist the top management of enterprises and industries to solve, or at least develop approaches to solving, predefined problems, and not merely to give advice. The team has to be highly professional and very well organized so as to gather facts quickly - normally in four to six weeks.

While the team is studying the situation, the specialists discuss the problems and findings with managers at various levels to ensure an understanding of the principles underlying the method of analysis. The aim of these discussions is to help the managers to modify some of their attitudes to methods of solving immediate and long-range problems.

Following is an outline of the way in which management clinic teams operate:

- (a) They work and confer with top government officials, managers and industrialists so as to obtain first-hand information on the problems;
- (b) They visit factories to examine the situation on the spot and check the economics and management of the operation, as well as technical aspects;
- (c) They suggest to the responsible managers in industry and government the remedial action to be taken, immediately and in the long term;
- (d) They submit a concise report to the responsible authorities stating the findings and suggesting follow-up action.

Management clinics as described above as well as long-term assistance in establishing national management consultancy can be provided through UNIDO.



### Organisation, analysis and development of an enterprise

The following case shows how an enterprise, an African joinery, can succeed in a relatively short period in making the transition from a craftsman's business to a medium-sized industrial enterprise with the help of banks and of various government agencies for the promotion of the craft and industrial sectors.

In seven years, the enterprise increased the number of its employees from 8 to 276 and its turnover from 18 million to 497 million CFA francs. It also established a suitable organisational structure comprising three main departments.

The enterprise began to expand both horizontally and vertically and is now consolidating its internal organization and financial structure and training its supervisory staff.

The success of this enterprise provides an example of generous and effective help given by a bank and official industrial promotion institutions to support the personal initiative of an African craftsman.

### Management information systems

Management information systems (MIS) are of special importance to the developing countries in Africa. Much of the costly trial and error experienced in computerization by the developed countries over the past decade can be avoided if the basic principles of systems methodology as applied in industry are understood.

An integrated approach to information processing should be the foundation of efforts to improve industrialization and government administration. MIS represents a standardised disciplinary concept, which implies a standardized system of management documentation for every enterprise. Such a centralized approach can contribute greatly to efficiency in operating a national economy.

Through an MIS, the pace of gathering data on key industrial activities can be accelerated. Thus a good level of management capability can be achieved in three to five years after initiating such a project.

While an information system need not be computerized in any particular small industry or single government unit, it may be wise to computerize a group of such small units so that higher governmental planning organisations can obtain an over-all picture of a segment of industry. That would be of mutual advantage.

(a) To the small unit, which by itself would not have been able to afford computerized aid, but now has the benefit of data processing to support its activities directly;

(b) To the governmental authority responsible for developing and controlling the defined economic sphere of activity, which can now use a standardized method to obtain the data from all sources and process it with maximum efficiency.

It should be noted that existing software is designed more for the particular situation in developed countries and is not applicable to African conditions. The software must be kept simple and be easy to maintain. Then the programmers will know every facet of their system and be able to modify or expand it easily.

#### International co-operation in management consultancy (twinning)

The idea of twinning (establishing long-term co-operation between organizations in developing and developed countries) in management consultancy should be explored. How such twinning arrangements will work in practice and how financial resources can be obtained for this purpose should be examined.

The role that foreign experts can play in management development is limited in unfamiliar socio-cultural environments. International collaboration in this field must be founded on the basis of mutual respect, and it is essential to work closely with and through indigenous personnel to make the collaboration effective. Industry in Africa must borrow and profit from the industrial experience of developed and other developing countries, but care must be taken to ensure that foreign know-how shall be appropriate in local conditions. That can best be achieved by training local experts.

The concept of management consultancy and its role in helping local industries is not well understood in Africa. Efforts must be made to foster an appreciation of the role of management consultants so that they can make a meaningful contribution to the industrialisation of Africa.

#### Industrial design and product selection; planning and scheduling of production; equipment selection and improved industrial processes

The design of an industrial product for manufacture or the selection of the most appropriate product from among several alternatives, the subsequent planning of its production and the selection of the necessary equipment to produce it are all influenced by many factors. Some of these factors are under the control of these

responsible for the actual production, but, in developing countries especially, decisions on these matters may often be in the hands of persons or corporations whose headquarters are outside the country and that do not fully understand the impact of their decisions on the domestic industrial scene.

To achieve maximum benefit for the country in question, the design and/or selection of a product and its subsequent manufacture should be preceded by a feasibility study that will determine what to make, how much to make, how best to make it, and how to market it. In calling on outside experts to assist in such decisions, the qualifications of the consultants should be carefully scrutinized by a person understanding local problems to avoid costly errors, such as the selection of inappropriate equipment.

To ensure efficient production, more attention should be given to training schemes for planning and scheduling equipment maintenance.

The production planning and control system used in a particular case should be adapted to the prevailing conditions, since there is no general system model that will fit all circumstances. The degree of sophistication of the production control system will vary with the nature of the product, the quantity to be produced within a period, the degree of skill of the persons who must operate the system and other factors. It may be advisable to install a system in phases, starting with a simple one and improving it or upgrading it as the staff gain experience in its application.

Full use should be made of available technical reference information, such as specialist handbooks and manufacturers' catalogues when establishing a new or improving an existing industry within a country. Visits to trade fairs are also important.

The establishment of national consultancy groups will assist in raising the efficiency of industry within a country. Outside experts may be called upon to train these groups and pass on the benefits of their accumulated experience in the shortest possible time so that such groups reach a high level of capability quickly.

#### Management accountancy

Management accountancy is a most important new profession, which has not been sufficiently developed in Africa. The introduction of the relevant techniques in industrial enterprises must be handled with care. More information on management accountancy as a tool for proper control of material and labour costs is needed by

industrial managers at different levels. The cost of introducing a management accountancy system must be seen in terms of the benefits likely to accrue to an industrial enterprise using it.

Some of the problems facing African countries with regard to management accountancy are:

- (a) The absence of accounting techniques in most of the industrial enterprises;
- (b) The shortage or absence of experienced and qualified accountants to run a system;
- (c) The absence of indigenous experts in this field;
- (d) Top management's lack of knowledge of management accounting as a tool for decision making.

It would be desirable to have indigenous qualified staff trained in standard cost accounting in other African countries, with the assistance of international organizations. Such arrangements would have the attendant benefit of leading to an exchange of ideas, knowledge and experience.

#### Marketing research and sales promotion

The domestic marketing of manufactured goods presents serious problems in the least developed countries of Africa. Marketing information is scarce, market research inadequate and product distribution networks undeveloped. In many cases manufacturing companies do not undertake marketing activities but leave them to middlemen. Sellers' markets predominate.

In one country an industrial information centre on marketing has been established. It may be desirable to use management information systems in marketing. Marketing research should be considered an essential part of feasibility studies preceding the establishment of factories.

#### Development of human resources

Increased investment both nationally and internationally, and especially within Africa, should be made to develop human resources with a view to enhancing efficiency and productivity. A higher level of literacy is a prerequisite for human development programmes, which should be undertaken systematically. A new approach to training as

a life-long process should be adopted. Occupational guidance is essential. The counterpart system for the development of management consultants is not only slow but often has a negative motivational effect. However, accelerated training of management consultants nationally to aid industry is necessary. Human resources development programmes should cover not only managers but the whole staff.

Appropriate incentive systems can be developed only on a case-by-case basis. Incentive systems are determined by the socio-economic environment. They should be applied objectively and cover all personnel. Non-monetary incentives may also be effective, such as appeals to work for the benefit of the country. Foreign and local travel is of value in broadening the outlook of managers and trainees.

Annex I

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**APPENDIX II**

**PAPERS PRESENTED AT THE CONSULTATION<sup>2/</sup>**

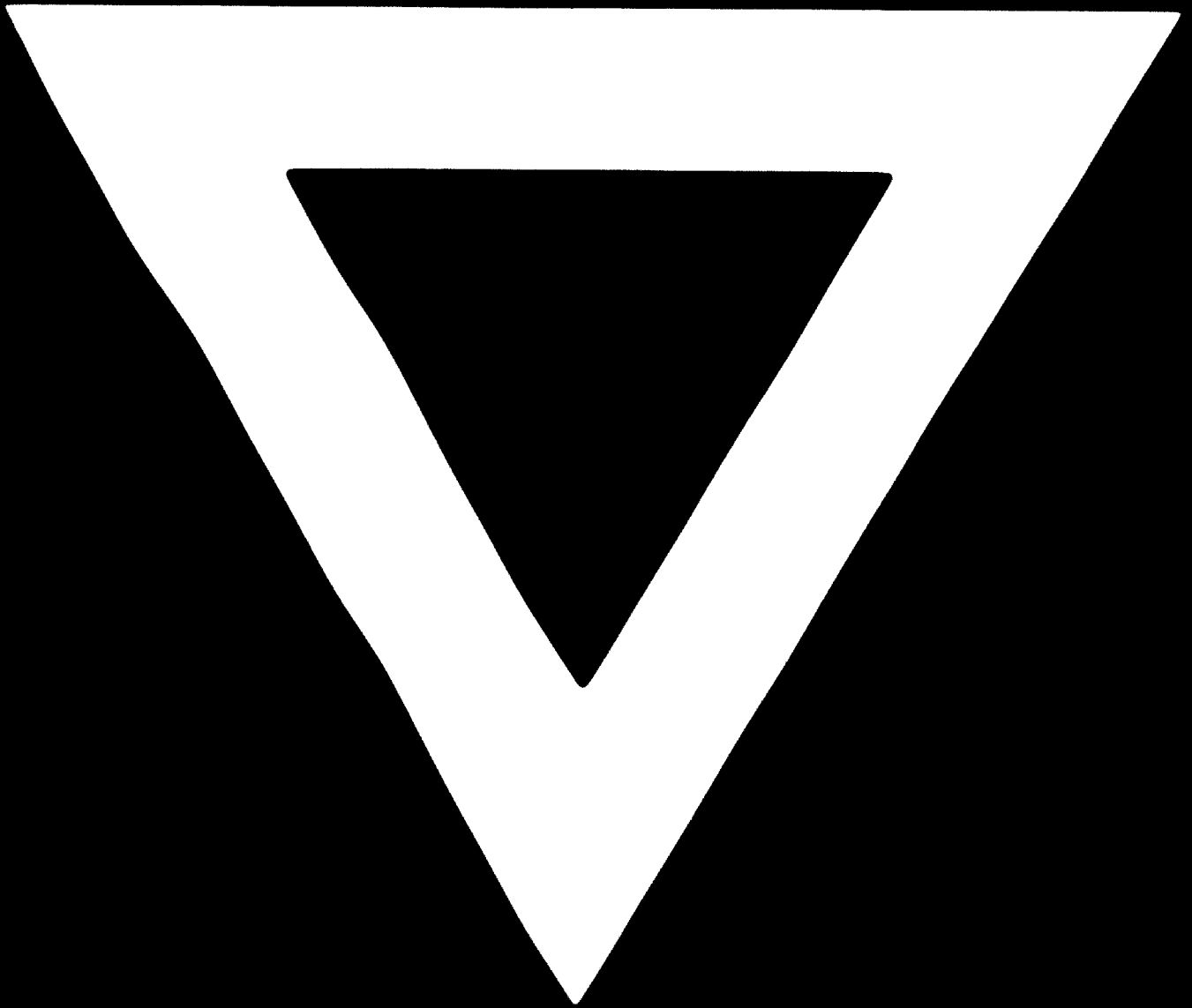
(Listed in the order of presentation)

- |                                  |   |
|----------------------------------|---|
| <b>F. Ikpong</b>                 | <b>Management of industry</b>   |
| <b>R. Kumar</b>                  | <b>International Co-operation in Management Consultancy (twinning)</b>    |
| <b>P. Martin and L. Shattuck</b> | <b>Planning of national industrial management clinics and consultancy</b> |
| <b>W. Bahia</b>                  | <b>Cost accounting and budgeting</b>                                      |
| <b>P. Martin</b>                 | <b>Management information systems</b>                                     |
| <b>J.D. Henderson</b>            | <b>Product planning and development</b>                                   |
| <b>J.D. Henderson</b>            | <b>Planning and scheduling of production</b>                              |
| <b>J.D. Henderson</b>            | <b>Equipment selection and improved industrial processes</b>              |
| <b>Senka/Touré</b>               | <b>Organization, analysis and development of an enterprise</b>            |
| <b>W. Millager</b>               | <b>Market research and analysis</b>                                       |
| <b>J. Delee</b>                  | <b>Development of human resources</b>                                     |

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<sup>2/</sup> A limited number of copies of the papers are available from the Factory Establishment and Management Section, UNIDO.





**76.06.30**